

Dear Councillor

CABINET - TUESDAY, 18 NOVEMBER 2025

I am now able to enclose for consideration at the above meeting the following reports that were unavailable when the agenda was printed.

Agenda Item

No.

9. TRANSFORMATION FRAMEWORK(Pages 3 - 50)

To receive a report presenting the Council's approach to transformation with the framework, the key drivers and the Annual Transformation Delivery Programme for 2025/26 which sets out the six Programmes, 31 Major Projects and 30 Operational Projects.

Executive Councillor: L Davenport-Ray



Agenda Item 9

Public Key Decision – No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Transformation Framework

Meeting/Date: Cabinet, November 18th, 2025.

Executive Portfolios: Executive Councillor for Climate,

Transformation & Workforce

Report by: Business Performance & Transformation

Manager

Wards affected: All

Executive Summary:

This report presents the Council's approach to Transformation for 2025/26, detailing the strategic change programmes, major change projects, and operational level transformation plans. It consolidates actions from the Corporate Plan, change programmes, and service plans into a single, focused Transformation Framework.

Our Council's approach to Transformation is a commitment to continuously improving how the Council operates, placing residents and communities at the heart of service improvement, enhancing the district as a great place to live, work, study and visit, and working closely with partners to ensure services meet future needs. It is a crucial tool for delivering the Council's Corporate Plan priorities and the Huntingdonshire Futures vision.

This document responds to the LGA Corporate Peer Challenge recommendation to define and communicate a clear transformation framework.

The Council has implemented the Transformation Framework with a robust governance structure including the officer-led Transformation Board, to oversee strategic delivery and assurance. An internal audit confirmed good controls in place regarding strategic alignment and decision-making, recommending a unified framework for consistent reporting and benefits realisation. The transformation activity is embedded across services and is actively monitored.

There is a risk that Local Government Reorganisation (LGR) may slow or pause some transformation initiatives the council is aiming to deliver. As the new unitary

authority establish strategic direction, it may be necessary to realign programmes to reflect evolving priorities.

It should be noted that:

- Local Government Reorganisation (LGR): LGR may slow or pause some transformation initiatives as programmes are realigned to reflect the emerging priorities of the new unitary authority. Transformation resources will shift toward supporting the transition, presenting both constraints and opportunities for ongoing change.
- Scrutiny and Transparency: The framework and supporting documents will be refreshed and published annually, offering additional assurance on the work. An update will be brought to the Overview & Scrutiny committee in June 2026.

Recommendations:

The Cabinet is

RECOMMENDED

1. To approve the approach to Transformation

1. PURPOSE OF THE REPORT

- 1.1 To present the Council's approach to Transformation with the framework, including the delivery of programmes and projects for 2025/26; which sets out six Programmes, 31 Major Projects and 30 Operational Projects.
- 1.2 The Transformation Framework is not a new, additional piece of work, but a concise summary of the projects across the Council focussed on transformation and service improvement.
- 1.3 The Transformation Framework includes projects that deliver on the objectives of the Corporate Plan, change programmes, and service plan projects classified as major or operational level projects.
- 1.4 A series of 80 continuous improvement activities from across the council, underpinning service delivery and the successful implementation of transformational projects, were also identified through the service planning process. These have not been included in the Transformation delivery for 2025/26.

2. BACKGROUND

2.1 Corporate Strategic Planning Framework

The council has established a framework that forms the 'golden thread' from vision and desirable outcomes to objectives and then projects by which these are achieved. This is summarised in Appendix 1 and illustrated in the diagram below:



2.2 Corporate Plan

The Council's Corporate Plan guides everything we do as we deliver our vision, review priorities, and collaborate with staff, residents, partners, communities, and businesses. It outlines how we will achieve the vision set by our communities in Huntingdonshire Futures.

The corporate plan has three priorities:



Transformation is an activity that runs throughout the organisation to deliver these priorities successfully.

2.3 Corporate Peer Challenge

The Council undertook an LGA Corporate Peer Challenge (CPC) 15th – 17th May 2024, as a key part of the improvement and assurance framework for local government. The Challenge assists councils to meet part of their Best Value duty, with the UK Government expecting all local authorities to have a CPC at least every five years.

Recommendation 8 arising from the review identified that the Council would benefit from:

'Defining and communicating your approach to transformation and continuous improvement.'

The Council was acknowledged for its innovative and transformational work on its Workforce Strategy, Community Health and Wealth Building, health prevention work and works towards the prevention of homelessness. But a single clear framework for transformation was identified as something that would encourage and support additional innovation, digital implementation and cross service working.

2.4 Transformation Audit

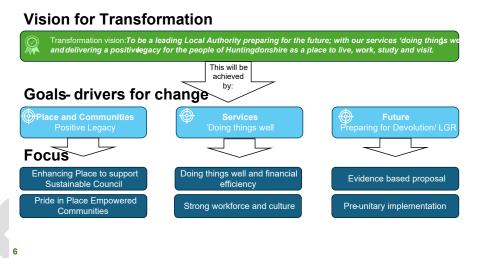
To ensure the right framework of delivery is in place to underpin the revised approach to transformation, an internal audit was commissioned to assess compliance with the established best practice guidance. The audit was completed in August 2025. This recommended a refreshed programme and project management framework to enable consistent and efficient reporting, benefits realisation and project closure. This supports the planned work in transformation.

The audit also confirmed well designed controls surrounding the establishment of a transformation programme and its review.

3. CONSIDERATIONS

3.1 Vision, Focus & Goals

The Council has developed its transformation vision as:



These principles align with the Huntingdonshire Futures Outcomes and the Corporate plan objectives to achieve them.

Appendix 2 shows the actions in the Transformation Framework that deliver against the corporate plan priority and objectives.

3.2 Governance

3.3.2 Transformation Board

The Council has established an Officer led Transformation Board which ensures effective execution and assurance of strategic transformation activity. The board also ensures activity is prioritised to maximise benefits aligned with the corporate plan and the transformation principles. The board is also presented with research and analysis of Council services to

ensure transformation activity is focused in the right place which considers benchmarked performance, unit and service costs:

- Approving, prioritising, evaluating, or terminating activity.
- Overseeing transformation pipeline and funding.
- Managing assurance and benefits realisation.
- Supporting transition to business as usual.

Triggering interventions when:

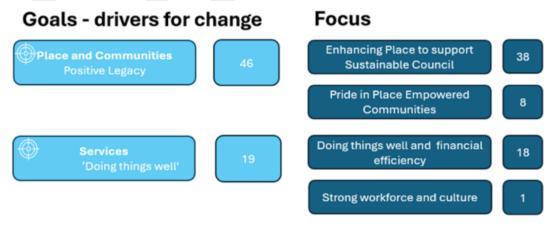
- Innovation, digital, or cultural change faces challenges.
- Activities exceed time/cost/risk/quality limits.
- Benefits fail to be realised.

