



A meeting of the **OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH)** will be held in **CIVIC SUITE, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **WEDNESDAY, 5 NOVEMBER 2025** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1. MINUTES (Pages 5 - 10)

To approve as a correct record the Minutes of the Overview and Scrutiny Panel (Performance and Growth) meeting held on 8th October 2025.

Contact Officer: L Adams
01480 388234

2. MEMBERS' INTERESTS

To receive from Members declarations as to disclosable pecuniary and other interests in relation to any Agenda item.

Contact Officer: L Adams
01480 388234

3. OVERVIEW AND SCRUTINY WORK PROGRAMME (Pages 11 - 26)

a) The Panel are to receive the Overview and Scrutiny Work Programme and the notices of Key Executive decisions 1st November 2025 to 28th February 2026.

b) Members to discuss future planning of items for the Work Programme

Contact Officer: L Adams
01480 388234

4. OUTSTANDING RESPONSES FROM PREVIOUS MEETINGS (Pages 27 - 28)

To note the responses outstanding from previous meetings.

Contact Officer: L Adams
01480 388234

5. CORPORATE PERFORMANCE REPORT 2025/2026 (QUARTER 2) (Pages 29 - 180)

The Overview and Scrutiny panel (Performance & Growth) is invited to consider and comment on progress and performance during Quarter 2.

Executive Councillor: S Ferguson

Contact Officer: Gregory Moore
01480 388860

6. TRANSFORMATION REPORT (Pages 181 - 228)

The Overview and Scrutiny Panel (Performance & Growth) is invited to comment on the contents of the report and make any comments for Cabinet.

Executive Councillor: L Davenport-Ray

Contact Officer: L Aston
01480 388604

28 day of October 2025

Michelle Sacks

Chief Executive and Head of Paid Service

Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests.

Further information on [Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests is available in the Council's Constitution](#)

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The District Council also permits filming, recording and the taking of photographs at its meetings that are open to the public. Arrangements for these activities should operate in accordance with [guidelines](#) agreed by the Council.

Please contact Miss Lauren Adams, Democratic Services Officer, Tel No. 01480 388234/e-mail Lauren.Adams@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.

Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.

Agenda and enclosures can be viewed on the [District Council's website](#).

Emergency Procedure

In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit.

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH) held in Civic Suite, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Wednesday, 8 October 2025.

PRESENT: Councillor C M Gleadow – Chair.

Councillors A Blackwell, J R Catmur,
B S Chapman, I D Gardener, A R Jennings,
R Martin, S R McAdam, Dr M Pickering,
S L Taylor and C H Tevlin.

APOLOGY(IES): Apologies for absence from the meeting were submitted on behalf of Councillors S J Corney.

34. MINUTES

The Minutes of the meeting held on 3rd September 2025 were approved as a correct record and signed by the Chair.

35. MEMBERS' INTERESTS

Councillor Gleadow declared an other registerable interest in minute 25/38 by virtue of being the District Councillor for St Ives.

Councillor Gardener declared an other registerable interest in minute 25/38 by virtue of being the County Councillor for Kimbolton and a Member of the Fire Authority.

Councillor McAdam declared an other registerable interest in minute 25/38 by virtue of being a Member of Huntingdon Town Council.

Councillor Sanderson declared an other registerable interest in minute 25/38 by virtue of being a Member of Huntingdon Town Council.

Councillor Blackwell declared an other registerable interest in minute 25/38 by virtue of being a Member of Huntingdon Town Council.

Councillor Tevlin declared an other registerable interest in minute 25/38 by virtue of being a Trustee for the Fenstanton New Village Hall.

36. OVERVIEW & SCRUTINY WORK PROGRAMME

With the aid of a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book) the Overview and Scrutiny Work Programme was presented to the Panel.

Councillor Chapman joined the meeting at 19:02.

In response to a question regarding the Transformation report, it was confirmed this had been set for pre-scrutiny in error and would be coming to the Panel in November for scrutiny only.

A question was raised relating to the unscheduled items showing on the Work Programme. The Panel wondered when these would be coming through, mentioning there was only one item for this meeting. The Chair confirmed she was in discussions about this and hopes for future Agendas to be even moving forward.

Concern over Parking Fees 2025/2026 was raised. It was commented that the price increase was meant to happen when the CPE came into effect but has not happened as set out in the budget. It was confirmed this is going to Full Council as part of the Democratic process where it can be discussed further. It was also suggested a discussion with the Portfolio holder directly could be helpful.

Pride in the joint Administration was expressed in that they are looking at alternatives to increasing Parking revenue without relying on choosing to increase the fees as their only option to achieve this.

The Chair commented that a review on Parking as part of the agreement and hopes this will start soon.

Councillor Gardener expressed frustration that he had not been informed of The Local Development Order (LDO) for Brampton Cross. His concern is that the LDO only allows communities one opportunity for comment and the final decision is made at Cabinet rather than the Development Management Committee (DMC). The Panel heard that this would be taken away and an answer sought.

37. OUTSTANDING RESPONSES FROM PREVIOUS MEETINGS

The Panel received and noted the responses received in relation to questions arising at previous meetings of the Panel.

38. COMMUNITY INFRASTRUCTURE LEVY FUNDING

By means of a report by the Funding Project Manager of Strategic Growth (a copy of which was appended in the Minute Book), The Community Infrastructure Levy Funding Report was presented to the Panel.

A question was raised regarding the criteria for Community Infrastructure Levy (CIL) applications. Clarification was sought as to whether the standards had been adjusted, referencing

Kimbolton and Stoney Parish Council's previous attempt which was unsuccessful but has now been approved this round. It was explained that it was not a difference in scoring, instead, feedback was provided to declined applicants and Officers worked closely with them, advising how to make their submissions stronger for their next attempt.

The Chair commented that it was positive the applications were improving and that funds were being allocated as a result of this.

The issue of Huntingdonshire's CIL still having £35 million available was raised. The Member wondered why St Neots Town Council was being asked to spend £2.5 million to the Priory Centre project in St Neots which had gone over budget when there are still funds available in the Council's CIL. The Panel heard any CIL funds that are received in the Strategic pot are for the entire District, using Alconbury SEND school as an example of a project that benefits residents outside of Alconbury. It was confirmed that St Neots had six applications and have been successful with gaining funds in the past.

After hearing a question about the Eaton Socon Grid update, the Panel were advised this would be taken away and an answer sought.

Local Government Reorganisation (LGR) was mentioned. It was questioned if this should be spent to fund infrastructure projects whilst the District is still intact. The Panel heard that there was a review regarding the strategic approach to CIL and LGR, where this issue was being discussed.

It was noted there was a word missing in appendix 1 under Bury Guardroom, it should read 'To transform the former RAF Guardroom building into a multifunctional SPACE'

It was queried about the location of the project in Appendix 2 and asked if more detail could be added to the address in the future.

Further information was requested about the Monkswood police station, particularly the delays experienced. It was confirmed that there was a review of budget and designs which had halted the project.

Satisfaction was expressed over projects which are now being completed but more detail around when the funding was granted was requested. The Panel heard that this had been included in the report but can be added as its own column in the table.

After a question from the Panel, it was confirmed that the next

round of CIL finding will begin 27th October and will close on the 19th December.

Further understanding of the scoring mechanism was requested. It was explained that the scoring is indicative at present, and the decisions were made separately from the score. Attention was drawn to the report which highlights what comes into the scoring process and this was under review.

The Chair suggested the possibility of more Members getting involved in the review of the scoring process for greater understanding.

Parish Councils were raised, it being noted that they were grateful for the feedback from the pre-application process but they would like a further understanding of how the rest of the process works. It was confirmed that this had evolved from the Governance process and that the team had worked closely with the Town and Parish forum where they went through the enquiry process.

A question was raised regarding the Sustainable Framework For Play in Huntingdonshire report which is going to the Overview & Scrutiny (Environment, Communities & Partnerships) Panel in November. Clarity was sought on how this Framework, once adopted, will be taken into consideration with CIL fund allocation in the future. It was confirmed that this will be a relevant evidence base for consideration that Officers will apply when applications are submitted though applications will still be measured against their value, with the fundamental drivers of growth in mind.

Concern was raised referencing 3:3 of the report, spend allocation and CIL being needed to support infrastructure projects in the future. It was noted that there was concern on holding back waiting for Strategic projects like the A141. Insight was sought regarding what CIL will be used for and when. It was advised that all applications are reviewed thoroughly and considered carefully and must ensure funds from CIL are available for key infrastructure needed, referencing strategic allocation.

The Chair shared this concern and asked if the Panel could be provided with an indication of timelines of future CIL fund allocation. The Panel heard there is a report in progress which will come forward and provide a framework around the strategic allocation.

Dismay was raised that Little Paxton bridge had not been included in the Strategic projects in 3.3 of the report. It was confirmed this was currently with Cambridgeshire County Council who were looking at options beyond bridge changes for

the flooding.

Following the discussion, it was

RESOLVED

that the comments of the Overview and Scrutiny Panel be passed to Cabinet for their consideration when making a decision upon the recommendations within the report.

Chair

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Overview and Scrutiny Work Programme 2025-26 - Performance and Growth

Forward Agendas

Meeting Date	Pre-Scrutiny	Scrutiny Review
3 rd December 2025	Market Towns- Ramsy Update	Performance Quality Framework
4 th February 2026	- Final 2026/27 Budget and Medium Term Financial Strategy (2027/28 to 2030/31) including Capital Programme - Treasury Management Capital and Investment Strategies - Corporate Performance Report 2025/26 (Quarter 3)	
4 th March 2026	Community Infrastructure Levy Funding	

Unscheduled Agenda Items

Item	Notes	Progress
Local Plans	Engagement with Parishes and residents – ease of submitting responses	
CIL Strategic Allocation		
Local Development Order for Brampton Cross		
Housing Strategy Refresh		

Decision to implement 2025/26 Parking Fees		
Parking Strategy Refresh		Under development, anticipated for inclusion in the democratic cycle in Spring 2026

O&S Topics Identified For Further Consideration

Subject	Brief	Status
Huntingdonshire Evening Economy	• Huntingdonshire's Evening Economy - supporting the night-time economy across our District • How HDC currently supports the evening economy across our market towns and rural areas (possibly across financial/business support, safety, growth, CCTV service, rural rates relief policies), as well as how we can influence our partners to provide further support for this strategic sector (including wider economic support, skills and employment).	More info and scoping requested from Cllrs

Overview and Scrutiny Work Programme 2025-26 - Environment, Communities and Partnerships

Forward Agendas

Meeting Date	Pre-Scrutiny	Scrutiny Review
6 th November 2025	- A Sustainable Framework for Play in Huntingdonshire - Council Tax Support 2026/27	
4 th December 2025		

Unscheduled Agenda Items

Item	Notes	Progress
Fleet Decarbonisation Project	Report under development following discussion with the Climate working group for initial feedback	Report being finalised prior to scheduling onto the democratic cycle of meetings in the Autumn.
Community Safety Partnerships	- Consider bringing forward a paper to review and understand what Huntingdonshire District Council has done or is currently doing in relation to the Community Safety Partnership (CSP). - Given the importance of community safety, I believe it would be beneficial to examine the CSP's	Report being developed ahead of scheduling onto the Agenda.

	activities, outcomes, and any ongoing initiatives to ensure transparency and alignment with local needs, thus improve local understanding. • Is it working, could this be improved?	
Community Health and Wealth Update	Following the project launch an update on initial feedback and successes will be brought to the Panel.	Report being developed ahead of scheduling onto the Agenda.

O&S Topics Identified For Further Consideration

Subject	Brief	Status
Civil Parking Enforcement Update	• An update on implementation and feedback on progress was requested by Councillor Alban at the July meeting of the Panel	Investigating with Officers an appropriate time to schedule onto the agenda
Hinchingbrooke Hospital	• Update on redevelopment works • Big organisations making a difference locally, local recruitment • Link to preventative and integrated care	More info and scoping requested from Cllrs
Open Spaces in Huntingdonshire	• HDC owned – HCP, Paxton Pits • Great Fen • Green spaces perspective and how links with the local plan • Access for residents – health lifestyles, mental health, OLAL • Purpose of open spaces, and strategic use of them • Mental Health, Well-being • Wildlife corridors	More info and scoping requested from Cllrs
Customer Service Model	• Community support • Merits of speed of customer contact versus depth of discussion and customer outcome	More info and scoping requested from Cllrs

Huntingdonshire's Legacy	• Culture and influence of Huntingdonshire • Creating a legacy for the district	More info and scoping requested from Cllrs
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Working Groups

Climate Working Group		
Members: Cllrs N Hunt, T D Alban, M Hassall, C Lowe, B Pitt and D Shaw		
Lead Officer: Adjusted to suit the topic, enquiries to B Buddle		
Progress: November 2022: Initial Meetings held to establish Terms of Reference for the group. April 2023: Regular meetings established. Evidence and information gathering to be progressed. Group to be involved in the Electric Vehicle Charging Strategy Development. January 2024: Meetings held to discuss proposed work plan for the group and to discuss HVO Fuels project November 2024: Meeting to discuss future proposed projects January 2025: Group met to review the HVO draft report prior to its consideration by the Panel August 2025: Group met twice to discuss both the Energy Strategy and the Fleet Decarbonisation Project for initial feedback prior to their inclusion in the democratic cycle of meetings over Autumn 2025 Next Steps: Meetings to be scheduled as required to allow involvement in proposed works.		
Disabled Facilities Grants Group		
Members: I P Taylor, B Banks, C Tevlin and C Lowe		
Lead Officer: Claudia Deeth		
Progress: February 2024: Councillors invited to express their interest in being involved with the project. August 2024: initial meeting held and scope of project discussed February 2025: Further meeting held to update the group on the progress of the project Next Steps: DFG team to arrange ongoing schedule of meetings		

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NOTICE OF EXECUTIVE KEY DECISIONS INCLUDING THOSE TO BE CONSIDERED IN PRIVATE

Prepared by: Councillor Sarah Conboy, Executive Leader of the Council
Date of Publication: 20 October 2025
For Period: 1 November 2025 to 28 February 2026

Membership of the Cabinet is as follows:-

Councillor Details		Councillor Contact Details
Page 17	Councillor S J Conboy	Executive Leader of the Council and Executive Councillor for Place
		Cloudberry Cottage 9 Earning Street Godmanchester Huntingdon PE29 2JD Tel: 01480 414900 / 07831 807208 E-mail: Sarah.Conboy@huntingdonshire.gov.uk
	Councillor L Davenport-Ray	Executive Councillor for Climate, Transformation and Workforce
		73 Hogsden Leys St Neots Cambridgeshire PE19 6AD E-mail: Lara.Davenport-Ray@huntingdonshire.gov.uk
	Councillor S Ferguson	Executive Councillor for Resident Services and Corporate Performance
		9 Anderson Close St Neots Cambridgeshire PE19 6DN Tel: 07525 987460 E-mail: Stephen.Ferguson@huntingdonshire.gov.uk

Councillor J Harvey	Executive Governance Services	Councillor for and Democratic	c/o Huntingdonshire District Council Pathfinder House St Mary's Street Huntingdon Cambridgeshire PE29 3TN Tel: 07941 080531 E-mail: Jo.Harvey@huntingdonshire.gov.uk
Councillor S Howell	Executive Communities, Health and Leisure	Councillor for	c/o Huntingdonshire District Council Pathfinder House St Mary's Street Huntingdon Cambridgeshire PE29 3TN Tel: 01733 794510 E-mail: Sally.Howell@huntingdonshire.gov.uk
Councillor J Kerr	Executive Countryside, Waste and Street Scene	Councillor for Parks and	15 Crown Walk St Ives Cambridgeshire PE27 5QN Tel: 07906 899425 E-mail: Julie.Kerr@huntingdonshire.gov.uk
Councillor B Mickelburgh	Executive Resources	Councillor for Finance &	2 Grainger Avenue Godmanchester Huntingdon Cambridgeshire PE29 2JT Tel: 07441 392492 E-mail: Brett.Mickelburgh@huntingdonshire.gov.uk

Councillor T Sanderson	Deputy Executive Leader and Executive Councillor for Planning	29 Burmoor Close Huntingdon Cambridgeshire PE29 6GE Tel: 01480 436822 E-mail: Tom.Sanderson@huntingdonshire.gov.uk
Councillor S Wakeford	Executive Councillor for Economy, Regeneration and Housing	4 Croft Close Brampton Huntingdon Cambridgeshire PE28 4TJ Tel: 07762 109210 E-mail: Sam.Wakeford@huntingdonshire.gov.uk

Page 19 Notice is hereby given of:

- Key decisions that will be taken by the Cabinet (or other decision maker)
- Confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part).