3.3.3 Transformation Framework and Summary 2025/26

The current Transformation Framework and Summary for 2025/26 is set out in Appendix 3. This document sets out the strategic framework as well as transformation vision, focus for change. This work cuts across the council's programmes, major projects and operational projects. The Framework shares a summary of activity for 2025/26 being undertaken that is driving change. This is drawn directly from the Corporate Plan and Service Plans and ensures that the transformation focus is accurately represented and embedded within core service planning.

Appendix 4 sets out the number of projects at each level of the Transformation Framework, organised by service area.

Appendix 5 is the full list of the Transformation Framework programmes and projects for 2025/26, grouped by the drivers for change. The summary of this breakdown is shown below:



3.3.4 Publication of the Transformation Framework

The Council will publish an annual Transformation update providing assurance on current work and achievements. An update will be brought to the Overview & Scrutiny Committee in June 2026.

4. COMMENTS OF OVERVIEW & SCRUTINY

- 4.1 The Overview & Scrutiny (Performance & Growth) Panel discussed the report at its meeting on 5th November 2025.
- 4.2 Councillor Jennings sought clarification regarding the use of the word 'endorse' on the recommendation for Cabinet, as he stated that it is not within the Panel's remit to do this. It was heard that the term endorse was to seek support for the Report and to share their comments.
- 4.3 Councillor Martin expressed his disappointment in that the report is not a plan for transformation but a list of the projects already in place. He would have liked for it to show the transformation of the organisation. He feels the organisation should be working on ways to improve, where it currently stands and how the organisation can reach the level they aspire to. He referenced the Local Government Agency (LGA) website where it shows benchmarking capabilities, providing different capabilities to review and a scoring matrix. He wanted to understand how the Officers are being set up towards (Local Government Reorganisation (LGR) so they are in the best position for new job opportunities and how successful Huntingdonshire District Council (HDC) are delivering services to residents.
- 4.4 The Panel heard that an enormous amount of work goes into delivering services to residents and continuously improving every year. They were advised that this is a first draft of the plan and is ongoing. Officers are developing the benchmarking data as per the LGA guidelines as part of the mid-year review and aspects of this report are a reflection of a recommendation from the Corporate Peer Review.
- 4.5 Councillor Martin acknowledged that the Workforce strategy incorporated Culture which falls under one of the seven C's of Transformation in the organisation but was not comfortable that this be called a Transformation Plan and made a recommendation that the report have an alternative title such as "Project Tracker" or "Service Plan" as he does not feel it is a Transformation Plan which he would like to be brought back for discussion at a later date.
- 4.6 The Vice Chair was pleased that all of the information was in the report, however agreed with Councillor Martin that she feels the report did not reflect the Transformation plan.
- 4.7 Councillor Catmur requested further insight into project classifications and asked how the projects that do not meet the criteria are tracked. It was heard that the project classifications are trying to bring distinction on how projects are categorised based on the elements such as risk, cost, delivery time and impact on other services. The projects not classified as such are tracked elsewhere.
- 4.8 Councillor Tevlin expressed agreement with Councillor Martin's point regarding the report showing legacy projects rather than an action plan for transformation.

- 4.9 Councillor Gardener drew attention to the Workforce strategy and asked how the Council are attracting new talent and supporting wellbeing in the workforce and thought it would have been beneficial to include this in the report.
- 4.10 The Vice Chair expressed her disappointment that the St Neots Riverside Parks project was absent from the projects covered in the report. It was heard that although the project has planning consent and part of the project has been completed, there is no funding available to continue. The projects in the report are reflective of the Council's agreed Capital Programme and the St Neots Riverside Parks is not part of this. It was suggested this be taken directly to Members through budget setting for further discussion.
- 4.11 The motion proffered by Councillor Martin was seconded by Councillor Jennings.
- 4.12 The Panel heard the new Recommendation and a vote was called. It was unanimous in favour of the Recommendation.
- 4.13 Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for Cabinet to make a decision upon the recommendations within the report, and additionally, the Panel request that the Cabinet consider adding the following recommendation to their report;
 - 1) For the title of the report be changed to reflect the nature of the report's contents and that the Portfolio Holder bring back a report for the Transformation Plan when ready.

5. RISKS

- 5.1 Local Government Re-organisation (LGR) may slow or pause some transformation initiatives the council is aiming to deliver. As the new unitary authority establish strategic direction, it may be necessary to realign programmes and projects to reflect evolving priorities.
- 5.2 Transformation resources will shift toward supporting the new unitary authority transition, presenting both constraints and opportunities for ongoing change. This may increase the demands on the Council and impact on the ability to deliver planned transformation.
- 5.3 This demand will be managed by rigorous prioritisation and strong operational governance.
- 6. LINK TO HUNTINGDONSHIRE FUTURES, THE CORPORATE PLAN, STRATEGIC PRIORITIES AND CORPORATE OBJECTIVES
- 6.1 The transformation driver of **Leaving a Positive Legacy for Place and Communities** is directly derived from the vision established in the Place Strategy:

- 'delivering better outcomes for our residents and communities to ensure Huntingdonshire continues to be one of the best places to live in the country. Together we can reach a brighter future for Huntingdonshire'.
- 6.2 The transformation framework consists of programmes and projects delivering change and service improvement that delivers against the Corporate Plan priorities and objectives as set out in section 3.1 of this report. These are detailed in Appendix 2.
- 6.3 Priority 3 of the Corporate Plan **Doing our core work well** is a key driver for the service improvement activity within the transformation plan, the number of actions reflect how this is demonstrated across all services shown in section 3.3.3 of this report.

7. LEGAL IMPLICATIONS

- 7.1 Transformation Framework documents are not legally mandated but are strongly encouraged and often necessary to meet broader policy goals, funding criteria, and public expectations.
- 7.2 There was a legal requirement for UK local authorities to produce and publish Productivity Plans by July 2024, and the Council were compliant in meeting this deadline. There is no government requirement for 2025.

8. RESOURCE IMPLICATIONS

- 8.1 The Council's Medium Financial Plan is approved to support the programmes, change projects and continuous improvement activity of the Council which deliver the Corporate Plan priorities and objectives.
- 8.2 There are no new resource implications arising from the publication of the Transformation Framework.

9. REASONS FOR THE RECOMMENDED DECISIONS

- 9.1 This report explains how the Council will make changes in 2025/26. It brings together all the main projects, programmes, and plans for improving services into one clear Transformation Framework.
- 9.2 The Transformation Framework is an essential tool for achieving the Council's main goals and vision for Huntingdonshire's future. It encourages ongoing improvement, new ideas, and teamwork across different services. It also meets the LGA's advice to have a clear approach to transformation.
- 9.3 The Council has set up strong oversight through the Transformation Framework governance and Transformation Board. An internal audit found good controls and advised creating a single system for clear reporting and tracking progress.