A notice/agenda together with reports and supporting documents for each meeting will be published at least five working days before the date of the meeting. In order to enquire about the availability of documents and subject to any restrictions on their disclosure, copies may be requested by contacting the Democratic Services Team on 01480 388169 or E-mail Democratic.Services@huntingdonshire.gov.uk.

Agendas may be accessed electronically at the [District Council's website](#).

Formal notice is hereby given under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that, where indicated part of the meetings listed in this notice will be held in private because the agenda and reports for the meeting will contain confidential or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. See the relevant paragraphs below.

Any person who wishes to make representations to the decision maker about a decision which is to be made or wishes to object to an item being considered in private may do so by emailing Democratic.Services@huntingdonshire.gov.uk or by contacting the Democratic Services Team. If representations are received at least eight working days before the date of the meeting, they will be published with the agenda together with a statement of the District Council's response. Any representations received after this time will be verbally reported and considered at the meeting.

Paragraphs of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) (Reason for the report to be considered in private)

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the Financial and Business Affairs of any particular person (including the Authority holding that information)
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations that are arising between the Authority or a Minister of the Crown and employees of or office holders under the Authority
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
6. Information which reveals that the Authority proposes:-
 - (a) To give under any announcement a notice under or by virtue of which requirements are imposed on a person; or
 - (b) To make an Order or Direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Huntingdonshire District Council
Pathfinder House
St Mary's Street
Huntingdon PE29 3TN.

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- Notes:-
- (i) Additions changes from the previous Forward Plan are annotated ***
 - (ii) Part II confidential items which will be considered in private are annotated ## and shown in italic.

Matter for Decision Description of Decision	Decision Maker	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Community Chest Grant Aid Awards 2025/26 To consider applications received via the Community Chest Awards Scheme for 2024/25.	Grants Panel	18 Mar 2026		Claudia Deeth, Public Protection Manager Tel: (01480) 388233 or email: Claudia.Deeth@huntingdonshire.gov.uk		S Howell & L Davenport-Ray	Environment, Communities & Partnerships

Matter for Decision Description of Decision	Decision Maker	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
A Sustainable Framework for Play in Huntingdonshire To approve a new framework for play provision in the district and to ensure provision is sustainable and meets the needs of all communities.	Cabinet	18 Nov 2025		Gregg Holland, Head of Leisure, Health & Environment Tel: (01480) 388157 or email: Gregg.Holland@huntingdonshire.gov.uk Kirstien Drew, Parks and Countryside Development Coordinator Tel: (01480) 388254 or email: Kirstien.Drew@huntingdonshire.gov.uk		J Kerr	Environment, Communities & Partnerships
Council Tax Support 2026/27 To review performance of the scheme to date and agree the scheme for 2026/27	Cabinet	18 Nov 2025		Katie Kelly, Revenue and Benefits Manager Tel: (01480) 388151 or email: Katie.Kelly@huntingdonshire.gov.uk		S Ferguson	Environment, Communities & Partnerships

Matter for Decision Description of Decision	Decision Maker	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Local Government Review	Cabinet	19 Nov 2025		Michelle Sacks, Chief Executive and Head of Paid Service Tel: (01480) 388116 or email Michelle.Sacks@huntingdonshire.gov.uk		S Conboy	
Council Tax Premiums***	Executive Councillor and S151 Officer	5 Dec 2025		Katie Kelly, Revenue and Benefits Manager Tel: (01480) 388151 or email Katie.Kelly@huntingdonshire.gov.uk		S Ferguson	
Rural Rate Relief***	Executive Councillor and S151 Officer	5 Dec 2025		Katie Kelly, Revenue and Benefits Manager Tel: (01480) 388151 or email Katie.Kelly@huntingdonshire.gov.uk		S Ferguson	

Matter for Decision Description of Decision	Decision Maker	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Approval of Council Tax Base***	Chair of Corporate Governance and Section 151 Officer	18 Dec 2025		Katie Kelly, Revenue and Benefits Manager Tel: (01480) 388151 or email Katie.Kelly@huntingdonshire.gov.uk		B Mickelburgh	
Final 2026/27 Budget and Medium Term Financial Strategy (2027/28 to 2030/31) including Capital Programme***	Cabinet	10 Feb 2026		Lydia Morrison, Interim Corporate Director, Finance and Resources (S151).		B Mickelburgh	Performance & Growth

Matter for Decision Description of Decision	Decision Maker	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Treasury Management Capital and Investment Strategies***	Cabinet	10 Feb 2026		Oliver Colbert, Financial and Treasury Accountant Tel: (01480) 388067 or email Oliver/Colbert@huntingdonshire.gov.uk		B Mickelburgh	Performance & Growth
Habitat Banking***	Cabinet	10 Feb 2026		Nick Massey, Open Spaces Project Manager Email: Nick.Massey@huntingdonshire.gov.uk		J Kerr	Environment, Communities & Partnerships

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Overview and Scrutiny (Performance and Growth) Panel – Questions and actions requiring a response.

Minute No.	Item	Councillor	Question	Answer
25/36	Overview & Scrutiny Work Programme	Cllr Gardener	LDO for Brampton Cross	As LDOs are an Executive Function; and hence Cabinet not DMC would be a decision maker.
25/36	Overview & Scrutiny Work Programme	Cllr Martin	Implement 2025/26 Parking Fees	Noted and Cllr Mickleburgh has been made aware.
25/38	Community Infrastructure Levy Funding	Cllr Chapman	What has happened to the Eaton Socon grid update project?	Email issued to Cllr Chapman 22/10/25.
25/38	Community Infrastructure Levy Funding	Cllrs Gleadow/Taylor	Would like an indication of timelines regarding future CIL fund allocation.	We are not able to provide an update on the timeline for this currently. As stated at the meeting, there is a proposed item to bring forward a paper on this matter in light of Local Government Reform and other changes within planning. Additionally, Members were updated on the proposals for a further round of CIL to open imminently, in anticipation of its conclusion before the May elections. We will update further when we can.
25/38	Community Infrastructure Levy Funding	Cllr Chapman	How can the Little Paxton Bridge included in the strategic allocations?	Email issued to Cllr Chapman 22/10/25.

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Corporate Performance Report, Quarter 2 2025/26
Meeting/Date:	Overview and Scrutiny (Performance and Growth) Panel, November 5th 2025
Executive Portfolio:	Councillor Ferguson, Executive Councillor for Resident Services and Corporate Performance and Councillor Davenport-Ray, Executive Councillor for Climate Transformation & Workforce
Report by:	Gregory Moore (Performance Coordinator) and Steffen Gosling (Business Performance and Insights Team Leader)
Ward(s) affected:	All

Executive Summary:

The purpose of this report is to provide Overview and Scrutiny Panel Members the opportunity to review and comment on the report to Cabinet setting out the Council's performance against the Corporate Plan at the end of Quarter 2 2025/2026 (covering the period July to September 2025), including:

- Progress with Corporate Plan actions and projects
- Operational performance measures

The comments from the Panel will be incorporated within the Cabinet report for consideration alongside the report.

The Overview and Scrutiny (Performance and Growth) Panel's consideration of the quarterly Performance Reports is part of the Council's Performance Management Framework. This report provides regular performance data, allowing Councillors to review progress against strategic outcomes.

Recommendations:

The Overview and Scrutiny panel (Performance & Growth) is invited to consider and comment on progress and performance during Quarter 2, as summarised in the Corporate Performance Report attached and detailed in Appendices A, B, C and D.

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HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Corporate Performance Report, Quarter 2 2025/26
Meeting/Date:	Cabinet, November 18 th 2025,
Executive Portfolio:	Councillor Ferguson, Executive Councillor for Resident Services and Corporate Performance and Councillor Davenport-Ray, Executive Councillor for Climate Transformation & Workforce
Report by:	Gregory Moore (Performance Coordinator) and Steffen Gosling (Business Performance and Insights Team Leader)
Ward(s) affected:	All

Executive Summary:

This report provides Cabinet with an update on the Council's performance against the Corporate Plan at the end of Quarter 2 2025/26 (covering the period July to September 2025) including:

- Progress with Corporate Plan actions and projects
- Operational performance measures.

Recommendations:

The Cabinet is invited to consider and comment on progress and performance during Quarter 2, as summarised in the Corporate Performance Report attached and detailed in Appendices A, B, C and D

1. PURPOSE

- 1.1 This report presents the Council's progress against the Corporate Plan Actions and Corporate Performance Indicators during Quarter 2 (July to September 2025).

2. BACKGROUND

- 2.1 The Council's Corporate Plan 2023-2028 was refreshed for 2025/26 and approved at Council in May 2025.
- 2.2 The performance data in the attached Corporate Performance Report and its appendices relate to the performance measures, actions and projects agreed for 2025/26 and has been collated in accordance with standardised procedures.
- 2.3 An accessible version of the performance data is enclosed as Appendix D.

3. PERFORMANCE MANAGEMENT

- 3.1 Robust performance management is a priority at Huntingdonshire District Council, with stretch targets being commonplace and external benchmarking occurring where possible. This was noted as a strength for HDC by our recent Local Government Association Corporate Peer Challenge.
- 3.2 Cabinet members and the Overview and Scrutiny (Performance and Growth) Panel are central to the Council's Performance Management Framework. This report provides regular performance data, allowing Councillors to review quarterly progress on strategic outcomes.
- 3.3 The **Corporate Performance Report (Appendix A)** summarises progress and performance by outcome. Each outcome has a summary followed by tables and pie charts summarising the status of actions/ and projects followed by the performance measures. A full list is also provided for each outcome which shows the status reported for each action/project and performance measure linked to that outcome as at the end of Quarter 2. The appendices to the Corporate Performance Report provide more detail.
- 3.4 **Appendix B** provides integrated updates on Corporate Plan actions and projects from officers, covering both progress against planned delivery and the impact that has had on the outcome.
- 3.5 **Appendix C** provides updates on operational performance measures, showing this year's performance broken down by month and how this compares to targets, intervention levels and the performance of the previous two years, where possible. This is provided via graphs to make such comparisons simpler and provide a visual indicator of direction of travel. For those who may need to use screen readers to access the information, an accessible table version is available online here:

[Corporate Plan and Performance - Huntingdonshire.gov.uk](https://www.huntingdonshire.gov.uk/corporate-plan-and-performance)

- 3.6 The following table summarises overall progress in delivering Corporate Plan actions for 2025/26 at the end of Q2:

Status of Corporate Plan Actions	Number	Percentage
Green (on track)	41	75%
Amber (within acceptable variance)	14	25%
Red (behind schedule)	0	0%

Note: actions being delivered as/through projects/programmes are not included in this table as their status is being reported via project reporting mechanisms instead, and this avoids any double-counting. Percentages may not sum to 100% due to rounding.

75% of our Corporate Plan actions are reported as on track (green) this quarter. The remaining 25% of projects were reported as being within the acceptable variance (amber), with no actions reported as being behind schedule (red). All 41 of the projects reported as green in quarter two were also reported as green in quarter one. Five of the 14 projects reported as amber this quarter have reduced from reporting as green, and the remaining nine continue to report as amber.

- 3.7 The statuses of Corporate Plan projects at the end of June 2025 are shown in the following table.

Status of Corporate Plan Projects/Programmes	Number	Percentage
Green (on track)	9	75%
Amber (within acceptable variance)	2	17%
Red (behind schedule)	1	8%

Note: this only includes corporate projects which are linked to actions in the current [Corporate Plan](#). Percentages may not sum to 100% due to rounding.

Quarter two has seen a reduction in the number of Corporate Plan projects reporting as green, with 75% (nine) now reporting as being on target. Eight of these projects continue to report as green after quarter one, and one has improved from being within the acceptable variance (amber). Two projects are currently reporting as amber, with one remaining as this status and one falling behind its target. One project is currently reporting as being behind schedule (red).

- 3.8 The latest status of operational performance measures at the end of June are summarised here:

Latest Operational Performance Indicator Results	Number	Percentage
Green (on track)	25	74%
Amber (within acceptable variance)	4	12%
Red (behind schedule)	5	14%

Metric	Result	Direction of Travel (since Q4)
8. The number of households housed through the Housing Register and Home-Link scheme	R	↔
11. The number of new affordable homes delivered	R	↔
15. The number of planning applications over 16 weeks where there is no current extension in place.	R	↓

19. Percentage of household waste reused / recycled / composted	R	↔
32. Staff short-term sickness days lost per FTE	R	↔

Please note: that other metrics are routinely reported internally to other committees (e.g. HR data goes before the Employment Committee and the Corporate Governance Committee receives an annual report on complaints and compliments), copies of these reports can be requested.

- 3.09 The number of households housed through the Housing Register and Home-Link scheme continues to perform below the intervention level. Through September, 270 households have been housed through the scheme. This is due to the number of new homes becoming available being lower than previous years. As new houses become available, we are working hard to get our residents housed. This trend has, in turn, impacted the number of homelessness preventions achieved, with the performance falling below target in the months of July and August. However, this has since bounced back above target due to our work with our partners to deliver more homes and minimise the root causes of homelessness.
- 3.10 While the delivery of affordable housing remains below target this quarter, this is due to external factors beyond our direct control. These include market conditions, developer viability assessments, broader economic pressures such as inflation and interest rates and government funding. While we continue to work proactively with partners to maximise delivery, it is important to recognise that progress is inherently linked to these external dependencies and that most Council's do not achieve their yearly target of affordable delivery matched to demand
- 3.11 The number of planning applications over 16 weeks has performed below the intervention level this quarter, with 43 applications now being over 16 weeks old. Although a significant improvement on the 79 applications over 16 weeks old in September 2024, the target has not been achieved because of a number of sensitive sites which require additional work to be resolved.
- 3.12 In September, a total of 5240.06 tonnes of waste were collected from domestic properties across the district, with 48% of this being either recycled or composted. Year to date, the recycling rate stands at 49.98%, a 3.02% decrease on last year. Although the number of garden waste subscriptions is higher for the 2025/26 period, the amount of garden waste being collected has reduced, mainly due to the exceptional dry period we are experiencing, as recycling is measured by weight this has a direct impact on the overall percentage recycled.
- 3.13 Short-term sickness has decreased slightly compared to quarter one, following a detailed review there is no clear pattern or reason at this point. HR continues to work with managers to address the increase by helping people back into work. This reflects a national trend in short-term sickness increases.
- 3.14 However, the average waiting time between referral and completion of jobs funded through the Disabled Facilities grants has improved by 4.4 weeks compared to last quarter, and by 9.4-weeks compared to the same period last year. The percentage of planning applications processed within 8 weeks or the agreed extension period for major, minor, and household extension applications has also consistently exceeded 95% or higher this quarter. Finally, the number of missed bins is on target, with a missed collection rate of 0.052% of the 1,471,471 bins collected.

4. COMMENTS OF OVERVIEW & SCRUTINY PANELS

- 4.1 The Overview and Scrutiny (Performance & Growth) Panel is due to receive this report at its meeting on 5th November 2025. Comments from the Panel will be shared with Cabinet following the Overview and Scrutiny Panel's meeting.

5. RECOMMENDATIONS

- 5.1 The Cabinet is invited to consider and comment on progress and performance during Quarter 2, as summarised in the **Corporate Performance Report (Appendix A)** and detailed in **Appendices B and C**.

6. LIST OF APPENDICES INCLUDED

Corporate Performance Report, Quarter 2, 2025/26

Appendix A – Cover Report, Quarter 2, 2025/26

Appendix B – Progress on Corporate Plan Actions/Projects, Quarter 2, 2025/26

Appendix C – Operational Performance Measure Graphs, Quarter 2, 2025/26

Appendix D – Accessible Copy of Performance Measure, Quarter 2, 2025/26

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Performance Report

Quarter 2 - 2025/26

Do - Enable - Influence



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Outcome 1: 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.



All of the corporate plan actions for this outcome are on track at the end of this quarter. The priorities of Huntingdonshire Futures continue to be embedded in our work as a council, whilst enabling our communities to do the same. The Huntingdonshire Futures grants scheme continued to focus on fostering Pride in Place in Huntingdonshire, with 19 organisations across Huntingdonshire being awarded grants. The project to determine the value of establishing a self-designated landscape in the Great Ouse Valley has been completed, with a business case to be finalised in quarter three.

The Community Health & Wealth Strategy has continued to progress well this quarter, with 71 Expressions of Interest received in the August Pilot. This resulted in two training workshops being held alongside Support Cambridgeshire, and 17 full applications being received. The outcome of these applications will be determined by the first panel meeting in October.

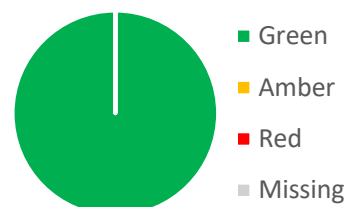
We have continued to work with partners to further skills and opportunities in Huntingdonshire by continuing to engage with WorkWell. There was a focus on supporting businesses in managing sickness absence in the workplace and helping residents back into the workplace after extended sick leave. Following the success of our operation and collaboration model, WorkWell has awarded us an additional three years of funding to continue supporting residents back into the workplace.

The One Leisure Improvement Programme has continued to progress well since quarter one. The website redevelopment has been completed and has been launched this quarter, and the upgrades to Huntingdon gym have been concluded. Works in Ramsey are targeted for implementation in quarter three. The continued investments and improvements to our One Leisure sites have resulted in an 8.5% increase in admissions to our One Leisure facilities compared to the same period last year.

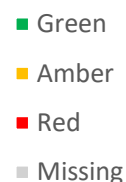
Active Lifestyles is continuing to deliver weight management programmes for inactive adults, along with activities for frailty in older adults, in partnership with the local Primary Care Network and integrated neighbourhoods. New activities for teens have been hosted in partnership with the Community Action Team and funded by the Crime and Police Commissioner's Office. Active Leisure has continued to roll-out specialised and targeted sessions across this district. The delivery of established and new classes has seen a year-on-year increase of 8.5k more attendances, and by attending seventeen events, direct contact has been made with 720 residents.

Performance Summary:

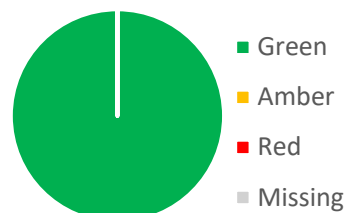
Status of Corporate Plan actions	Number	%
Green (on track)	10	100%
Amber (within acceptable variance)	0	0%
Red (behind schedule)	0	0%
Missing	0	0%



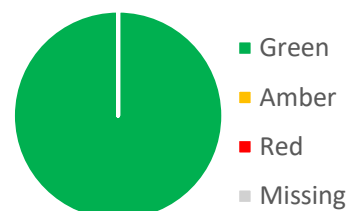
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)		
Amber (behind schedule, project may be recoverable)		
Red (significantly behind schedule, serious risk/issues)		
Missing		



Operational PI latest status	Number	%
Green (achieved)	2	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%
Missing	0	0%



Operational PI year-end forecast status	Number	%
Green (achieved)	2	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%
Missing	0	0%



Corporate Plan Action	Direction of Travel	Latest Status
1. Deliver the approved Community Health & Wealth Strategy and go-live with funding mechanisms to invest in initiatives identified and chosen by our communities.	↔	G
2. 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.	↔	G
3. Improve our evaluation of how we make a difference to local people ensuring we become even better at demonstrating impact	↔	G
4. Deliver continued improvements to the One Leisure offer, enhancing existing facilities, implementing recommendations of the One Leisure Long-Term Operating Model and other beneficial opportunities.	↔	G
5. Work with partners to further skills and employment opportunities in the District: including direct delivery of funded schemes.	↔	G
6. Work with other organisations and businesses to maximise the impact they can have on the health and wellbeing of local communities. Our focus will be on piloting new approaches that can be embedded in future years	↔	G
7. Focus on maximising physical activity in the district, and work to promote this across local partners.	↔	G
8. 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.	↔	G
9. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.	↔	G
10. Embed the priorities of Huntingdonshire Futures across the work of the Council and Partners whilst influencing and enabling communities to do the same.	↔	G

Operational Performance Indicator	Latest Status	Forecast Status
The number of attendances at One Leisure Active Lifestyles and Sports Development Programmes	G	G
The number of One Leisure Facilities Admissions - swimming, Impressions and fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions)	G	G

Outcome 2: 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.

The delivery of an integrated financial vulnerability model, working with our partners, has progressed well this quarter. The first multi-agency group meetings of professionals was held, and an approach of response, implement, and resilience has been agreed. Works are ongoing to achieve the aim of moving communities from poverty to resilience.

Quarter two has also seen progress in our aim to prevent homelessness through targeting its root causes. The vulnerable young people pathway has been completed and signed off, with roll-out taking place through a series of joint webinars with the Cambridgeshire & Peterborough Safeguarding Partnership Board. Reviews of the pathways for care and prison leavers also commenced in this quarter, with completion on track for this year.

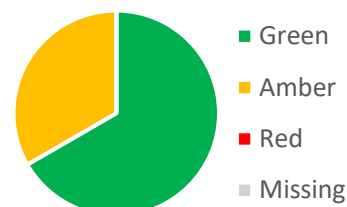
Our project which aims to maximise the benefits of a targeted approach to support residents at risk of experiencing crisis through the promotion and delivery of relevant services has stalled this quarter. This is due to other priorities for all partners in preparing for this work taking precedence. However, conversations with Cambridgeshire Police on a potential expansion of the successful trial in sharing data to help tackle the risks of serious violence in the District remain ongoing.

The number of residents enabled to live safely at home and prevented from requiring a long hospital stay due to Disabled Facilities Grants (DFG) has exceeded target this quarter, with 124 residents getting access to the funding this year, a 49% increase in the same period two years ago. The average time taken between referral and completion of DFG-funded jobs is now surpassing its target, and has decreased by over 9 weeks since the same period last year. Improvements to this service are essential in enabling residents to access the funding they need to live independently.

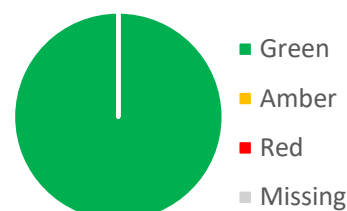
However, the number of households housed through the Housing Register and Home-Link scheme remains below target this quarter, at 270 households. The number of new builds becoming available from our partners continues to cause underperformance in this area; however, as new homes become available, we are working hard to get our residents into long-term housing. This trend has also impacted the number of homelessness preventions achieved. However, this metric remains above target, due to our work with our partners to deliver more homes and target the root causes of homelessness.

Performance Summary:

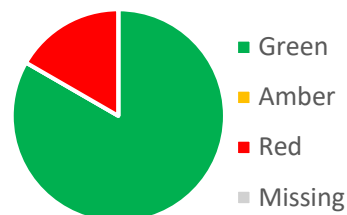
Status of Corporate Plan actions	Number	%
Green (on track)	2	67%
Amber (within acceptable variance)	1	33%
Red (behind schedule)	0	0%
Missing	0	0%



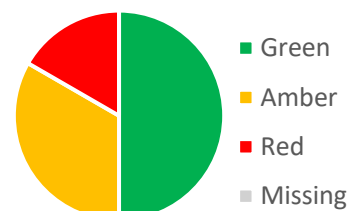
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)	1	100%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risk/issues)	0	0%
Missing	0	0%



Operational PI latest status	Number	%
Green (achieved)	5	83%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	1	17%
Missing	0	0%



Operational PI year-end forecast status	Number	%
Green (achieved)	3	50%
Amber (within acceptable variance)	2	33%
Red (below acceptable variance)	1	17%
Missing	0	0%



Corporate Plan Action	Direction of Travel	Latest Status
12. Act on opportunities for early intervention and regularly report on learning and impact.	↔	G
13. 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).	↓	A
14. Prevent the causes of homelessness wherever we can by our own efforts but also by working with other partners to tackle the root causes where we can	↔	G

Corporate Plan Project/Programme	Direction of Travel	Latest Status
11. Report regularly on progress on the delivery of an integrated financial vulnerability model between HDC and partners (PROJECT).	↔	G

Operational Performance Indicator	Latest Status	Forecast Status
The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay at hospital due to a Disabled Facilities Grant (DFG)	G	G
The average time (weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants	G	A
The average number of days to process new claims for Housing Benefit and Council Tax Support	G	G
The average number of days to process changes of circumstances for Housing Benefits and Council Tax support	G	G
The number of homelessness preventions achieved	G	A
The number of households housed through the Housing Register and Home-Link Scheme	R	R

Outcome 3: 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



All actions relating to this outcome have continued to remain on target since quarter one. We have continued to support guests in Huntingdonshire, helping them to establish independent and resilient lives in our district. As the number of new arrivals remains low, the focus remains on ensuring that our existing guests have sustained accommodation so that they can successfully integrate and build resilient lives. We are also continuing to offer support to our hosts across the district.

To ensure that the recommendations from the review into Disabled Facilities Grants (DFG) process are delivered, a national consultation has now been completed. This has provided an opportunity to highlight the issues established by the review and continually affirm that our funding is being used to effectively provide residents with the support that they need. The improvements to the DFG system continue to be reflected in the performance of both of the DFG metrics, with an additional 30 residents supported this year compared to the same period last year.

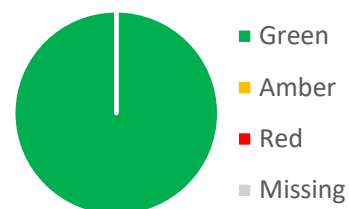
Our work to lobby and support campaigns for improvements to the living conditions of local residents has seen sustained progress in quarter two. Discussions have begun with partners to capitalise on the work already completed across the district to help tackle recommendations from the commission. This work is ensuring that those most in need are aware of and have access to the support available, and ensuring all residents have a safe place to live.

Through our work in being an active partner in health and social care, we have been able to ensure that new projects and initiatives are delivered in Huntingdonshire and that they maximise the positive impact felt locally. In this quarter, a successful bid was made to the government to be involved in the national pilots of local neighbourhood services based in GP areas, which will help to bring healthcare back into the hands of our residents and improve access to medical help and advice. Alongside this, we are continuing to work with local GPs to measure the impacts of our Active Lifestyles and the WorkWell programme interventions.

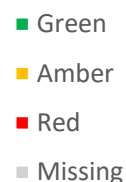
Our efforts to tackle the root causes of homelessness have resulted in the number of households in temporary accommodation continuing to exceed its target every month this quarter, and is below the regional and national average, keeping the associated costs low. This is despite a lower number of households housed through Home-Link and the Housing register this period.

Performance Summary:

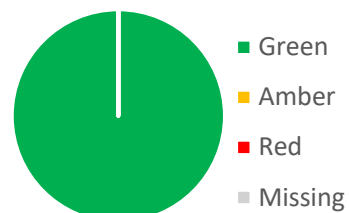
Status of Corporate Plan actions	Number	%
Green (on track)	5	100%
Amber (within acceptable variance)	0	0%
Red (behind schedule)	0	0%
Missing	0	0%



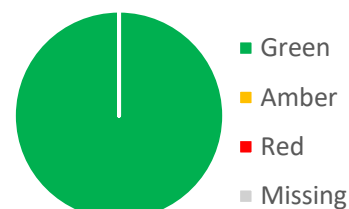
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)	0	0%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risk/issues)	0	0%
Missing	0	0%



Operational PI latest status	Number	%
Green (achieved)	1	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%
Missing	0	0%



Operational PI year-end forecast status	Number	%
Green (achieved)	1	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%
Missing	0	0%



Corporate Plan Action	Direction of Travel	Latest Status
15. Continue to support refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home.	↔	G
16. Deliver the recommendations of the review into Disabled Facilities Grants undertaken by Officers and Members in 2024/25.	↔	G
17. 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).	↔	G
18. Lobby, and support campaigns, for improvements to the living conditions of local residents.	↔	G
19. Be an active partner working with others within health and social care to make sure projects and new initiatives are delivered within Huntingdonshire and maximise the positive impact felt locally	↔	G

Operational Performance Indicator	Latest Status	Forecast Status
The number of households in temporary accommodation	G	G

Outcome 4: 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.

Quarter two saw further development of the new Housing Strategy and Action Plan for 2025-2030. The Housing Needs Assessment, which is essential for informing the completion of the Housing Strategy, has now been completed as evidence for the review of the Local Plan. The progress made has enabled an advanced draft to be provided towards the end of next quarter, which will enable the direct delivery of new homes where they are needed the most, as well as ensuring that the correct types of homes are built to match the needs of the district.

The project aiming to maintain the level of new housing delivery to meet the needs of our residents retains its amber status this quarter. We are continuing to work with partner Housing Associations and Developers to deliver new homes across key sites in the district. The construction of new homes tends to begin in the spring and summer months, with the remaining deliveries expected in the final two quarters of this financial year. This has also impacted the performance in the construction of affordable homes, which remains below target.

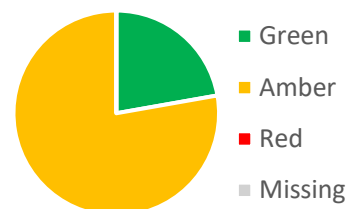
We continue to work with Places for People, our primary social housing provider, to improve living conditions in their properties through existing regeneration schemes. Residents have now been informed of the regeneration project, and we are regularly meeting with Places for People to address issues that are identified by the Corporate Team. We are now prepared for Awaab's law which is coming into effect in quarter three, giving the council a greater ability to take action against indecent accommodation.

Our work to produce sustainable housing guidance for developers remains at an amber status this quarter. The work, which encourages sustainable construction methods and new homes to be of high environmental standards, will focus on compliance with Future Homes Standard for net zero ready home.

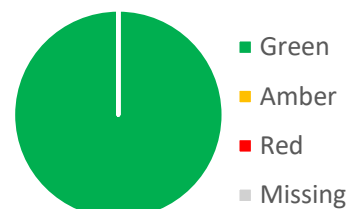
The planning service continues to perform excellently in ensuring new planning applications are processed on time. The percentage of planning applications processed within 8 weeks or the agreed extension period for major, minor, and household extension applications is 95% or higher. However, the backlog of planning applications has fallen below the tolerance level this quarter, with 43 applications now behind schedule. This is an improvement from the 79 cases in the backlog last year, and with additional resources acquired to drive positive performance in this metric.