10. LIST OF APPENDICES INCLUDED

Appendix 1 – Corporate Strategic Planning Framework

Appendix 2 –Transformation Delivery Programme by Corporate Plan Priority

Appendix 3 – Transformation Framework and Summary for 2025/26

Appendix 4 – Transformation Delivery Programme by Service Area

Appendix 5 – Transformation Delivery Programme list of Programmes and Projects

11. BACKGROUND PAPERS

<u>Corporate Peer Challenge</u> <u>Productivity Plan</u>

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APPENDIX 1

Huntingdonshire District Council: Corporate Strategic Planning Framework

Introduction

The strategic planning framework brings together our long-term vision, annual priorities, financial planning, and transformation activity into a single, coherent structure. This ensures that council activity is aligned, resourced, and delivered to achieve the best outcomes for residents, communities, and the district.

The Framework

There are four key documents, all interdependent: The Place Strategy, Corporate Plan, Medium Term Financial Plan, and Transformation Plan working together to drive improvement, manage risk, and deliver better outcomes.

a. Huntingdonshire Futures Place Strategy

- **Purpose:** A 30-year vision for Huntingdonshire, co-created with residents, partners, and stakeholders, with ambitions for place, people, economy, and environment.
- **Key Themes:** Five "Journeys" Pride in Place, Inclusive Economy, Health Embedded, Environmental Innovation, and Travel Transformed.
- Role: Provides overarching direction and ambition for strategies and decisions, ensuring Huntingdonshire remains one of the best places to live.

b. Corporate Plan (2023–2028)

- **Purpose:** The council's main strategic document, reviewed annually, with three key priorities:
 - 1. Improving quality of life for local people
 - 2. Creating a better Huntingdonshire for future generations
 - 3. **Doing our core work well** (delivering high-quality, value-for-money services with strong compliance)
- **Alignment:** Translates the ambitions of Huntingdonshire Futures into clear, measurable objectives and actions for the council and its services.

c. Medium Term Financial Plan (MTFP)

- **Purpose:** Sets out the council's financial strategy and budget for the next five years, ensuring resources are aligned to priorities and statutory duties.
- Key Features:

- Responds to financial pressures (e.g., inflation, government funding, service demand)
- Supports delivery of the Corporate Plan and transformation priorities
- Includes savings, income generation, and investment plans to maintain financial sustainability.

d. Transformation Framework

• **Purpose:** The council's approach to delivering change, service improvement, and innovation across all services.

Key Features:

- Draws directly from service plans; major and operational projects, and programmes — not standalone but directly informed by service plans projects classified as major or operational projects, and programmes, ensuring that transformation is practical, deliverable, and aligned to council priorities.
- Governance: Overseen by the Officer-led Transformation Board (strategic focus, prioritisation, assurance)
- Vision: To be a leading Local Authority preparing for the future; with our services 'doing things well', and delivering a positive legacy for the people of Huntingdonshire as a place to live, work, study and visit.
- Scope: Includes major and operational projects delivering service improvement and transformational change with a cross-cutting focus (e.g. digital, workforce, financial efficiency, place and community).
- Assurance: Dynamic reporting and escalation, with clear benefits realisation and alignment to the Corporate Plan.

How the Corporate Strategic Planning Framework Works

- **Integration:** The Place Strategy sets the long-term vision; the Corporate Plan translates this into annual priorities; the MTFP ensures resources are available; the Transformation Framework delivers the change needed to achieve outcomes.
- **Service Plans:** Each service reviews its Service Plan annually, aligned to the Corporate Plan and MTFP, identifying transformation projects and improvement actions.
- Major and Operational Projects & Programmes: Transformation activity is drawn from service plans and the council's portfolio of major projects, operational projects and programmes, ensuring a pipeline of change that is strategically managed and resourced.

Governance:

The Officer-led Transformation Board provides strategic oversight,
 prioritises resources, and ensures delivery of the most impactful change.

Links

Huntingdonshire Futures Place Strategy, Corporate Plan 2023-2028, Medium Term Financial Strategy 2025/26





APPENDIX 2 - Transformation Delivery programme by Corporate Plan Priority, 2025/26









Page 14

17

35

Community (2)
One Leisure (6)
Active Lifestyles (1)
Parks & Countryside
(1)
Communications (1)
Parking & Markets (2)
Housing Needs (1)

Operations (1)
Facilities & Estates (2)
Parks & Countryside (1)
Economic Development (1)
Markets (1)
Regeneration & Housing
(11)

Operations (4)
Democracy (2)
Community (6)
Planning (1)
Facilities (1)
Parks & Countryside (4)
One Leisure (5)

Corporate
Accountability (2)
Human Resources (1)
Parking/Markets (2)
Revenues/Benefits (1)
Customer Services (1)
Finance (5)

Total of 65 projects comprising of:

- 31 major projects (see Appendix 3 page 11-12 for Delivery Programmes comprising of major projects, and page 15 for stand-alone major projects),
- 30 operational projects (see Appendix 3 page 16) and
- 4 Programme of Work (see Appendix 3 page 13-14).

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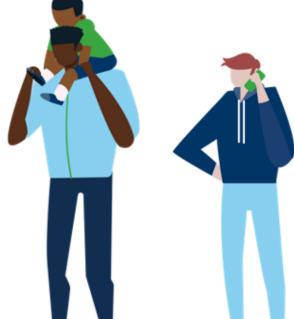
Appendix 3:

Transformation

Framework and summary

2025/26





Contents



Foreword	1
Background	2
Corporate Strategic Planning Framework	3
Transformation Vision & Goals	4
Transformation Focus	7
Transformation Framework Project Classifications	11
Delivery Programmes summary	12
Programme of Works summary	14
Major projects summary	16
Operational projects summary	17
Transformation Governance	18



Foreword



Local government is undergoing a period of profound change. The English Devolution Bill and the ongoing programme of Local Government Reorganisation present both a challenge and an opportunity: a chance to reshape how we serve our communities, strengthen local leadership, and deliver public services that are more responsive, efficient, and future-ready.

This Transformation Framework sets out our council's commitment to reshaping how we work – placing residents at the heart of everything we do and ensuring that our services are fit for the future. It outlines the programmes and projects we are undertaking to modernise our services, improve outcomes for residents, and drive efficiencies, helping us with 'doing things well'. At its heart, it is a commitment to continuous improvement — not just in what we do, but in how we do it.

by meet the demands of the future. Transformation is not simply about digitisation or cost-efficiency; it is about reimagining our role, embracing innovation, and working collaboratively across boundaries to deliver better public value.