Performance Summary:

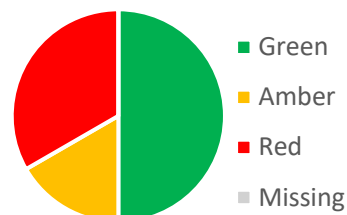
Status of Corporate Plan actions	Number	%
Green (on track)	2	22%
Amber (within acceptable variance)	7	78%
Red (behind schedule)	0	0%
Missing	0	0%



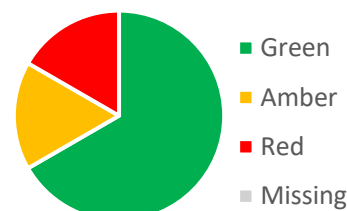
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)	1	100%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risk/issues)	0	0%
Missing	0	0%



Operational PI latest status	Number	%
Green (achieved)	3	50%
Amber (within acceptable variance)	1	17%
Red (below acceptable variance)	2	33%
Missing	0	0%



Operational PI year-end forecast status	Number	%
Green (achieved)	4	67%
Amber (within acceptable variance)	1	17%
Red (below acceptable variance)	1	17%
Missing	0	0%



Corporate Plan Action	Direction of Travel	Latest Status
20. Develop a new Housing Strategy and Action Plan for 2025-26.	↔	G
22. Develop policy to support the use of civil penalties with regard to private sector housing enforcement.	↔	A
23. Implement the government's new Supported Housing (Regulatory Oversight) Act, review of supported exempt accommodation in the area and introduce licensing regulations.	↔	A
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).	↔	A
25. Work in partnership to look at best practice and funding to improve housing conditions, including retrofit programmes in social and private housing.	↔	A
26. Work with Registered Providers to improve conditions in existing accommodation through regeneration schemes.	↓	A
27. Work with partners to address barriers to housing delivery and support housing delivery rates.	↔	A
28. Work with Health and Social Care Providers to explore future models of housing, support and care, enabling people to live independently for longer.	↔	G
29. Produce sustainable housing guidance for developers that encourages sustainable construction methods and new homes to be of high environmental standards.	↔	A

Corporate Plan Project/Programme	Direction of Travel	Latest Status
21. Continue to use surplus Council owned sites to deliver affordable housing (PROJECT).	↑	G

Operational Performance Indicator	Latest Status	Forecast Status
The net change in the number of homes with a council tax banding	A	A
The number of new affordable homes delivered	R	R
Percentage of planning applications process on target - Major (within 8 weeks or agreed extended period)	G	G
Percentage of planning applications process on target - Minor (within 8 weeks or agreed extended period)	G	G
Percentage of planning applications process on target - Household Extension (within 8 weeks or agreed extended period)	G	G
The number of planning applications over 16 weeks old where there is no current extension in place (total at the end of the month)	R	G

Outcome 5: 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.



The Economic Growth Strategy and Action Plan continue to progress this quarter. The Economic Growth Strategy has now been approved and has been published on the Invest in Huntingdonshire website for residents to view. The actions within the Strategy have been centralised to an action plan, which is now in the hands of officers, where work is underway to deliver these actions in partnership with key stakeholders and businesses.

Applications for the delivery of business grants within the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund programme opened to businesses this quarter. A total of 41 applications are live between the two funds. The grants will aim to drive robust local engagement and will help to build capacity for growth and innovation within the local economy.

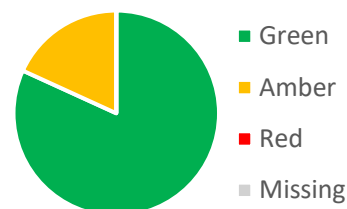
We continue to support our Market Towns and Town Centres as hubs of economic and social activity. We have begun to work with Business Improvement District Association (BIDA) to deliver a variety of UKSPF projects, including retail support for the 2025 festive period. An extension to footfall monitoring has also been committed to, as we are 1.9% ahead of target this year for this metric in our market towns.

The Development Management team continues to influence the delivery of infrastructure in the district. Engagement with the East-West Rail scheme is ongoing, including briefings and workshops on the design proposals. Specialist Officers are set to review the Fens Reservoir proposal in quarter three, including potential pipeline routes through the District. This work will help to ensure our residents have access to high-quality transport and infrastructure, locally and nationwide.

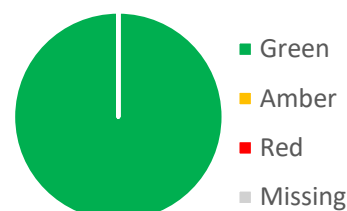
The Economic Development Team continued to engage with local and national businesses this quarter to promote Huntingdonshire as a place to invest, grow, and deliver economic growth. The team has engaged with 265 unique businesses this quarter, leading to strengthened local business networks, new opportunities for collaboration, and the raised profile of Huntingdonshire as a supportive place to do business. This has been achieved by attending a developers forum (UKREiiF), delivering CEO breakfasts, and running Business Booster drop-in sessions in Ramsey. These consistent interactions with businesses help to strengthen local networks and create more opportunities for collaboration, driving greater investment within the district.

Performance Summary:

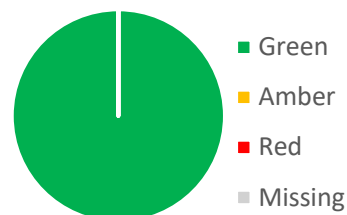
Status of Corporate Plan actions	Number	%
Green (on track)	9	82%
Amber (within acceptable variance)	2	18%
Red (behind schedule)	0	0%
Missing	0	0%



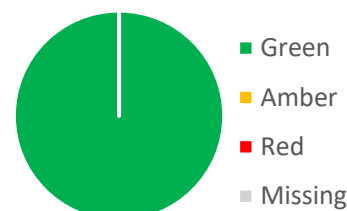
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)	1	100%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risk/issues)	0	0%
Missing	0	0%



Operational PI latest status	Number	%
Green (achieved)	2	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%
Missing	0	0%



Operational PI year-end forecast status	Number	%
Green (achieved)	2	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%
Missing	0	0%



Corporate Plan Action	Direction of Travel	Latest Status
30. 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.	↔	G
32. Establish the Economic Growth Strategy and Action Plan.	↔	G
33. Delivery of the Market Town Programme and their High Street projects. Ensuring their promotion to drive additional economic and social activity.	↔	A
34. 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.	↔	G
35. Support our market towns and town centres as hubs of economic and social activity.	↔	G
36. Support the visitor economy and culture sector including CPCA Local Visitor Economy Partnership.	↔	A
37. Work with the CPCA and partners to support skills development and opportunities.	↔	G
38. Work with partners to secure investment and growth in Huntingdonshire, maximising the opportunities presented through Local Government Reorganisation and additional devolved powers.	↔	G
39. Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies.	↔	G
40. Support and engage in the development of the Local Growth Plan as it is developed by the CPCA, highlighting the inward investment and growth priorities and opportunities for Huntingdonshire	↔	G
41. Run and attend a programme of events to promote the profile of Huntingdonshire as a place to invest, grow and deliver economic growth.	↔	G

Corporate Plan Project/Programme	Direction of Travel	Latest Status
31. Deliver the business grants within the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) programme.	↔	G

Operational Performance Indicator	Latest Status	Forecast Status
Cumulative footfall in our market towns (Huntingdon, St Ives, St Neots & Ramsey) (monthly)	G	G
Total number of business engagements by the Economic Development team	G	G

Outcome 6: 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.

To help maximise the decarbonisation of our fleet, and minimise the use of fossil fuels for energy, we have capitalised on opportunities to expand the use of Hydrotreated Vegetable Oil (HVO) this quarter, by implementing HVO vehicles across the entire operational fleet. This change will reduce CO2 emissions from the fleet by 82%. This quarter also saw our waste fleet continue to surpass its energy-efficient driving score target, helping to lower our CO2 emissions by targeting the greatest source in the district - transportation.

Our work to showcase and encourage community action to lower carbon emissions has also continued to progress well this quarter. Officers now form a Climate Champions group for quarterly Climate initiatives, and an annual climate conversation is due to take place in November. Additionally, Huntingdonshire Business Awards has received submissions, and they are to be announced in October. Recognising these businesses for decarbonisation initiatives will promote positive climate actions and strengthen the partnership between the local climate and the local economy.

The project to implement household food waste collections has progressed this quarter, with the rollout of the service on track to start the next financial year. The first of the additional vehicles have arrived, and the works surrounding the caddies has been finalised. We will continue communicating with our residents in quarter three as we prepare for the start of the additional collections.

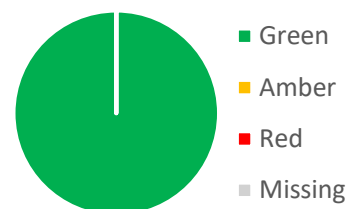
We continue to support community projects that reduce carbon emissions, with eight of eleven Net Zero Villages projects now completed. To continue this work, a bid has been submitted for the Heat Networks Delivery Unit (HNDU), which will allow us to conduct a study to ascertain what would be needed to establish a heat network within the district.

The action to deliver climate awareness training across the council was completed in quarter two. All staff now have access to 30-minute online climate training, and this has been promoted through internal communications, leading to a strong initial uptake.

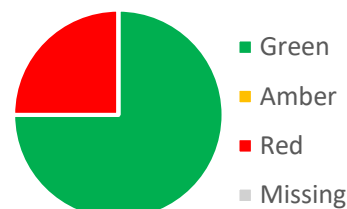
Our project to enable community action and engagement to achieve greater biodiversity has been reported as red this month, as there have been delays in completing the report for the St Ives project due to staffing changes. Additional resources have now been assigned to the project to prevent further delays. The natural flood defence project is on schedule, with two sites confirmed and a positive response from a third interested land-owner.

Performance Summary:

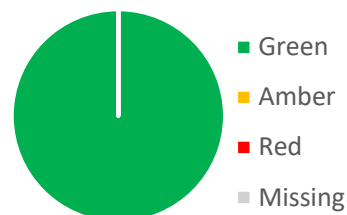
Status of Corporate Plan actions	Number	%
Green (on track)	8	100%
Amber (within acceptable variance)	0	0%
Red (behind schedule)	0	0%
Missing	0	0%



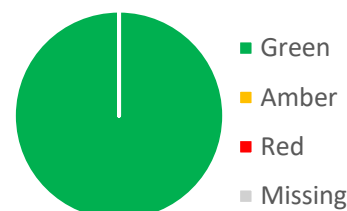
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)	3	75%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risk/issues)	1	25%
Missing	0	0%



Operational PI latest status	Number	%
Green (achieved)	1	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%
Missing	0	0%



Operational PI year-end forecast status	Number	%
Green (achieved)	1	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%
Missing	0	0%



Corporate Plan Action	Direction of Travel	Latest Status
42. Maximise opportunities to expand the use of Hydrotreated Vegetable Oil (HVO) Fuel where there is a business case to do so.	↔	G
43. Maximise decarbonisation of our fleet where there is a business case to do through a fleet strategy.	↔	G
44. Minimise use of fossil fuels for energy where there is a business case to do so.	↔	G
45. Showcase and encourage community action to lower carbon emissions.	↔	G
46. Identify emissions from HDC IT data centres to include in reporting and establish disposal methods for IT equipment to reduce environmental impact.	↔	G
47. Delivery of Climate Awareness Training across the Council.	↔	G
52. Develop the Council's procurement rules to further embed social and environmental value.	↔	G
53. Expand positive climate action support for local businesses, celebrating best practice and sharing knowledge.	↔	G

Corporate Plan Project/Programme	Direction of Travel	Latest Status
48. Maximise use of solar of Council operational buildings (PROJECT).	↔	G
49. Improve household recycling, reduce greenhouse gas emissions and reducing food waste through implementation of household food waste collections (PROJECT).	↔	G
50. Support community projects that reduce carbon emissions. Net Zero Villages (PROJECT).	↔	G
51. Enabling community action and engagement to achieve greater biodiversity. Biodiversity4All extension to pilot urban nature corridors and natural flood prevention (PROJECT).	↓	R

Operational Performance Indicator	Latest Status	Forecast Status
Efficiency of vehicle fleet driving - Energy Efficient Driving Index score for the waste service	G	G

Outcome 7: Delivering good quality, high value-for-money services

Around 80% of our resources are aligned to business as usual (BAU) service delivery and this priority focuses on delivering good quality, high value for money services with good control and compliance with statutory functions. We will continue to provide a wide range of existing statutory and important services and seek to improve their efficiency and effectiveness.



The Workforce Strategy Action Plan has continued to be delivered this quarter. Staff have had access to and engaged with health kiosks, blood pressure checks, and escape pain sessions, led by the Active Lifestyles team to promote wellbeing. These have allowed long-term sickness days lost to continue to reduce this quarter, allowing performance to exceed target. Additionally, staff received access to Local Government Pensions Scheme advisors, and the Electric and Hybrid Vehicle Salary Sacrifice Scheme has progressed to the launch phase.

Civil Parking Enforcement was also rolled out across the district this quarter, with warning notices being issued in August and Penalty Charge Notices (PCNs) being issued September onwards. A total of 914 PCNs have been issued since the scheme began and work to deliver this service will continue in quarter three.

This quarter also saw the Customer Services improvement programme progress positively. The customer satisfaction survey and a new forecasting model has been established to ensure we are aligning resourcing with customer needs. This progress allows staff to continuously improve and has resulted in both operational performance indicators relating to Customer Services to exceed their targets every month this period.

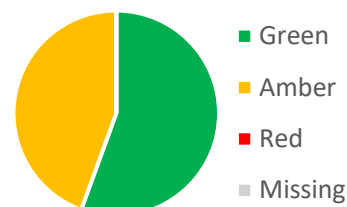
The number of missed bins has met its target this quarter, with a missed collection rate of 0.052% from a total of 1,471,471 total collections, remaining significantly below the national average of 0.076%. The percentage of household waste reused, recycled, or composted this quarter remains below the accepted tolerance. This is attributed to an exceptionally dry summer, with works continuing in the education of recycling to help drive improvements to our recycling rate.

Our street cleansing team has continued to excel this quarter, with 611 out of 614 inspections achieving a passing grade across 21 wards. Additionally, the number of flytips reported remains ahead of target, and has improved by over 22% compared to this same period last year, leading to cleaner streets for residents.

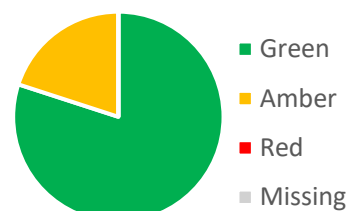
However, the average waiting time between referral and completion of jobs funded through the Disabled Facilities grants has improved by 4.4 weeks compared to last quarter, and by 9.4 weeks compared to the same period last year. The percentage of planning applications processed within 8 weeks or the agreed extension period for major, minor, and household extension applications has also

Performance Summary:

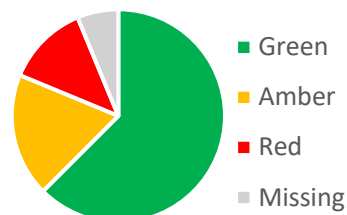
Status of Corporate Plan actions	Number	%
Green (on track)	5	56%
Amber (within acceptable variance)	4	44%
Red (behind schedule)	0	0%
Missing	0	0%



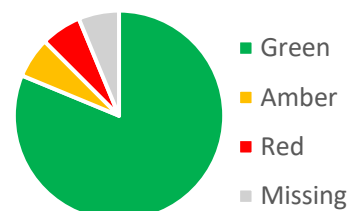
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)	4	80%
Amber (behind schedule, project may be recoverable)	1	20%
Red (significantly behind schedule, serious risk/issues)	0	0%
Missing	0	0%



Operational PI latest status	Number	%
Green (achieved)	10	63%
Amber (within acceptable variance)	3	19%
Red (below acceptable variance)	2	13%
Missing	1	6%



Operational PI year-end forecast status	Number	%
Green (achieved)	13	81%
Amber (within acceptable variance)	1	6%
Red (below acceptable variance)	1	6%
Missing	1	6%



Corporate Plan Action	Direction of Travel	Latest Status
54. Refresh our Commercial Investment Strategy to support informed and impactful investment.	↔	G
60. Implement the recommendations and suggestions made from the Local Government Association Corporate Peer Challenge, continuing to drive transparent continuous improvement.	↔	G
61. Extend the use of benchmarking data to identify opportunities for transformation.	↓	A
62. Expand the use of unit costing within priority service areas to demonstrate productivity and opportunities for transformation.	↓	A
63. Identify opportunities to use Artificial Intelligence in a targeted way to support transformation and efficiency in compliance with emergent legislation.	↓	A
64. Listen to local residents and respond to their input on service delivery.	↔	A
65. Engage proactively with Local Government Reorganisation to ensure the priorities, opportunities and efficiencies for our communities are maximised	↔	G
66. Enable our outstanding volunteers in our parks, nature reserves and elsewhere to continue to improve the quality of those spaces.	↔	G
67. Our well-run Council will act as a model for our peers.	↔	G

Corporate Plan Project/Programme	Direction of Travel	Latest Status
55. Delivery of the Workforce Strategy Action Plan equipping the workforce with skills for the future whilst attracting, retaining and nurturing talent (PROJECT).	↔	G
56. Continue our Customer Services improvement programme to ensure that our customers are always at the heart of what we do (PROJECT).	↔	G
57. Progress the Development Management Improvement programme informed by the Local Government Association Peer Review to deliver continued efficiency in the planning service (PROJECT).	↔	G
58. Progress delivery of Civil Parking Enforcement across the District to enforce on-street parking activity (PROJECT).	↔	G
59. Build the enhancements to visitor facilities at Hinchbrooke Country Park (PROJECT).	↓	A

Operational Performance Indicator	Latest Status	Forecast Status
Percentage of household waste reused / recycled / composted	R	R
Collected household waste per person (kilograms)	G	G
Residual waste collected per household (kilograms)	A	G
Number of missed bins	G	G
The percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations	G	G
The number of flytips reported (cumulative)	G	G
Sanctions against environmental crimes and anti-social behaviour	G	G

The number of programmed food safety inspections undertaken (cumulative)	G	G
Percentage of calls to the Contact Centre answered	G	G
Average wait time for customers calling the Contact Centre (seconds)	G	G
Customer Satisfaction (Contact Centre) [Collection Due to Commence in Q3]	0	0
Council Tax collection rate	A	G
Business Rates collection rate	A	G
Short-term staff sickness days lost per full time equivalent (FTE) (rolling 12-month total)	R	A
Long-term sickness days lost per full time equivalent (FTE) (rolling 12-month total)	G	G
Staff Turnover (per month)	G	G

Appendix B: Progress on Corporate Plan Actions



Outcome: Improving the happiness and wellbeing of residents

Activity type: Do

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
1. Deliver the approved Community Health & Wealth Strategy and go-live with funding mechanisms to invest in initiatives identified and chosen by our communities.	Cllr Ferguson	71 Expressions of Interest were received via the August pilot, with 20 groups then being asked to submit a full application. Two training workshops were delivered by the team alongside Support Cambs to those submitting applications. The window closed at the end of September, and 17 out of the 20 applicants invited have submitted full applications. The outcome will be determined by the first panel meeting that is being held at the end of October.	↔	G	This has been a hugely collaborative piece of work with the community and voluntary sector to get to this stage, which has clearly demonstrated the approach being taken by the Council to tackle the root cause of issues from the ground up.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
2. 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.	Cllr Davenport-Ray	A Social Value framework and Social Value Policy have been drafted and circulated for comment. These were discussed at a meeting of the working group at the end of September.	↔	G	Demonstrable progress has been made toward delivering the overall objective of embedding Social Value into the procurement process to benefit local communities.
3. Improve our evaluation of how we make a difference to local people ensuring we become even better at demonstrating impact	Cllr Ferguson	To support the delivery of our ambition, we now have a software tool that allows us to capture and quantify the impact of our work on health and wealth building. It is being implemented and will be used to track the impact of grants given to the community in Q3.	↔	G	We will be able to measure, quantify, and track the impact we have, and demonstrate back to residents the impact of our work.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
4. Deliver continued improvements to the One Leisure offer, enhancing existing facilities, implementing recommendations of the One Leisure Long-Term Operating Model and other beneficial opportunities.	Cllr Howell	The One Leisure Website update went live at the start of Q3, with no major issues and only minor tweaks required for other issues. The Huntingdon Gym & Changing Rooms upgrade has been completed. Ramsey Gym investment projects are underway and will be completed by 27th November 25. Huntingdon Sports and Health Hub is progressing to RIBA (architectural stages) stage 3 & 4 if approved at Cabinet on Tuesday 14th October. Work is underway to secure funding for an additional 3G synthetic turf pitch at St Ives Outdoor Centre outcome of the CIL bid will be given at Cabinet on 14th October 25 . Active Lifestyles is continuing to deliver weight management programmes for inactive adults and frailty in older adults activities in partnership with the local Primary Care Network and integrated neighbourhoods.	↔	G	The upgrades will supply better facilities and services for our residents, as well as more activities and options will be available for residents. Additionally, an improved OL digital will be offered to our customers and staff. Attendances are up 30% year to date for Active Lifestyles, and One Leisure is 5% ahead of 24/25.



Outcome: Improving the happiness and wellbeing of residents

Activity type: Enable

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
5. Work with partners to further skills and employment opportunities in the District: including direct delivery of funded schemes.	Cllr Ferguson	A further 36 months of funding is secured for WorkWell, with a focus on bringing businesses on board to better manage sickness absence in the workplace. A Joint event is to be held with South Cambs for businesses to be held in October. A number of applications relating to skills and employment are being considered for the CHAWS pilot round, including supporting residents who are neurodivergent.	↔	G	The confidence that the scheme has continuity and that the support is available for residents with varying needs, and who otherwise may risk being long-term unemployed.
6. Work with other organisations and businesses to maximise the impact they can have on the health and wellbeing of local communities. Our focus will be on piloting new approaches that can be embedded in future years	Cllr Ferguson	Following a recruitment freeze within NWAFT, we have not been able to appoint to the role for this work. Instead, we put an alternative proposal that has the same intentions to the CPCA, and this has now been approved.	↔	G	The work on building relationships and employment skills, pathways, and opportunities for local residents has commenced and will be developed as a model for other organisations to replicate.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
7. Focus on maximising physical activity in the district, and work to promote this across local partners.	Cllr Howell	The Leisure Built Facilities and Playing Pitch Strategies provide the framework to drive improvement to maximise physical activity in the district. Work is ongoing to implement the action plan from the two strategies, with a potential transformative project in Huntingdon being the first to be put into motion. Officers have been responding to planning applications, with a potential £1.6m being negotiated for formal sports provision. Work is also ongoing on a £800k capital grant to improve facilities in St Ives. The Active Lifestyles service has delivered 1,602 sessions in Q2 compared to 1,251 in the same period last year. The average for 2025/26 is 510 per month, compared to 409 for the same period last year. Active Lifestyles has attended seventeen events in Q2, leading to over 720 contacts with residents.	↔	G	Facility refurbishment and improvements at One Leisure Huntingdon have been completed in Quarter 2, helping One Leisure to strong performance in Q2. Also, £100k of S106 has been passported to community organisations, ensuring the spend was achieved within deadlines and not returned to developers. Additionally, there have been 18,290 attendances at Active Lifestyles delivered activities in Q2 compared to 13,725 in 2024/25 – 33% improvement like for like and 34% increase year to date.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
8. 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.	Cllr Ferguson	The Residents Advice and Information Team continues to provide day-to-day services, and so does the Active Lifestyles Team. In addition, the WorkWell programme is helping residents into work each month by supporting residents from sickness to working, and as one of 15 national pilots, the positive news of an extension of this funding for 3 years demonstrates success.	↔	G	This action enables us to ensure help is available to those who need it, improving our residents' quality of life.



Outcome: Improving the happiness and wellbeing of residents

Activity type: Influence

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
9. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.	Cllr Sanderson	We continue to engage with CCC and CPCA on active travel matters. A bid was submitted in Q2 for National Highways designated funds by CCC via CPCA for 4 projects - 3 are for active travel links from St. Neots to Wyboston Lakes, and 1 is to Phoenix Park and Wyboston Lakes. The St. Ives Local Improvements are nearing finalisation. This project aims to reduce congestion on the main A1123 and A1096 corridors, including the improvement of bus journey times. Separately, the A141 and St Ives improvements are going out for consultation in Q3 (October).	↔	G	Through our work with CCC and the CPCA, we can help influence the delivery of transport improvements within the district, improving the mobility and quality of life of our residents.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
10. Embed the priorities of Huntingdonshire Futures across the work of the Council and Partners whilst influencing and enabling communities to do the same.	Cllr Conboy	A project to determine the value of establishing a self-designated landscape in the Great Ouse Valley in Huntingdonshire, working in partnership with the Great Ouse Valley Trust, is now complete. A business case is being finalised, and project sponsors will then agree on options and next steps. Huntingdonshire Futures grants 2025 focused on fostering Pride in Place in Huntingdonshire, building on the success of the 2024 scheme. 35 applications were received before the scheme closed early due to demand. 19 organisations from across Huntingdonshire were awarded small grants of £500 - £2,500, totalling circa £40,000. Most projects are now complete.	↔	G	Grants have enabled 19 community groups, charities, and Town and Parish councils to deliver activities and events in their communities. The events support Pride in Place, celebrating what makes Huntingdonshire and its communities special. Feedback highlighted how activity made people feel connected to their community and brought people together, and attracted new visitors.



Outcome: Keeping people out of crisis

Activity type: Do

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
11. Report regularly on progress on the delivery of an integrated financial vulnerability model between HDC and partners (PROJECT).	Cllr Ferguson	First multi-agency group meetings of professionals held, with an agreed approach of response, implement, and resilience. This work is being supported by the Crisis Resilience Fund, and the aim is to move communities from poverty to resilience. We intend to grow what we already do via the RAI Team, as this is a tried and tested model. Performance management measures will be agreed and implemented to demonstrate value and impact.	↔	G	This work has set a clear position of where we are now and where we need to be. It is imperative that we move our model from reliance to resilience, and this work will enable that to happen.
12. Act on opportunities for early intervention and regularly report on learning and impact.	Cllr Ferguson	The Service Design review is now completed, involving multiple internal services that work with/alongside RAI and CAB. This is to be presented, and the next steps agreed upon.	↔	G	Enables clear direction and ensures duplication is avoided. Ultimately resulting in the best outcomes for our residents.



Outcome: Keeping people out of crisis

Activity type: Enable

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
13. 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).	Cllr Ferguson	We are working with the Police on a potential expansion of the successful trial to share data and help tackle the risks of serious violence in the District. The portal goes live in Q3, a little later than forecast due to other priorities for all partners in setting this work up.	↓	A	Working with partners allows us to make a bigger impact on the quality of life of local people, and preventing the risk of serious crime occurring would be a welcome contribution.
14. Prevent the causes of homelessness wherever we can by our own efforts but also by working with other partners to tackle the root causes where we can	Cllr Ferguson	The vulnerable young people pathway review has been completed, including sign-off by the Cambs Safeguarding Board. Roll-out is happening through a series of joint webinars. Reviews of the Care Leavers and prison leavers pathways have commenced and will be completed later in the year.	↔	G	Ensuring all pathways are up to date and effectively rolled out between partners will maximise early intervention opportunities, which contribute to homelessness prevention.



Outcome: Helping people in crisis

Activity type: Do

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
15. Continue to support refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home.	Cllr Ferguson	Schemes continue to operate successfully. We continue to have only met 21 of our 120 target bed spaces for asylum seekers, and no properties have been procured by MOD for Afghan Resettlement. We continue to offer and provide support where requested.	↔	G	Through effective management of the refugee cohorts, we have seen a reduced rate of use of Temporary Accommodation. This means no negative impact on budgets, but also no community tensions.
16. Deliver the recommendations of the review into Disabled Facilities Grants undertaken by Officers and Members in 2024/25.	Cllr Ferguson	A national consultation has now been completed, which provided an opportunity to highlight the issues brought forward as part of the review.	↔	G	To ensure that our funding is being used optimally.



Outcome: Helping people in crisis

Activity type: Enable

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
17. 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).	Cllr Ferguson	We are collaborating with the Police on a potential expansion of the successful data-sharing trial aimed at addressing the risks of serious violence within the District. Although the portal is now scheduled to go live in Q3—slightly later than initially forecast—this delay reflects the need to balance priorities across all partners involved in establishing the initiative.	↔	G	Ensuring that the organisation is working with other partners will allow us to improve the quality of life of our residents to an even greater extent.



Outcome: Helping people in crisis

Activity type: Influence

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
18. Lobby, and support campaigns, for improvements to the living conditions of local residents.	Cllr Conboy	Through the County bringing together partners, discussions are underway to identify what is already happening across the district to tackle the recommendations from the commission. We have highlighted that the Crisis Resilience Fund should not be used to create lots of new projects, but use what is already in place and working, and replicate this elsewhere.	↔	G	Ensuring that those most in need are aware of the support available to them and how to access it. Focusing on prevention, recognising that being reactive reduces the chances of positive outcomes for residents.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
19. Be an active partner working with others within health and social care to make sure projects and new initiatives are delivered within Huntingdonshire and maximise the positive impact felt locally	Cllr Ferguson	HDC is a key partner within the integrated care board and the North West Care Board. In Q2, a successful bid was made to the Government to be involved in the national pilots of local neighbourhood services based in GP areas. HDC also presented to the Board on the Community Health & Wealth Fund, and we are working with partners to deliver (and possibly fund) the strategy Alongside this, working with local GPs in neighbourhoods has progressed with impacts from Active Lifestyles and the Workwell Programme, leading to strong partnership working.	↔	G	Influencing key partners for the benefit of Huntingdonshire is a key approach in the Corporate Plan - and with an ageing population, it is vital we maximise the full benefit of the public health system.



Outcome: Improving housing

Activity type: Do

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
20. Develop a new Housing Strategy and Action Plan for 2025-26.	Cllr Wakeford	We now have the completed Housing Needs Assessment, which is part of the evidence for the review of the Local Plan. This will enable us to conclude the data gathering for the new strategy and provide an advanced draft by the end of Q3.	↔	G	This will enable the Council to have a Housing Strategy based on the most up-to-date information for the district and support the Council's Corporate Plan outcome of Improving Housing. At a practical level, it will enable the Council to have accurate information on the level and type of demand for housing.
21. Continue to use surplus Council owned sites to deliver affordable housing (PROJECT).	Cllr Wakeford	A planning application was submitted for the first site in Warboys. It is anticipated that this should go to DMC in December 2025.	↑	G	This action will have the ability to support the Council's Corporate Plan outcome of Improving Housing within the District. The use of surplus Council-owned sites to deliver much-needed affordable housing is an important element of the plan and the Council's Housing Strategy.
22. Develop policy to support the use of civil penalties with regard to private sector housing enforcement.	Cllr Ferguson	The organisation is still waiting for information from the government to allow the policy to be developed.	↔	A	Once actioned, this policy will help drive better conditions in private sector housing, improving the living conditions of our residents.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
23. Implement the government's new Supported Housing (Regulatory Oversight) Act, review of supported exempt accommodation in the area and introduce licensing regulations.	Cllr Ferguson	We are still awaiting further guidance on the Act to enable us to implement the scheme.	↔	A	This action will support creating a better Huntingdonshire for Future generations by improving housing conditions.