We recognise that a change of this scale is not easy. It requires clarity of purpose, strong leadership, and the active engagement of our workforce, partners, and residents. However, we are confident that through this plan, we are laying the foundations for a council that is not only fit for today but also ready for tomorrow.

Councillor Sarah Conboy
Executive Leader

Councillor Lara Davenport-Ray
Councillor for Climate, Transformation

Background



In the Peer Challenge progress review March 2025, the Council was acknowledged for much of its groundbreaking transformational efforts on our Workforce Strategy, Community Health & Wealth building and in the prevention of homelessness. However, to ensure the constant driving of change, it was identified that a single clear framework for transformation should be implemented.

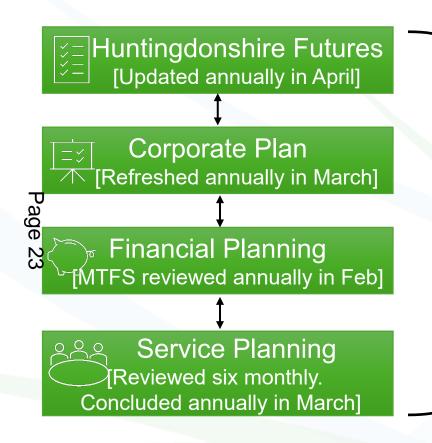
Recognising the need to move beyond siloed practices and custom approaches within individual services, we integrated transformation planning into our annual service planning process. Included in this was a SWOT analysis for each service to critically assess its own strengths, weaknesses, opportunities and threats. These insights informed the development of their service plans, ensuring alignment with our broader strategic goals.

Through this process, we identified **65 transformation projects** aligned with our strategic and organisational objectives — forming a diverse and ambitious portfolio of projects across all aspects of the organisation. These initiatives are designed not only to enhance individual services but also to support the development of a more efficient, future-ready organisation. In addition, we recognised 80 continuous improvement activities from across the council that underpin both service delivery and the successful implementation of transformation projects.

The Transformation Framework is not new or additional; it is a concise summary of the actions across the Council and its services, focusing on transformation and continuous service improvement.

Corporate Strategic Planning Framework Huntingdonshire





Transformation Framework

= Change projects that align to strategic and organisation objectives (replaces Annual Delivery Plan and Productivity Plan)

The Transformation Framework will be informed by the service planning process and will include transformation projects classified as:

- **Delivery Programmes**
- Major Projects and Programme of Works
- **Operational Projects**

Underpins Transformation projects

Continuous improvement activities and Team level projects from across the council underpin both service delivery and the successful implementation of transformation projects

Vision for Transformation



Transformation vision: To be a leading Local Authority preparing for the future; with our services 'doing things well', and delivering a positive legacy for the people of Huntingdonshire as a place to live, work, study and visit.

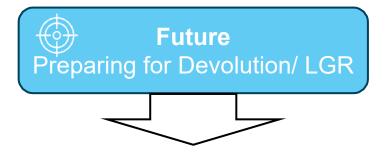
This will be achieved

by:

Goals - drivers for change



Services
'Doing things well'



Sustainable Council

Pride in Place Empowered Communities

Doing things well and financial efficiency

Strong workforce and culture

Evidence based proposal

Pre-unitary implementation

Transformation Focu

Place and Communities Positive legacy



PLACE: Enhancing our Place to support a sustainable Council DO

- Invest to generate income; optimise economic potential of our places, place services and assets, reduce costs and provide efficient place services
- Raising profile and promoting our place
- Growth housing and businesses

ENABLE

• Δ Attract and invest in infrastructure that supports growth and businesses.

IN LUENCE

■ Work with partners to unlock barriers to investment, secure funding and support our Place

COMMUNITIES: √Pride in Place and empowered Communities

- Community Health and Wealth Building Strategy
- Grants with a demonstratable Return on Investment (Rol)
- Spend Council money locally to benefit our community

ENABLE

- Engaging communities in developing and maintaining the place they want
- Enable & Influence Businesses to have an impact on communities, alongside the role of anchor institutions

INFLUENCE

Proactively engage and influence partners to deliver better outcomes for our communities

Evidence based

✓ We will use insight from engagement and data to target and measure



✓ Taking opportunities for services 'doing things well' and financial efficiency

- Service Transformation driven by new Service Planning approach and 15% financial efficiency target.
- Acting commercially and ensure value for money using benchmarking and unit costs: output identifying new opportunities.
- Looking across the Council and supporting Managers in the change process to proactively identify opportunities for transformation.
- Organisational Transformation Various change and improvement programmes including workforce, customer change and service improvements.

✓ Strong workforce and culture

- Build a digital culture where innovation and new ways of working are embraced.
- A collective approach to transformation, an embedded culture of continuous improvement.
- Delivery of the Workforce Strategy action plan ,and prioritising development our people for the future.

Page 26



- ✓ Working proactively to maximise opportunities for Huntingdonshire businesses and residents
 - Use evidence to achieve the best outcome, growth and prosperity, for Huntingdonshire
 - Use this as an opportunity to secure investment for Huntingdonshire
 - Ensure a legacy of projects that benefit Huntingdonshire
- ✓ Leading change
 - Taking a leading role in the wider region, showing place leadership
 - Projects with resources that deliver optimal outcomes for the short, medium and long period
 - Identifying and promoting best practice within the new structures
 - Formal business case and proposal submission
- ✓ Be dynamic and responsive; a proactive partner
 - To ensure the ongoing sustainability of the successor authority
 - To ensure successful transition. Setting-up project team for pre-unitary implementation
- ✓ Maintaining efficient and effective services for Huntingdonshire
 - Supporting and developing our workforce to be the 'Doing things well'
 - Preserve the high standards of service for the people of Huntingdonshire
 - Management of risks regarding LGR

Page 27

Transformation Framework – Project classifica Huntingdonshire



Transformation project categories and the classification framework of assessment

Classification type	Sponsor (Accountable for success)	Responsible (Gets the work done)	Classification criteria		
Delivery Programme	Corporate Director	Head of Service	 ✓ Directly delivers a corporate/ strategic objective that includes a programme of major projects and works AND ✓ Exposed risk is HIGH if delivery programme fails or not completed on time And one or more of the following: Over £1 million delivery costs/income generation Delivery timescale 2+ years 		
Major project Nor Programme of works	Corporate Director	Head of Service	 Involves multiple services (3+) and/or partners_ ✓ Delivers a corporate / strategic objective with one project or programme of works not aligned to a delivery programme AND ✓ Exposed risk is HIGH if project/programme of works fails or not completed on time And is one or more of the following: Over £100k delivery costs / income generation Delivery timeline 1+ years Internally impacts whole of council Externally impacts residents/businesses in more than one ward Considerable external engagement is required 		
Operational project	Head of Service	Service Manager	 Delivers an organisational objective AND ✓ Exposed risk is MEDIUM if project fails or not completed on time And is one or more of the following: Over £50k delivery costs / income generation Could be politically sensitive Delivery timeline 6+ months Involves multiple services (3+) and/or partners (1+) 		

To note: Other projects not classified as one of the above categories are managed and reported elsewhere. For example, the 80 continuous improvement projects that support service delivery and transformation are monitored and reported to Heads of Service or Service Managers.

Delivery Programmes – summary



	Delivery programme	Market Towns		
	Responsible role:	Head of Economy, Regeneration and Housing Delivery Sponsor: Corporate Director of Place		
Page 29	Purpose of Programme:	Medium-Term Financial Plan is linderninned by creating a renewed sense of place and providing		
1	Summary of projects:	 □ Refurbishment of the Priory Centre in St. Neots to create a modern community hub with a theatre, cafe, and new town council offices □ Regeneration and enhancement of St. Neots town centre has now been completed – The market square has been successfully revamped with a series of improvements □ Restoration of the Old Falcon is ongoing. □ Regeneration of the Warner's Park Memorial Pavillion in St. Ives □ Installation of Digital Information Screens now complete across St. Ives, Ramsey, St. Neots and Huntingdon town centres to promote local areas, businesses, tourism, events and heritage. □ Supporting the Cromwell Museum in Huntingdon with secured funding for development and a new building □ Delivering Public Realm and shop in box unit on the Great Whyte, Ramsey □ Various district wide projects across all market 		

Delivery Programmes – summary



Delivery programme		One Leisure
Responsibl	le role:	Responsible: Head of Leisure, Health and Environment Sponsor: Corporate Director of Place
•	oose of amme:	To create and maintain high-quality, sustainable leisure and sports facilities which meet community needs, increase participation, help tackle health inequalities and provide accessible, inclusive activities for Huntingdonshire residents as part of an active lifestyle.
Summary of pro	ojects:	 ☐ Huntingdon: Gym and changing rooms refurbishment completed, including installation of new equipment with lower CO2 emissions, feasibility underway for a new pool ☐ St Neots: Installation of new sports equipment with lower CO2 emissions, pool expansion feasibility planned. ☐ St Ives: Pool and outdoor space expansion under review; discovery regarding new 3G pitch planned subject to funding. ☐ Ramsey: Extension to the current gym to increase stations and space, discovery of opportunities for expansion of pool and large group exercise space. ☐ Sawtry: Interim plan to re-open the swimming pool. ☐ Burgess Hall: Equipment upgrades, additional stations and sports hall improvements planned. ☐ All Sites: Website improvements and solar panel installations completed. ☐ Strategic: Exploring making better use of sports halls ☐ Active Lifestyles: Delivering improvements and initiatives to promote active lifestyles within the community

Programme of Works – summary



Programme of Works	Planning Service Improvement	UK Shared Prosperity Fund and Rural England Prosperity Fund		
Responsible Lead:	Planning Services Manager	Head of Economy, Regeneration & Housing Delivery		
Responsible Sponsor:	Head of Planning, Infrastructure & Public Protection	Corporate Director of Place		
Page 31 Purpose of Programme:	Following a period of recovery and renewed leadership, the Planning Improvement programme now seeks to build long-term resilience and effectiveness by implementing 16 recommendations from the Planning Advisory Service (PAS) review. These actions will strengthen governance, improve service delivery, enhance digital processes, and foster greater transparency and community engagement.	To deliver our awarded grant funding from the UK Shared Prosperity Fund to where it is needed most -building pride in place, developing high-quality skills training, supporting pay, employment & productivity growth, while increasing life chances against the three investment priorities: Communities & Place, Supporting Local Business and People & Skills.		
Summary of work themes:	 Review governance framework Enhance service efficiency and resilience Improve processes and digital services Improve reporting and KPI monitoring 	 The following work activities have been completed. Active travel feasibility studies (finished Apr 25) Green business grants (finished July 25) Electric vehicle charging facilities (finished Jun 25) 		

Programme of Works – summary



Programme of Works	Customer Change	Workforce Strategy		
Responsible Lead:	Customer Change Programme Director	Head of Human Resources, Organisational Development, and Health & Safety		
Responsible Sponsor:	Corporate Director of Communities	Corporate Director of Finance and Resources		
Page 32 Purpose of Programme:	To embed an operating model that puts the customer at the front of digital service design, ensuring a consistent and efficient customer experience. To improve workforce productivity that provides value for money and maximises the benefits of digital solutions and existing application estate. To enhance service design and delivery decisions based on customer insight.	At the heart of our council's success is our ability to attract, develop, and retain a talented workforce who truly connect with, and deliver, our priorities and values. The Workforce Strategy provides a framework for how we are going to achieve the vision set out in the Corporate Plan. It sets the roadmap we will follow and the broad areas that are our priorities for delivery.		
Summary of work themes:	 Simplify contact for residents using automation and digital tools Boost efficiency by using smart technology and joined-up support services Use customer feedback and data to improve services Focus on prevention and support for complex cases 	 Attract talent to meet service needs. Keep people engaged through shared values. Support wellbeing for a strong workforce. Grow skills to prepare for the future 		

Major projects – Summary

Summary of major projects not aligned to a Delivery Programme or Programme of Works



TRANSFORMATION GOAL Place and Communities Positive Legacy

- ➤ Refresh strategy for Economic Growth
- ➤ Relaunch vision for Public Parks and Countryside sights
- > Continued support and supply of accommodation for households on resettlement schemes
- ➤ Delivery of Civil Parking Enforcement
- Complete investment work at Hinchingbrooke Country Park
- Work with organisations to deliver regeneration projects on private and public owned sites
- ➤ Implement the Community Health and Wealth Strategy

TRANSFORMATION GOAL Services Doing things well

- > Implement new electric refuse collection vehicles to help lower carbon emissions
- > Implement new food waste collection service for all residents

Operational projects – Summary

Summary of operational level projects not aligned to a Delivery Programme or Programme of Works



TRANSFORMATION GOAL Place and Communities Positive Legacy

- Review commercial Investment Strategy for HDC
- Develop a Green Commercial Sustainability Strategy (Climate and Biodiversity)
- CCTV training facility
- Develop and deliver communication campaigns, aligned to the corporate narrative and strategic Corporate Plan priority programmes
- Revise Parking Strategy
- ≽%_aunch new Housing Strategy
- Biodiversity Net Gain Credits complete discovery
- Review focus and priority of Community Action Team to meet community needs
- Review Homelessness Strategy in line with new statutory guidance
- > Review Impact of Renters (Reform) Bill
- Resident Advice and Information Team to develop financial vulnerability programme and model to support residents
- > Review licensing service fees and charges
- Review Public Protection services model to meet increasing resident demand and new legislation