Outcome: Improving housing

Activity type: Enable

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
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).	Cllr Wakeford	The Council continues to work with partner Housing Associations and Developers to deliver new housing, including affordable homes. Most construction tends to take place over the spring/summer months, and we therefore tend to achieve higher numbers of units in the last two quarters of the year. Officers are also looking to bring forward innovative opportunities to increase supply when the opportunity is available.	↔	A	This action will have the ability to support the Council's Corporate Plan with Improving Housing in the District. The delivery of new housing across all tenures is an important element of the plan and the Council's Housing Strategy.
25. Work in partnership to look at best practice and funding to improve housing conditions, including retrofit programmes in social and private housing.	Cllr Wakeford	As and when opportunities occur, the Council's Housing and Climate teams work in partnership to ensure there is take-up on retrofit and other housing programmes to enable the improvement of housing in the district.	↔	A	The continual improvement of housing within the district not only aligns with our Corporate Plan Outcome of Improving Housing, but also allows our residents to live in safer and higher-quality homes.



Outcome: Improving housing

Activity type: Influence

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
26. Work with Registered Providers to improve conditions in existing accommodation through regeneration schemes.	Cllr Wakeford	The Council is working with Places for People (P4P) on a regeneration project in Huntingdon. Residents have now been made aware, and discussions have commenced with Planning colleagues as part of a PPA. Regular quarterly meetings are now taking place with P4P to address issues that are identified by the Corporate Team. Awaab's Law comes into effect in October 2025 in relation to hazards around damp/mould and all emergency hazards, with further elements over the next 2 years. This will give greater ability by the Regulator of Social Housing and Environmental Health Teams to take action.	↓	A	Not only does this project ensure we are complying with statutory law, but it also ensures that our residents are living in homes that are safer and higher quality.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
27. Work with partners to address barriers to housing delivery and support housing delivery rates.	Cllr Wakeford	The Council is working with partner Housing Associations and Developers to deliver new housing, including affordable homes, in a timely manner. The housing and planning teams work closely together to ensure barriers to the delivery of sites with planning permission are considered and supported as soon as they occur.	↔	A	This action supports the Council's Corporate Plan Action in Improving Housing.
28. Work with Health and Social Care Providers to explore future models of housing, support and care, enabling people to live independently for longer.	Cllr Wakeford	The completion of the Housing Needs Assessment alongside the data from the County Council is informing the completion of the Housing Strategy, which will be used to shape future provision of housing across the District.	↔	G	Enabling people to live independently for longer improves the wellbeing of our residents.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
29. Produce sustainable housing guidance for developers that encourages sustainable construction methods and new homes to be of high environmental standards.	Cllr Wakeford	This work will centre on low-carbon construction, including off-site fabrication to align with Part L(2025), including improved insulation, triple glazing, solar PV, and heat pumps, and ensure compliance with Future Homes Standard (2025) for net zero-ready homes. It will also include the use of low VOC and prioritise lifecycle carbon assessments and sustainable transport integration, and aim for BREEAM excellent or Passivhaus opportunities.	↔	A	This action will support creating a better Huntingdonshire for Future generations by lowering carbon emissions and providing good quality housing.



Outcome: Forward-thinking economic growth

Activity type: Do

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
30. 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.	Cllr Wakeford	In Q2, the team continued to promote Huntingdonshire as a destination for high-value inward investment, prioritising businesses committed to reducing carbon emissions, in line with the Economic Growth Strategy 2025–2030’s focus on sustainable economic growth and protecting natural assets.	↔	G	These efforts have strengthened Huntingdonshire’s reputation as a sustainable, high-value investment destination, attracting interest from businesses committed to reducing carbon emissions and supporting long-term economic growth.
31. Deliver the business grants within the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) programme.	Cllr Wakeford	The team now has Digital Grants and REPF Grants open for businesses to apply. So far, we have approved two Digital Grants, with 21 applications currently live. Additionally, there are 20 live applications for the Rural Grants awaiting review and recommendation.	↔	G	So far, the grants have supported businesses with funding, driven strong engagement, and are helping build capacity for growth and innovation in the local economy.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
32. Establish the Economic Growth Strategy and Action Plan.	Cllr Wakeford	The EGS has now been approved and is available on the Invest in Huntingdonshire website. Actions have been allocated to team members based on their roles and expertise, and work is underway to deliver these in partnership with key stakeholders and businesses.	↔	G	As a result, delivery of the EGS is now progressing in a more focused and coordinated way, ensuring clear accountability and stronger collaboration with partners and businesses.
33. Delivery of the Market Town Programme and their High Street projects. Ensuring their promotion to drive additional economic and social activity.	Cllr Wakeford	In St Neots, work continues on the Priory Centre and is proceeding well, and we continue to support the owner of the Old Falcon to bring forward the planning application that was considered earlier in the year. Projects in Ramsey are progressing well in partnership with the Town Council. Although this is slightly behind schedule, it is expected that the first element of the project will be delivered early in 2026, commencing with the car park. Other projects within the programme are progressing well across all Market Towns.	↔	A	The Market Towns Programme supports the aim in the Corporate Plan of Forward Thinking Economic Growth.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
34. 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.	Cllr Sanderson	In terms of the Local Plan, the Preferred Options version will be presented to Cabinet on the 21st October, and the papers will be circulated on the 14th October. The Local Plan is still on target for delivery.	↔	G	Work is well underway to complete the local plan and is informed by our public consultations. The evidence base is growing and being published online.



Outcome: Forward-thinking economic growth

Activity type: Enable

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
35. Support our market towns and town centres as hubs of economic and social activity.	Cllr Wakeford	We have committed to extending the town centre footfall monitoring contract for a further two years. Alongside this, we have been working with BIDA to deliver a number of UKSPF projects, including a local gift card initiative and retail support for Christmas 2025. In addition, we have wrapped another empty shop on St Ives High Street. All of these activities have been promoted through our Discover Huntingdonshire website and Instagram page.	↔	G	As a result, we are supporting town centre vitality, helping local retailers attract more visitors and spend, while strengthening the visibility of Huntingdonshire's high streets through coordinated promotion.
36. Support the visitor economy and culture sector including CPCA Local Visitor Economy Partnership.	Cllr Wakeford	As a part of the LVEP application submission process, HDC and others have been asked to demonstrate staffing capacity and financial resilience. CPCA are meeting with Visit England next Wednesday in October, and they would like to see some parts of the LVEP application.	↔	A	It is positive that conversations are being held; however, we are still unclear about the role the district will play and how this will align with the timelines in place.



Outcome: Forward-thinking economic growth

Activity type: Influence

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
37. Work with the CPCA and partners to support skills development and opportunities.	Cllr Wakeford	The team is supporting the council with an apprenticeship event in Q3 2026 during Apprenticeship Week. They are also working with Form the Future to explore two additional programs with local schools and CRC, utilising UKSPF-related funds.	↔	G	This will help provide tailored support to local schools and, in turn, to local children, with the goal of encouraging them to seek employment locally or pursue careers that are in demand within the community.
38. Work with partners to secure investment and growth in Huntingdonshire, maximising the opportunities presented through Local Government Reorganisation and additional devolved powers.	Cllr Wakeford	During Q2, we have continued to position Huntingdonshire as a prime location for investment and growth. Following UKREiiF, we engaged with several key businesses to promote opportunities within the district	↔	G	As a result of this activity, we have strengthened relationships with investors and raised the profile of Huntingdonshire – particularly Alconbury Weald – as a key site for growth and long-term economic opportunities

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
39. Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies.	Cllr Wakeford	Engagement with officers for the East West Rail scheme is ongoing, including briefings and workshops on the latest design proposals following the third non-statutory consultation in November 2024. For the A428 project, National Highways is providing officers with regular updates as construction progresses. The third non-statutory consultation for the Fens Reservoir launches in October (Q3) and will run until 10th December 2025. Specialist Officers are reviewing the latest design proposals, which include more detail on the potential pipeline routes through the District. For the East Park Solar scheme, the NSIP has now been formally submitted to PINs. If accepted, the project will enter the pre-examination. A141 consultation underway in Q3.	↔	G	The planning team has been helping with business cases and has been influencing the development of these key infrastructure developments, helping to ensure our residents have access to high-quality transport infrastructure.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
40. Support and engage in the development of the Local Growth Plan as it is developed by the CPCA, highlighting the inward investment and growth priorities and opportunities for Huntingdonshire	Cllr Wakeford	The Economic Development team has contributed to multiple drafts of the CPCA Local Growth Plan, ensuring Huntingdonshire is recognised as a key growth area and that major developments are positioned as gateways into sector-specific opportunities.	↔	G	As a result, Huntingdonshire's strengths and strategic sites are better reflected in regional planning, increasing visibility with investors and partners.
41. Run and attend a programme of events to promote the profile of Huntingdonshire as a place to invest, grow and deliver economic growth.	Cllr Wakeford	We delivered a sold-out CEO Breakfast at the start of September, attended by over 50 businesses who networked with the wider team. We are working with the Chamber of Commerce to host a joint event in the new year and continue to attend local networking meetings in St Ives and St Neots. In addition, we are running Business Booster drop-in sessions in Ramsey in partnership with the Town Council.	↔	G	As a result, we have strengthened local business networks, created new opportunities for collaboration, and raised the profile of Huntingdonshire as a supportive place to do business.



Outcome: Lowering carbon emissions

Activity type: Do

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
42. Maximise opportunities to expand the use of Hydrotreated Vegetable Oil (HVO) Fuel where there is a business case to do so.	Cllr Kerr	HVO implementation across the entire HDC fleet is now fully rolled out, the CO2 emissions will be reduced by around 82%, aligning with our corporate goals and climate strategy aspirations of net zero by 2040.	↔	G	CO2 emitted from HDC vehicles will be reduced by 82%, allowing our residents to live in a district which is low in emissions.
43. Maximise decarbonisation of our fleet where there is a business case to do through a fleet strategy.	Cllr Kerr	To ensure that our fleet emits as little carbon as possible, it is being decarbonised to use HVO fuels. This project is completed. Additionally, drivers share best practices to try to drive as efficiently as possible.	↔	G	An 82% reduction in CO ₂ emissions from HDC vehicles will help create a healthier, low-emission district for our community
44. Minimise use of fossil fuels for energy where there is a business case to do so.	Cllr Kerr	The project to implement HVO across the HDC fleet is now completed. Only some machinery, such as strimmers, and specialist machinery, are still using fossil fuels.	↔	G	This will significantly reduce the emissions from the HDC fleet, improving the quality of air for our residents and helping us become a greener authority.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
45. Showcase and encourage community action to lower carbon emissions.	Cllr Howell	An internal HDC Climate Champions group has been formed for quarterly Climate initiatives, an annual climate conversation taking place in November, partnership with Citizens Advice to examine the partnership with HDC's 5 thermal imaging cameras. Submissions for Huntingdonshire Business Awards are completed and shall be announced on 20th October.	↔	G	Climate initiatives will promote and encourage behaviour and consideration to lower carbon footprints. Annual climate conversation has 65 attendees registered and 15 stallholders covering businesses, Council's local plan and regeneration, and community groups. Recognising businesses for carbon initiatives will allow promote positive Climate action within the industry and strengthen the partnership between Climate and the local economy.
46. Identify emissions from HDC IT data centres to include in reporting and establish disposal methods for IT equipment to reduce environmental impact.	Cllr Conboy	The action regarding identifying emissions from HDC IT data centres was completed in early 2025.	↔	G	The action regarding identifying emissions from HDC IT data centres was completed in early 2025.
47. Delivery of Climate Awareness Training across the Council.	Cllr Howell	This action is now completed. All staff have access to online climate training through the Learning and Development Portal.	↔	G	Awareness of the Climate training has been promoted through internal communications. This training is 30 minutes long, which is a huge time saving compared to being out for a day through carbon literacy training.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
48. Maximise use of solar of Council operational buildings (PROJECT).	Cllr Howell	The action to maximise the use of solar of Council operational buildings was completed in Q1	↔	G	The action to maximise the use of solar of Council operational buildings was completed in Q1
49. Improve household recycling, reduce greenhouse gas emissions and reducing food waste through implementation of household food waste collections (PROJECT).	Cllr Kerr	The project is on track with the rollout of the service still planned for April 26. The additional vehicles have started to arrive on site and communications began to residents during Q2.	↔	G	This project will help to reduce greenhouse gas emissions and will help to reduce food waste, reducing the amount we send to landfills each year.

**Outcome: Lowering carbon emissions****Activity type: Enable**

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
50. Support community projects that reduce carbon emissions. Net Zero Villages (PROJECT).	Cllr Howell	Bid for HNDU Funding Round 15 submitted. 8 out of 11 of the Net Zero Villages projects are now completed. 3 press releases surrounding the project have been completed, plus social media posts to show updates were completed during Q2.	↔	G	If successful, this will allow £70-90K consultant fees to conduct a study to ascertain what would be needed to establish a heat network in Huntingdon. Letters of support have been received from the Director of Finance at the ACES Trust, the Director of Finance at Cambridgeshire Police, and the Director of the NHS NWAFT Trust. Warboys Parish Council, recipient of the Net Zero Villages grant, is giving a keynote speech at the annual climate conversation.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
51. Enabling community action and engagement to achieve greater biodiversity. Biodiversity4All extension to pilot urban nature corridors and natural flood prevention (PROJECT).	Cllr Howell	The St Ives Project - The Graduate Ecologists were unable to complete the report before their contract ended. The Project Manager has informed the CPCA that there will be a delay and that they will look to complete the report. The Natural Flood Defence Project - Two sites confirmed and a positive response from a land owner. The next step is to commission a Hydrological survey for Spring Common and conduct a site visit for the Potential Riparian Buffer Zone north of St Ives.	↓	R	The impact is that the Project Manager will have to devote attention and time to completing the report, but does might not have the relevant skills to be able to deliver everything that was hoped for with the project.