TRANSFORMATION GOAL Services Doing things well

- Implement Internal Audit Regulation changes
- Review Waste Fleet vehicle contract
- ➤ Enhance ownership information regarding watercourses to improve maintenance in flood management
- Migration of Land Charges LLC1 to HM Land Registry
- Development of a Councillor information portal
- Introduce a Finance Charter for internal services and improvements in protocols and processes
- ➤ Refresh Social value Procurement Policy and implement internal system to support procurement management
- > Trial of event markets
- Update existing audio-visual technology in the Civic Suite used for streaming Council meetings
- Review and implement e-billing for local residents in relation to Revenues and Benefits Services
- Develop the use of online forms for residents accessing Public Protection services

Transformation Governance



				DISTRICT COUNCI	
Cabinet [\Rightarrow	Input O&S Cmmt recommendations	Outcome • Approved transformation activity and outcomes		
Overview and Scrutiny Committee (Performance & Growth)		 Input Scrutiny of transformation related activity and outcomes O&S cross-party group recommendations 	Outcome Recommendations for Cabinet Actions for investigation		
Corporate	\Rightarrow	Outcome	InputRecommendations for investmentApproval of reports for CommitteesEscalated programme risks	Output Approved investment Approved reports Acceptable issues/risks	
Transformation Board (TBRD)		Outcome Chair – Chief digital Information Officer Aligns Transformation vision, goals and focus Tracks benefit realisation, ROI and Risks Quality Assurance programme	Input • Progress Report (Mthly and Qrtly) • Requests for resources • Assurance check reports • Escalated issues/change requests	Output • Approved Transformation Plan • Approved business cases/ Programme PIDs for investment and delivery	
Multiple Programme Boards		 Outcome Sponsor –Corporate Director Active management of risks, dependencies and benefits. Delivers defined outcomes Ensures capability, capacity and commitment to deliver 	 Input Programme status reports Programme deliverables to be approved Programme escalations Programme risks 	Output Makes programme delivery decisions PID presentation to TBRD and investment	
Multiple Project working groups	\Rightarrow	Outcome • Sponsor– Head of Service • Oversight of delivery • Manages time, tasks and costs • Manages resources • PMO compliance	InputProject status reportsCaptures RAIDProject milestones and planning	OutputApproved investmentApproved reportsAcceptable issues/risks	

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APPENDIX 4 – Transformation Delivery Programme by Service Area



Transformation Delivery Programmes with 19 Major Projects

Market Towns Delivery Programme (6 Major projects)

One Leisure Delivery Programme (13 major projects)

4
Transformation
Programme of Works

Customer Change Programme

UKSP & RPF funding - Various projects

> Planning Service Improvements Programme

Workforce Strategy Programme

12
Major Projects
(not aligned to a programme)

Operations (2)

Parking/Markets (1)

Economic Development (1)

Community Services (1)

Parks and Countryside (3)

Operational
Projects
(not aligned to a programme)

Operations (3)

Democracy (2)

Community Services(7)

Facilities & Estates (2)

Parks & Countryside(3)

Finance (5)

Parking and Markets (3))

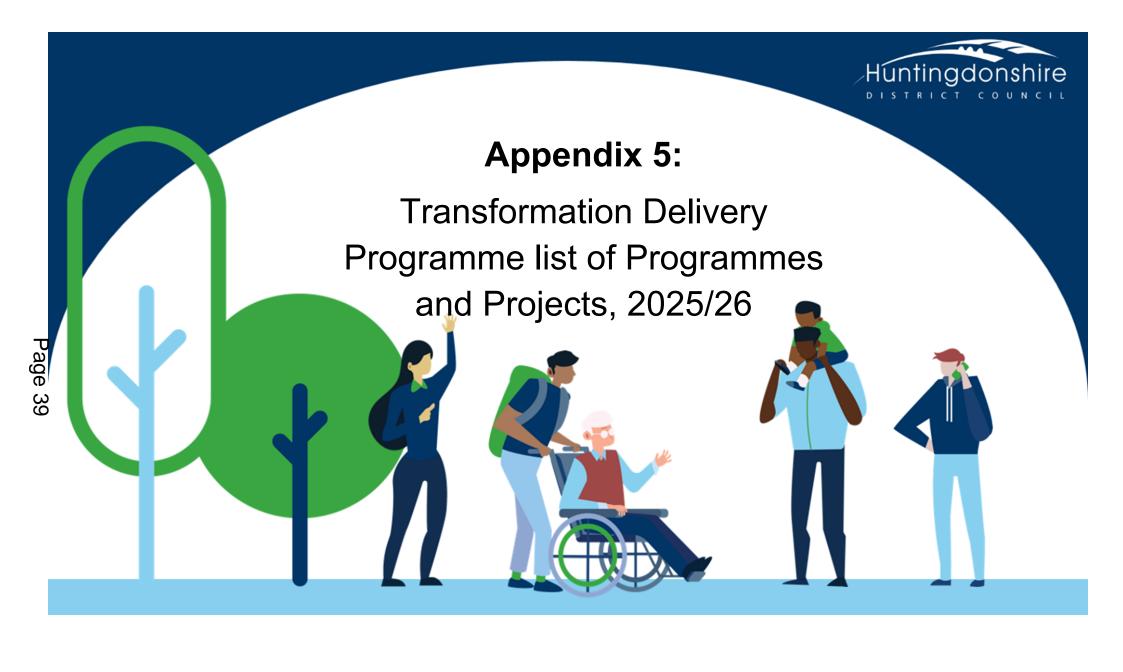
➤ Housing Needs (2)

Communications (1)

Regeneration and Housing Delivery (1)

Corporate Accountability (2)

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Our Transformation Framework sets out the council's commitment to reshaping how we work — placing residents at the heart of our services and ensuring we are equipped to meet future challenges. It highlights the programmes and initiatives we are delivering to modernise services, improve outcomes for our communities, and operate more efficiently. Above all, it reflects our pledge to continuous improvement — not only in what we do, but in how we do it — so that we can build a council that is responsive, forward-thinking, and services 'doing things well'.