Outcome: Lowering carbon emissions

Activity type: Influence

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
52. Develop the Council's procurement rules to further embed social and environmental value.	Cllr Davenport-Ray	A Social Value framework and Social Value Policy have been drafted and circulated for comment. These were discussed at a meeting of the working group towards the end of Q2.	↔	G	The proposed framework and policy will introduce requirements to include social and environmental value in tender processes to an extent that is proportionate and relevant to the subject matter of the contract.
53. Expand positive climate action support for local businesses, celebrating best practice and sharing knowledge.	Cllr Howell	The organisation is a key partner of the Huntingdonshire Business Awards, including 3 awards that focus on sustainability.	↔	G	This will improve visibility and exposure for businesses addressing their carbon footprint, which will signal to the general public that HDC is strongly committed to decarbonisation, but emphasising the point that businesses need to be successful to benefit them and their residents, to then allow carbon reduction considerations



Outcome: Delivering good quality, high value-for-money services

Activity type: Do

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
54. Refresh our Commercial Investment Strategy to support informed and impactful investment.	Cllr Mickelburgh	The Refresh to our Commercial Investment Strategy was completed in Q2 and has now been approved by Cabinet.	↔	G	This will work to ensure our investments are both impactful and ethical, enabling us to better help our residents.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
55. Delivery of the Workforce Strategy Action Plan equipping the workforce with skills for the future whilst attracting, retaining and nurturing talent (PROJECT).	CIlr Davenport-Ray	The Leadership Development programme continues. The Electric and Hybrid Vehicle Salary Sacrifice Scheme is in the launch phase, with two suppliers selected. Free Health Kiosks, Escape Pain sessions, and blood pressure checks were available in Q2. Pensions Awareness Week saw an LGPS advisor support 32 staff, and communications were shared outlining available support. Incremental progression forms were finalised and shared following staff feedback. Succession planning proposals are being drafted, and the MHFA group has been reviewed and closed, with alternative support groups and a new staff benefits and wellbeing page promoted. The Hybrid Project Group has issued manager surveys and is awaiting final feedback. An ED&I paper has agreed on the formation of a dedicated group, and the staff survey has been launched.	↔	G	The sickness absence overall trend has been going down since the project started. In Q2 2024, 9 days were lost per FTE, compared to Q1 2025, where this number was 8.4 per FTE. Additionally, stress is no longer the number one reason for sickness

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
56. Continue our Customer Services improvement programme to ensure that our customers are always at the heart of what we do (PROJECT).	Cllr Ferguson	The telephony channel customer satisfaction survey has now been established. We are working on data accuracy of Survey and refining the setup. We would like to start reporting on results in Q4. A new forecasting model has been established to align resourcing with customer needs.	↔	G	Customer satisfaction survey will now gives the team an opportunity to continuously improve customer service based on customer feedback. Additionally, demand-led resourcing resulted in 3% reduction in the call abandonment rate compared to the same Quarter last year.
57. Progress the Development Management Improvement programme informed by the Local Government Association Peer Review to deliver continued efficiency in the planning service (PROJECT).	Cllr Sanderson	Development Management staffing levels have now returned to full capacity. A review of the case management software is underway, supported by consultancy from the provider to ensure optimal efficiency and full utilisation of all licensed modules. As this work progresses, a comprehensive process review will also be conducted. Bespoke training delivered by the software provider will build in-house expertise, enabling the removal of reliance on a 3rd party contractor. This will reduce costs and strengthen service resilience by minimising single points of failure. Additionally, Power BI dashboards are being developed.	↔	G	The impact of staffing levels means the DM service can run at full capacity.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
58. Progress delivery of Civil Parking Enforcement across the District to enforce on-street parking activity (PROJECT).	Cllr Kerr	Civil Parking Enforcement commenced August 2025 following designation by Department for Transport	↔	G	In the 4-week warning period in August, 111 Off-Street Penalty Charge Notices (PCNs) and 806 On-street Warning Notices were issued. September saw the move from Warning Notices to PCNs, with 218 Off-Street PCNs and 696 on-street PCNs issued.
59. Build the enhancements to visitor facilities at Hinchbrooke Country Park (PROJECT).	Cllr Howell	RFQ is now complete, and two submissions have been received, both in the process of scoring, with a decision to be made by 13th October. Both contractors have suggested a longer timeline for completion, with interviews to be held in Q2. We will have a clearer view of the completion date once a contractor has been selected. Meetings with key stakeholders have been held, and the stakeholder e-letter has been drafted and is ready to send once the contractor is selected.	↓	A	Key Stakeholders have been informed, and the team is working towards a solution on procurement to ensure delivery is on budget and timely.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
60. Implement the recommendations and suggestions made from the Local Government Association Corporate Peer Challenge, continuing to drive transparent continuous improvement.	Cllr Ferguson	To date, 33 out of 37 actions have been completed with the evidence base reported to Overview & Scrutiny in September. Of the remaining four, which are still in progress, two are reporting as within target, and two are within tolerance of the targets. The Q2 update is currently going through the governance cycle and will be reported to Overview & Scrutiny in November.	↔	G	The Corporate Peer Challenge supports Priority 3 of the Corporate Plan - Doing our Core Work Well. It ensures the council focuses on key learning and development areas identified through external peer review. Outcomes include: - A continuous improvement programme informed by peer review - A strengthened approach to engagement - A renewed approach to governance, compliance, and risk
61. Extend the use of benchmarking data to identify opportunities for transformation.	Cllr Ferguson	This quarter has seen the launch of the Transformation Data Analysis Tool to Heads of Services and Directors. Once the tool is endorsed and feedback is implemented, it will be launched across the Council in Q3 as part of the mid-year Service Planning review for 2026/27. This project has been slightly delayed, and is now back on track for delivery.	↓	A	Once endorsed, this tool will be used to identify deeper analysis of benchmarking results and transformation opportunities.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
62. Expand the use of unit costing within priority service areas to demonstrate productivity and opportunities for transformation.	Cllr Ferguson	This projects has been slightly delayed due to the development of the Transformation Framework due to be presented to scrutiny members early Nov 25. The available unit cost information is now being collated and recorded in a Unit Costing Library ready for applying in Q3.	↓	A	The unit costs information will be used as a key set of data for identifying transformation opportunities as part of the Service Planning review process, due to be completed in Q3.
63. Identify opportunities to use Artificial Intelligence in a targeted way to support transformation and efficiency in compliance with emergent legislation.	Cllr Ferguson	Staff continue to use AI to help deliver day-to-day services. Examples include summarising meetings or drafting documents. We are intending piloting the AI to summarise conversations with customers in the Call Centre to reduce 'wrap-time' for advisors in Q3. In addition, the arrival of the CDIO in 3C ICT has introduced a stronger level of input into our approach and strategy - especially in ensuring compliance within a complex and changing technical environment.	↓	A	Using technology effectively will make the Council more efficient, but this must be done safely and securely to ensure data is used appropriately.
64. Listen to local residents and respond to their input on service delivery.	Cllr Conboy	Council has supported the joint countywide engagement activity for LGR.	↔	A	The feedback from the engagement activity will be an insight for the development of relevant LGR business cases.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
65. Engage proactively with Local Government Reorganisation to ensure the priorities, opportunities and efficiencies for our communities are maximised	Cllr Ferguson	Proposals for submission have been developed at pace within the team and are on track for decision-making in November. Regular stand-ups and workstream meetings are held to ensure that Officers from across the Council are engaged with the content. HDC has been proactive in sharing information with neighbouring councils, and there are regular catch-ups set up with partner councils to align timelines. Members have been engaged with regularly to ensure information is shared in a timely manner.	↔	G	The actions to set up various workstreams across the Council have been positive and have allowed content to be reviewed by Officers on time and updated swiftly. Member engagement has had a positive impact, with regular updates on progress and new information as the proposals have progressed. The project is on track to deliver a finalised submission for the 28th of November.



Outcome: Delivering good quality, high value-for-money services

Activity type: Enable

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
66. Enable our outstanding volunteers in our parks, nature reserves and elsewhere to continue to improve the quality of those spaces.	Cllr Howell	Friends Groups are encouraged as they help us to manage sites and to attract more volunteers. The Friends of Paxton Pits Nature Reserve are funding an Apprentice Ranger to work with volunteers at Paxton Pits.	↔	G	Priory Park Friends Group is helping by training up additional site checker volunteers. The Apprentice Ranger has started at Paxton Pits and, once trained up, will enable even more volunteers to be recruited.

**Outcome: Delivering good quality, high value-for-money services****Activity type: Influence**

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 2	Direction of Travel	Latest Status	Impact as a Result of Action
67. Our well-run Council will act as a model for our peers.	Cllr Conboy	We continue to show good delivery of services with multiple demonstrations of this in Q1 - the launch of Health and Wealth Fund, LGA Review Challenge update, delivering an event focused on water use, and many other events and positive service delivery demonstrate this. Q2 has also seen HDC officers working to support LGR, and many case studies from HDC will be used in all possible submissions to the Government.	↔	G	Demonstrating our impact will enhance our reputation with residents, businesses, and other key partners.

Appendix C: Operational Performance Measures Graphs, Quarter 2 2025/26



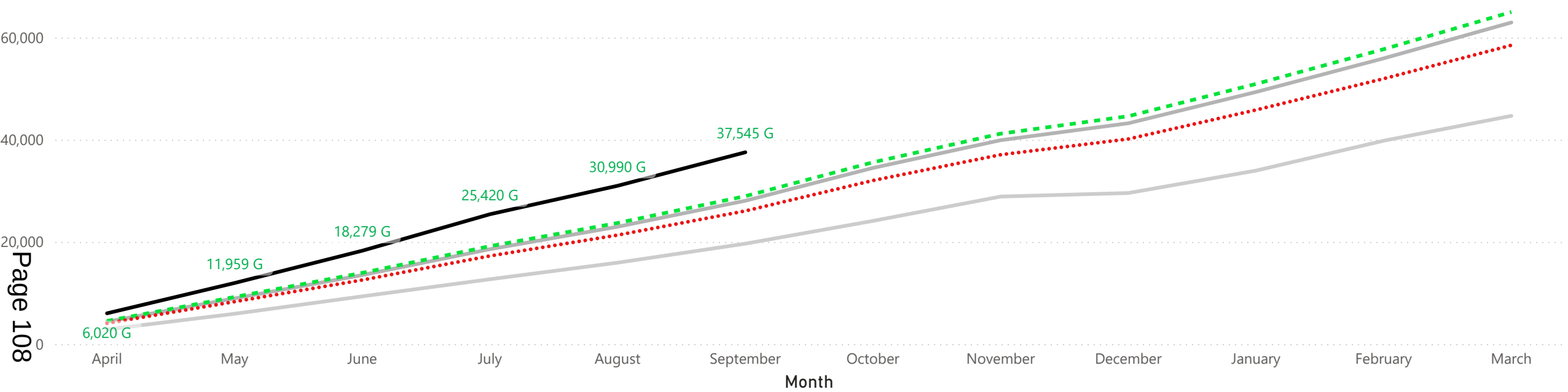


	Improving the happiness and wellbeing of residents	Latest RAG	Forecast
1	The number of attendances at One Leisure Active Lifestyles and Sports Development Programmes	G	G
2	The number of One Leisure Facilities Admissions - swimming, Impressions and fitness classes, sports hall and pitches (excluding Burgess Hall and sc...	G	G
	Keeping people out of crisis	Latest RAG	Forecast
3	The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay at hospital due to a Disabled Faciliti...	G	G
4	The average time (weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants	G	A
5	The average number of days to process new claims for Housing Benefit and Council Tax Support	G	G
6	The average number of days to process changes of circumstances for Housing Benefits and Council Tax support	G	G
7	The number of homelessness preventions achieved	G	A
8	The number of households housed through the Housing Register and Home-Link Scheme	R	R
	Helping people in crisis	Latest RAG	Forecast
9	The number of households in temporary accommodation	G	G

	Improving Housing	Latest RAG	Forecast
10	The net change in the number of homes with a council tax banding	A	A
11	The number of new affordable homes delivered	R	R
12	Percentage of planning applications process on target - Major (within 8 weeks or agreed extended period)	G	G
13	Percentage of planning applications process on target - Minor (within 8 weeks or agreed extended period)	G	G
14	Percentage of planning applications process on target - Household Extension (within 8 weeks or agreed extended period)	G	G
15	The number of planning applications over 16 weeks old where there is no current extension in place (total at the end of the month)	R	G
	Forward thinking economic growth	Latest RAG	Forecast
16	Cumulative footfall in our market towns (Huntingdon, St Ives, St Neots & Ramsey) (monthly)	G	G
17	Total number of business engagements by the Economic Development team	G	G
	Lowering carbon emissions	Latest RAG	Forecast
18	Efficiency of vehicle fleet driving - Energy Efficient Driving Index score for the waste service	G	G
	Delivering good quality, high value-for-money services	Latest RAG	Forecast
19	Percentage of household waste reused / recycled / composted	R	R
20	Collected household waste per person (kilograms)	G	G
21	Residual waste collected per household (kilograms)	A	G
22	Number of missed bins	G	G
23	The percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations	G	G
24	The number of flytips reported (cumulative)	G	G
25	Sanctions against environmental crimes and anti-social behaviour	G	G
26	The number of programmed food safety inspections undertaken (cumulative)	G	G
27	Percentage of calls to the Contact Centre answered	G	G
28	Average wait time for customers calling the Contact Centre (seconds)	G	G
29	Customer Satisfaction (Contact Centre) [Collection Due to Commence in Q3]	0	0
30	Council Tax collection rate	A	G
31	Business Rates collection rate	A	G
32	Short-term staff sickness days lost per full time equivalent (FTE) (rolling 12-month total)	R	A
33	Long-term sickness days lost per full time equivalent (FTE) (rolling 12-month total)	G	G
34	Staff Turnover (per month)	G	G
35	Average length of staff service (years)	G	G

PI 1: Attendances at Active Lifestyles & Sports Development Activities

● 23/24 Performance ● 24/25 Performance ● Target ● Intervention ● 25/26 Performance



Latest Commentary from Service:

Attendances in September were ~6,500 - the second-best month of the year. 'Pay As You Go' attendances were 3,720 - 77% ahead of September last year and 72% ahead year to date. Commissioned services (which are where Active Lifestyles are paid to deliver services, and not grants) are up 96.4% year to date (9,233 vs 4,701), ensuring sustainable income growth for the service and reducing reliance on grants further.

Latest year-end forecast:

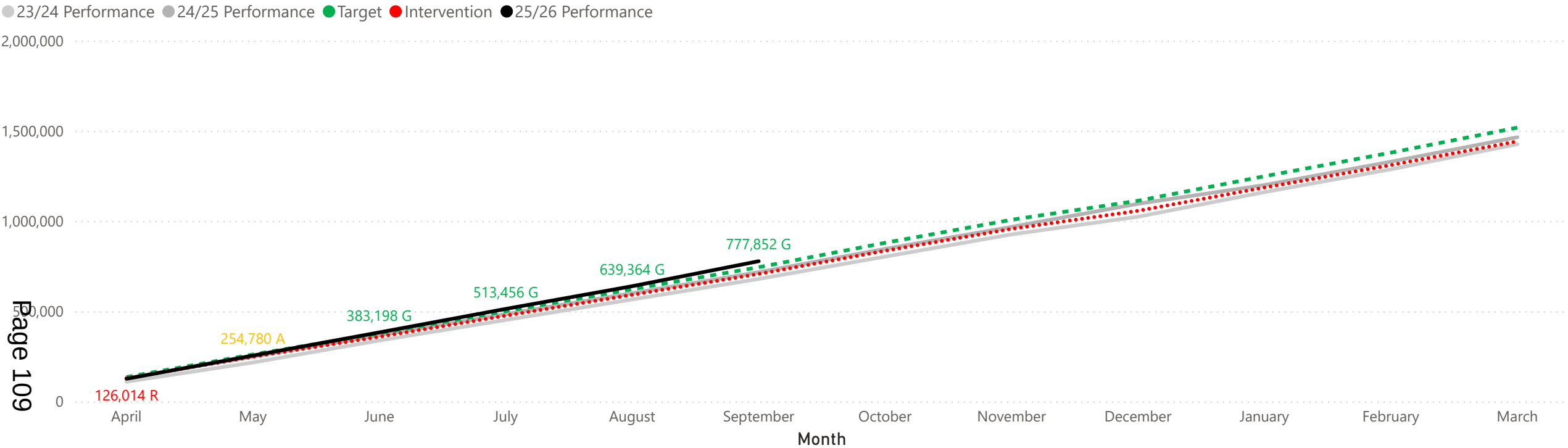
70,000

Latest projected outturn status:

G

Outcome: Improving the happiness and wellbeing of residents

PI 2: Number of One Leisure Facilities admissions - swimming, Impressions, fitness classes, sports hall and pitches (Exc Burgess Hall & school admissions)



Latest Commentary from Service:

Performance across all One Leisure Centres continues to exceed both the target and last years performance. September attendances were 138,488, which is ~16,000 higher than target and ~22,000 higher than the performance of September last year. Year to date performance is ~33,000 ahead of target and ~60,000 ahead of last year. The main drivers of positive performance are the Gym, Group Exercise, and Swimming.