TRANSFORMATION GOAL Place and Communities Positive Legacy

Focus - Enhancing our Place to support a sustainable Council

	Ref	Title	Description	Classification type	Sponsor	Delivery date
บ บ	Delivery F	Programme - One Leisure		- y -		0.0100
ge 40	64	One Leisure improvement workstreams - Website, decarbonisation, estate, and assets.	Ongoing programme of improvement projects for One Leisure. Across All locations - workstreams include website improvements, installation of new equipment which has a lower CO2 Emission at St. Neots and Huntingdon sites (decarbonisation), plus equipment upgrade at Burgess Hall and additional stations, and sports hall improvements.	Major Project	Mike Gildersleeves	Oct-25
	65	Huntingdon Sports and Health Hub feasibility	Discovery piece - Huntingdon Leisure Centre for expansion of Dry-side building to include swimming pool	Major Project	Mike Gildersleeves	Mar-26
	67	St Neots Leisure Centre Pool Expansion Feasibility	Discovery piece - St Neots Leisure Centre for expansion of Pool	Major Project	Mike Gildersleeves	Mar-26
	68	St Ives Leisure Centre Pool Expansion Feasibility	Discovery piece - St Ives Leisure Centre for expansion of Pool	Major Project	Mike Gildersleeves	Mar-26
	69	Ramsey Leisure Centre Gym Expansion	Extension to the current gym to increase stations and space	Major Project	Mike Gildersleeves	Dec-25



75	Huntingdon LC changing room	Huntingdon LC changing room improvements (Note - Pure Spa refurbishment not proceeding as not financially viable)	Major Project	Mike Gildersleeves	Mar-26
76	Huntingdon LC Gym Refurbishment	Huntingdon LC Gym Refurbishment	Major Project	Mike Gildersleeves	Mar-26
119	Install Roof Mounted Solar Panels at One Leisure	Installation of Roof Mounted Solar Panels at 4 One Leisure sites to reduce CO2 consumption and provide clean electricity to One Leisure sites	Major Project	Suzanne Jones	Sep-25
173	St Ives Leisure Centre - Outdoor Space Expansion Feasibility	Discovery Piece - St Ives Leisure Centre for expansion of outdoor space opportunities.	Major Project	Mike Gildersleeves	Mar-26
174	Ramsey Leisure Centre - Outdoor Space and Pool expansion feasibility	Discovery Piece - Ramsey Leisure Centre for expansion of Pool and large group exercise space opportunities.	Major Project	Mike Gildersleeves	Mar-26
195	Sawtry Swimming pool interim arrangement	Introduction of Plan to reopen the Sawtry Swimming pool	Major Project	Mike Gildersleeves	Mar-26
197	One Leisure income generation opportunities	To explore options for accessing and managing sports halls within the district under One Leisure, plus additional 3G pitch at St. Ives	Major Project	Mike Gildersleeves	Dec-26
205	Active Lifestyles service improvements	Deliver Improvements and initiatives to promote active lifestyles within the community	Major Project	Mike Gildersleeves	Mar-26
Delive	ry Programme – Market Towns				
28	Market Town programme -St. Neots Town Centre improvements	Regenerate and improve the market square and town centre of St Neots.	Major Project	Mike Gildersleeves	May-25
29	Market Town programme - Completion of St. Neots Priory Centre Improvements	Regeneration and refurbishment of the Priory Centre.	Major Project	Mike Gildersleeves	Sep-26
30	Market Town programme - Cromwell Museum Delivery	To support the Cromwell Museum in securing funds to enable the development of a new Museum building, following the	Major Project	Mike Gildersleeves	Mar-28



		acquisition of a building on market hill. Up to £6M in Funding required. An application for £3M CiL is to be submitted August 2025, to be followed by an application for an equivalent sum from the Heritage			
		Lottery Fund. The delivery timetable is based on full completion and is subject to funds being confirmed.			
188	Market Town Programme - Warner's Park Memorial Pavillion St. Ives	Conduct regeneration works at Warners Park Memorial Pavillion in St Ives	Major Project	Mike Gildersleeves	Mar-26
189	Market Town Programme - Digital Screens	Digital information screens will be installed in the four market towns in Spring-25. The purpose of the screens is to promote local areas, businesses, tourism, events, and heritage.	Major Project	Mike Gildersleeves	Aug-25
190	Market Town Programme - Old Falcon	Conduct regeneration works at the Old Falcon.	Major Project	Mike Gildersleeves	Dec-25
205	Market Town Programme – Great Whyte, Ramsey	Delivering Public Realm and shop in box unit on the Great Whyte, Ramsey	Major Project	Mike Gildersleeves	Mar-26
	Programme of works and projects ac				
198	UKSP & RPF funding - Various projects	Active travel feasibility, Green Business Grants programme, EV charging, and Digital Infrastructure for rural areas.	Programme of Works	Mike Gildersleeves	Mar-26
14	Refresh of the economic growth strategy	Review and refresh the economic growth strategy.	Major Project	Mike Gildersleeves	Mar-26
37	Delivery of Civil Parking Enforcement	Civil Parking Enforcement is a legislative change which enables enforcement of number of on-street parking offences by the Highways Authority who in turn will delegate the enforcement and processing of these offences to the District Council.	Major Project	Mike Gildersleeves	Mar-26
49	Hinchingbrooke Country Park construction project	Completion of the investment work at HCP to deliver construction work improvements	Major Project	Mike Gildersleeves	May-26



		for the carparks, centre building and footpaths			
150	Discovery of commercial and sustainability opportunities for HDC Parks and Countryside sights	To develop and launch a new Commercial Sustainability Plan. Create a vision for what we want to achieve and map out, succession planning, clear development pathways - sits in commercial sustainability.	Major Project	Mike Gildersleeves	Mar-27
157	Maintain new housing delivery - Explore Alternative Housing Providers	To collaborate with companies to look at increasing housing supply in the district.	Major Project	Mike Gildersleeves	Mar-26
158	Regeneration Opportunities	Working with organisations to deliver regen projects on private and public owned sites	Major Project	Mike Gildersleeves	Mar-26
172 20 20 20 20 20 20 20 20 20 20 20 20 20	Development of a long-term capital investment plan for Parks, Countryside and Climate.	Develop a long-term investment plan for the Parks, Countryside and Climate service.	Major Project	Mike Gildersleeves	Mar-26
າ 179	Local Authority Housing Fund - Resettlement schemes	Continue to support the supply of accommodation for households on resettlement schemes.	Major Project	Mike Gildersleeves	Aug-25
2	Commercial Investment Strategy Review	Review the Commercial Investment Strategy	Operational Project	Suzanne Jones	Apr-25
31	Market Adoption (St Neots Market)	Adoption linked to Market Town Programme redevelopment. Market to come under HDC operation to be adopted into the normal delivery of service.	Operational Project	Mike Gildersleeves	Mar-26
40	CCTV Training Facility	To allow the CCTV service to deliver training in CCTV Operator courses.	Operational Project	Mike Gildersleeves	May-26
50	Develop a Green Commercial Sustainability Strategy (Climate and Biodiversity)	Environmental Land Management - Identify opportunities for financial gain from the way we manage the green estate/climate mitigation as well as potential services we could provide.	Operational Project	Mike Gildersleeves	Mar-26
94	Progress the Corporate Narrative	Develop and deliver up to three key campaigns annually, aligned to the	Operational Project	John Taylor	Mar-26



		corporate narrative and/or high-impact, strategic Corporate Plan priority			
131	Revise the Parking Strategy	programmes Complete pre-strategy work and develop a new strategy for Parking. Bring back options for approval.	Operational Project	Mike Gildersleeves	Mar-27
151	Develop a business case for improved data gathering and use.	Develop a business case for Data Cell and maximise existing data available to make better, well-informed decision when developing our commercial offer.	Operational Project	Mike Gildersleeves	Mar-26
154	Housing Strategy Completion 2025- 2030	The completion of a new Housing Strategy as the current one expires this year. This work is linked with Local Plan and impacted by the completion of the Housing Needs Assessment which is expected in July 2025.	Operational Project	Mike Gildersleeves	Sep-25
178	Biodiversity Net Gain Credits - complete discovery	Conduct research and discovery of options for BNG credits and income generation.	Operational Project	Mike Gildersleeves	Mar-26
206	Local Plan	Continued revision of Local Plan	Operational Project	Mike Gildersleeves	Mar-26



Ref	Title	Description	Classification type	Sponsor	Deliver date
	Programme of works and projects acr				
114	Community Health and Wealth Strategy	Develop, pilot, and fully launch the Community Health and Wealth Fund.	Major Project	John Taylor	Oct-25
99	Review Focus of the Community Action Team	Due to changing district demographics and merging of services within HDC to create new directorates, review the focus and direction of the Community Action Team. The purpose being to establish organisational priority and focus between ASB and environmental crime	Operational Project	Mike Gildersleeves	Mar-26
117	Implement Disabled Facilities Grant recommendations	Deliver the recommendations from the review of the DFG process through the Working Group.	Operational Project	Mike Gildersleeves	May-2
140	Homelessness Review In preparation For New Strategy	To complete a review of homelessness in line with statutory guidance in preparation for adoption of a new strategy in 2026.	Operational Project	John Taylor	Mar-26
142	Review Impact of Renters (Reform) Bill	To assess impact on services, delivery and residents of new legislation related to the Renters Reform Bill	Operational Project	John Taylor	Mar-26
181	Financial Vulnerability Programme	Secure an established working model for the Resident Advice and Information Team.	Operational Project	Mike Gildersleeves	Apr-26
193	Review Licensing Services fees and charges and implement changes.	Carry-out a review of Licensing Services fees and charges, including research into opportunities. Bring forward a proposed report for approval and implement changes.	Operational Project	Mike Gildersleeves	Mar-26
194	Review Public Protection services model to meet increasing resident demand and new legislation	Conduct a review of the current service model and bring back recommendations that align to transformation objectives and Customer Change programme for approval that	Operational Project	Mike Gildersleeves	Mar-26



	addresses increasing resident demand and		
	new legislation.		



TRANSFORMATION GOAL Services 'Doing things well'

Focus - Taking opportunities for services 'doing things well' and financial efficiency

Ref	Title	Description	Classification type	Sponsor	Delivery date
Various	Programme of works and projects acro	ss the Council			
4	Customer Change Programme	Delivery of Customer Change Programme and multiple projects	Programme of Works	John Taylor	Mar-26
206	Planning service improvements	Planning Service improvements to support better customer experience and Improve efficiency within the planning process.	Programme of Works	Mike Gildersleeves	Mar-26
23	Electrifying the Fleet	This project will see us implement new electric vehicles to help lower the carbon emissions of our refuse collection vehicles (RCVs).	Major Project	Mike Gildersleeves	Mar-37
176	Implement new food waste collection service	Implement new food waste collection service to meet regulatory deadline of 1 April 2026	Major Project	Mike Gildersleeves	Apr-26
6	Continue implementation of Internal Audit LGA Peer review actions	Finish implementation of our internal audit LGA Peer review actions.	Operational Project	Suzanne Jones	Apr-25
7	New Internal Audit Regulations	Finalise development of internal audit regulations.	Operational Project	Suzanne Jones	Apr-25
21	Contracts (discovery and compliance)	Waste Fleet vehicle Contract and procurement compliance.	Operational Project	Mike Gildersleeves	Mar-26
46	Enhance ownership information regarding watercourses to improve maintenance in flood management	Transcribing documents at the archives and communications with the land registry to identify which awarded watercourses are owned by HDC to improve efficiencies.	Operational Project	Mike Gildersleeves	Mar-26



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51	Civic Suite AV Improvements	Update and improve the existing Audio- Visual capacity of the Civic Suite which will assist with Council meetings and the online accessibility	Operational Project	Suzanne Jones	Mar-26
54	Migration of Land Charges LLC1 to HMLR	"HMLR to take the responsibility for LLC1	Operational Project	Suzanne Jones	Mar-28
56	Development of a Councillor information portal	Creation of a Web-portal to share information as in the member-alert system including external links	Operational Project	Suzanne Jones	Mar-26
82	Review and implement e-billing for local residents in relation to Revenues and Benefits Services	Review options and implement solution for E-billing and integrated e-forms	Operational Project	John Taylor	Mar-26
107	Continued digitalisation of Public Protection services.	Continue to develop and integrate online forms for all areas of Public Protection	Operational Project	Mike Gildersleeves	Mar-26
108	Finance Charter Development	Develop a charter between services & Finance to highlight responsibilities and where they sit, saving all parties time by ensuring things are done right first time.	Operational Project	Suzanne Jones	Mar-26
109	Refresh the protocol surrounding procurement and invoice forms	A big issue surrounds procurement and invoice forms being filled in incorrectly, leading to no payment and/or the finance team having to restart the process from scratch. By refreshing the protocol surrounding procurement and invoice forms we can ensure that everyone knows how to fill them in and what codes to use.	Operational Project	Suzanne Jones	Mar-26
110	Refresh the housing debt policy	Housing debts currently take up a significant amount of admin time for what is often a little pay off. Taking the opportunity to refresh the housing debt policy will improve the efficiency of the finance team by ensuring time is being well spent.	Operational Project	Suzanne Jones	Dec-25



111	Implement procurement and self- service modules into tech one	Implementing procurement and self- service modules into tech one will help manage contracts and reduce the time spent helping customers fill in forms, saving manpower hours	Operational Project	Suzanne Jones	Dec-25
128	Trial of event markets	The service will explore opportunities for additional market activities.	Operational Project	Mike Gildersleeves	Sep-25
191	Refresh Social value Procurement Policy to comply with Procurement Act 2024	Refresh our Social Value Procurement Policy to ensure our spend benefits local communities and ensure our work complies with recent changes to the Procurement Act 2024.s	Operational Project	Suzanne Jones	Jan-26

	Act 2024	communities and ensure our work complies with recent changes to the Procurement Act 2024.s	Project		
Focus - S	Strong Workforce and Culture	;			
Ref	Title	Description	Classification type	Sponsor	Delivery date
204	Workforce Strategy Programme	Delivery of the HDC WFS action plan that accompanies the strategy.	Programme of Works	Suzanne Jones	Aug-26

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