Latest year-end forecast:

1,551,571

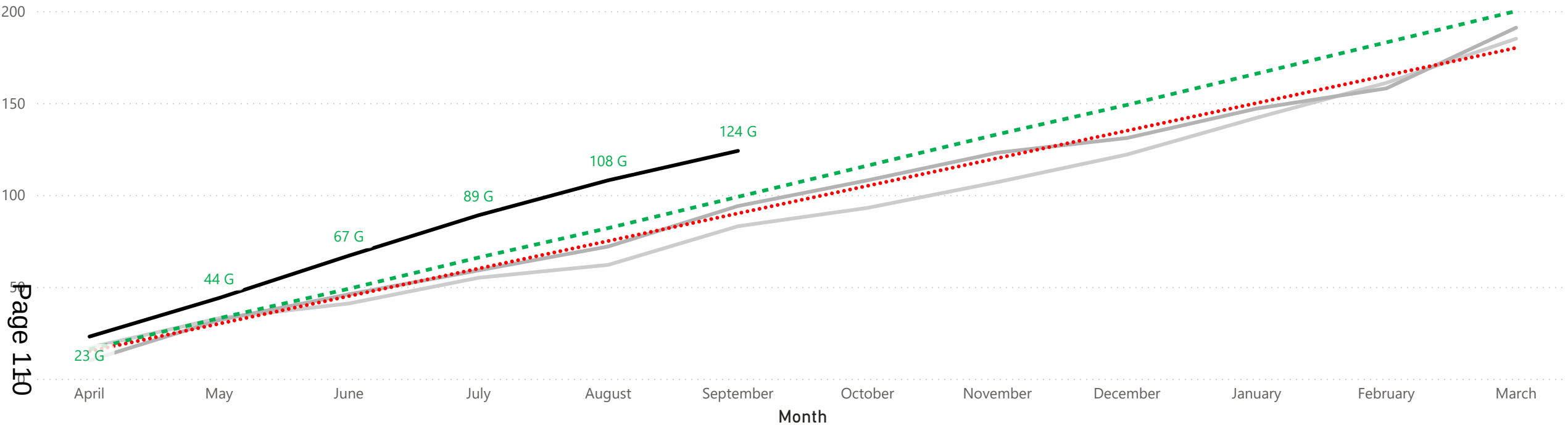
Latest projected outturn status:

G

Outcome: Keeping people out of crisis

PI 3: The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay in hospital due to a Disabled Facilities Grant (DFG)

23/24 Performance 24/25 Performance Target Intervention 25/26 Performance



Latest Commentary from Service:

An additional 30 residents have been supported by the Disabled Facilities Grant through September compared to last year. Some delays still persist relating to Places for People approving cases; however, these delays continue to improve.

Latest year-end forecast:

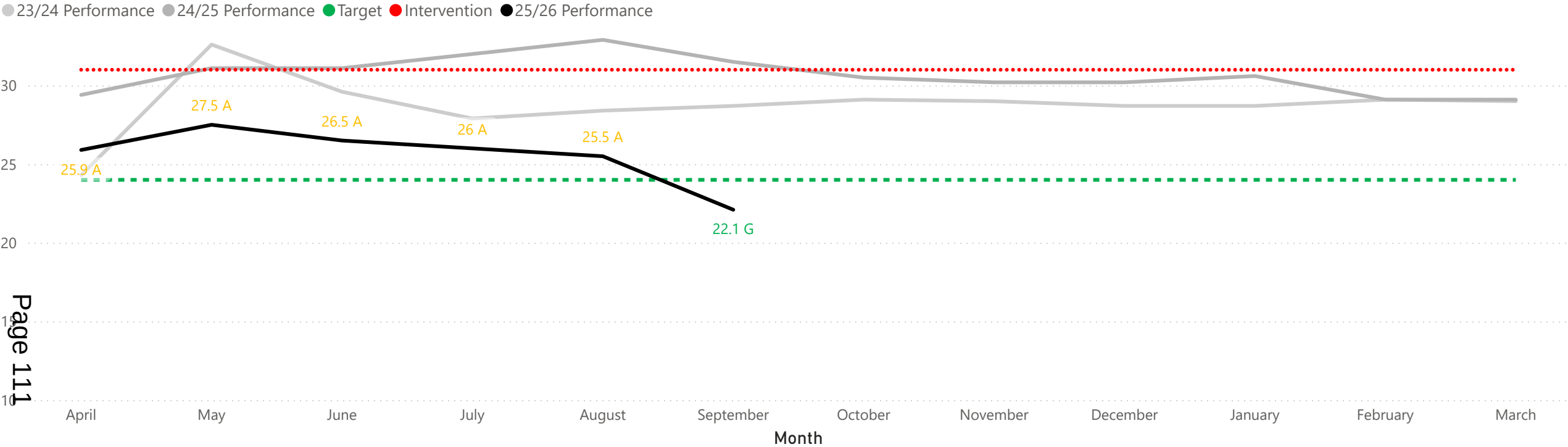
225

Latest projected outturn status:

G

Outcome: Keeping people out of crisis

PI 4: Average time (weeks) between referral and completion of jobs funded through Disabled Facilities Grants



Latest Commentary from Service:

The number of weeks between referral and completion of jobs funded through the Disabled Facilities Grant is now 22.1 weeks, a 9.4 week improvement from September 2024, and a 6.6 week improvement from September 2025. The performance has been positively impacted by fewer complex cases being submitted. These types of work significantly increase the time taken for Disabled Facilities Grants, as well as more resources becoming available to facilitate household extensions.

Latest year-end forecast:

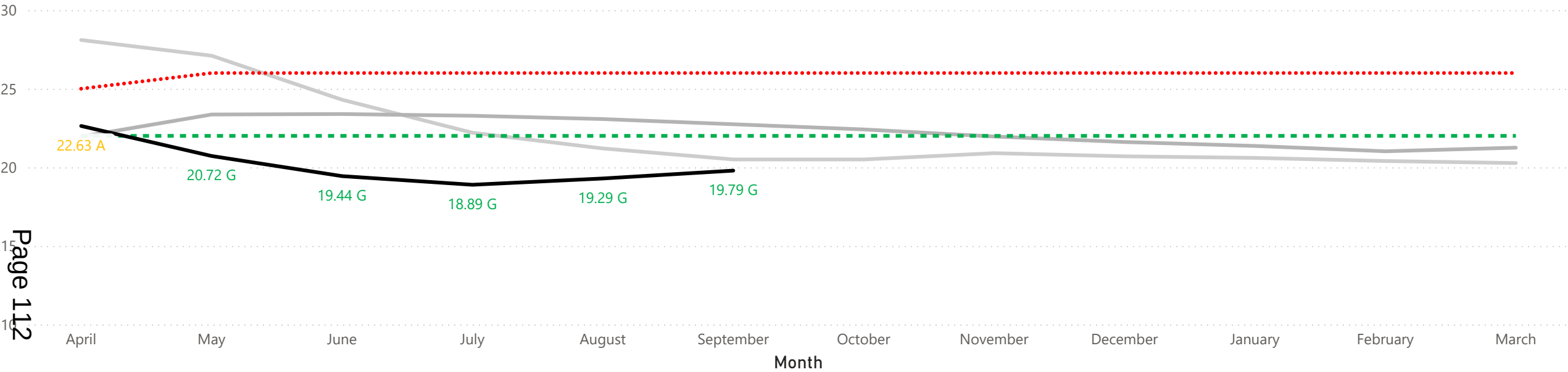
25

Latest projected outturn status:

A

PI 5: Average number of days to process new claims for Housing Benefit and Council Tax support

● 23/24 Performance ● 24/25 Performance ● Target ● Intervention ● 25/26 Performance



Latest Commentary from Service:

At the end of September, the average number of days was 2.21 days ahead of target and 2.95 days faster than September 2024. This improvement reflects the positive impact of changes made to the Council Tax Support Scheme. The final outturn remains unchanged.

Latest year-end forecast:

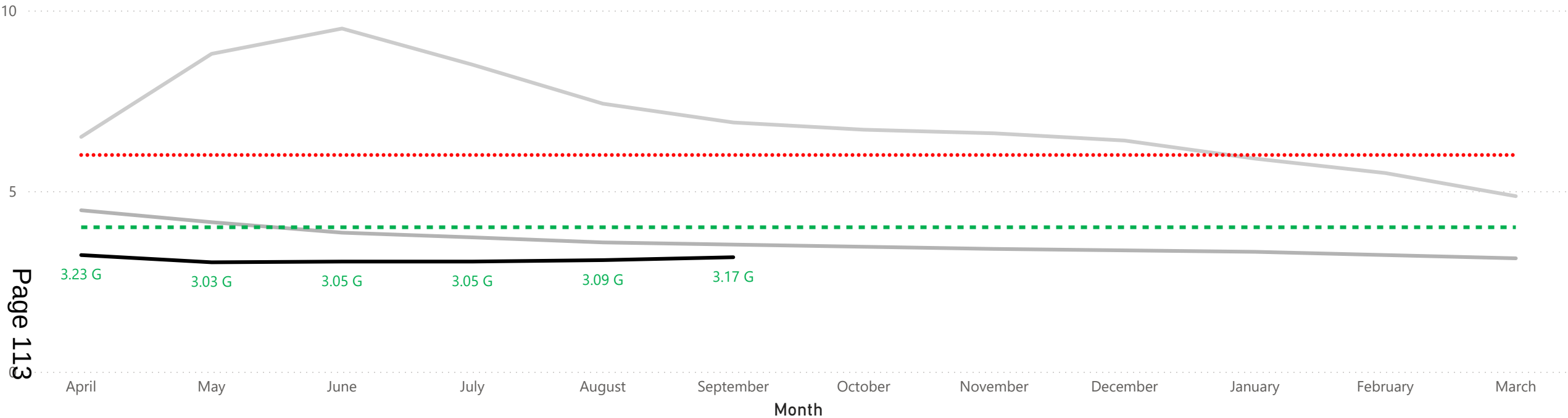
22

Latest projected outturn status:

G

PI 6: Average number of days to process changes of circumstances for Housing Benefits and Council Tax support

23/24 Performance 24/25 Performance Target Intervention 25/26 Performance



Latest Commentary from Service:

The average number of days to process changes of circumstances for Housing Benefits and Council Tax support was 0.35 days faster than in September last year. This is despite a significant increase in the volume of changes processed. This positive performance has been achieved through automation of the process, brought about by the implementation of the new Council Tax Support Scheme.

Latest year-end forecast:

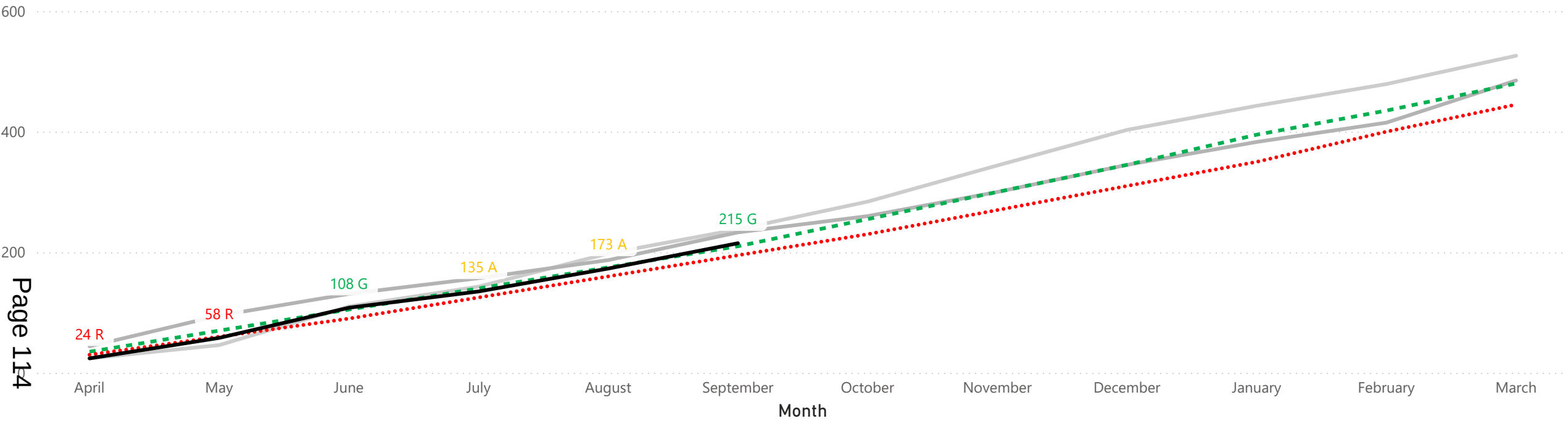
4

Latest projected outturn status:

G

PI 7: The number of homelessness preventions achieved

● 23/24 Performance ● 24/25 Performance ● Target ● Intervention ● 25/26 Performance



Latest Commentary from Service:

The number of successful homelessness preventions fluctuates throughout the year, depending on the rate of homelessness presentations and the opportunity to intervene in a timely way. Since April, 215 successful preventions have been recorded - down from 233 during the same period last year. This decrease is largely due to the number of properties becoming available for letting through the Home-Link scheme over this period, as this is one of the main ways in which prevention is achieved (PI 8). The current end-of-year projection stands at 460, though this will continue to be reviewed as the year progresses. When evaluating this PI, it is important to consider whether there has been an increase in the number of households in temporary accommodation (PI 9), and this figure is currently ahead of target.

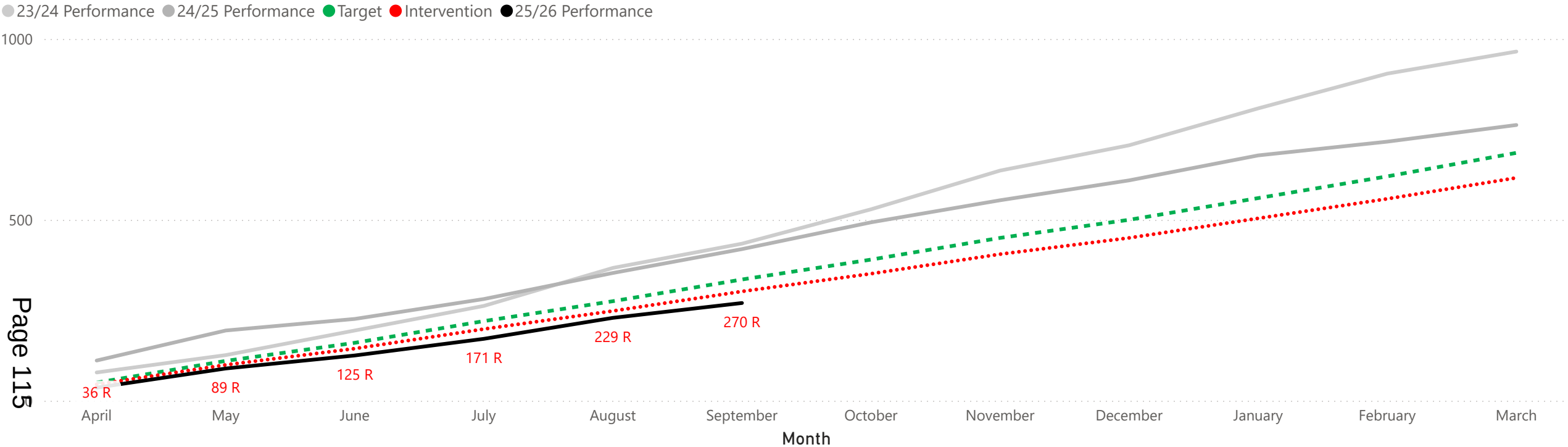
Latest year-end forecast:

460

Latest projected outturn status:

A

PI 8: The number of households housed through the Housing Register and Home-Link scheme



Latest Commentary from Service:

The number of households housed varies each month depending on the number of vacancies within the existing social rented stock, plus any additional units delivered through the new build programme. Since the start of the year, 270 households have been housed, down from 419 through the same period in 2024/25. This decrease is due to the lower number of new-build completions compared to last year. Although we anticipate these will increase later in the year, we have adjusted the year end forecast figure from 660 to 600. Officers have escalated questions regarding the new build delivery programme to Registered Provider partners to ensure the programme will still deliver the projected number of homes this year.

Latest year-end forecast:

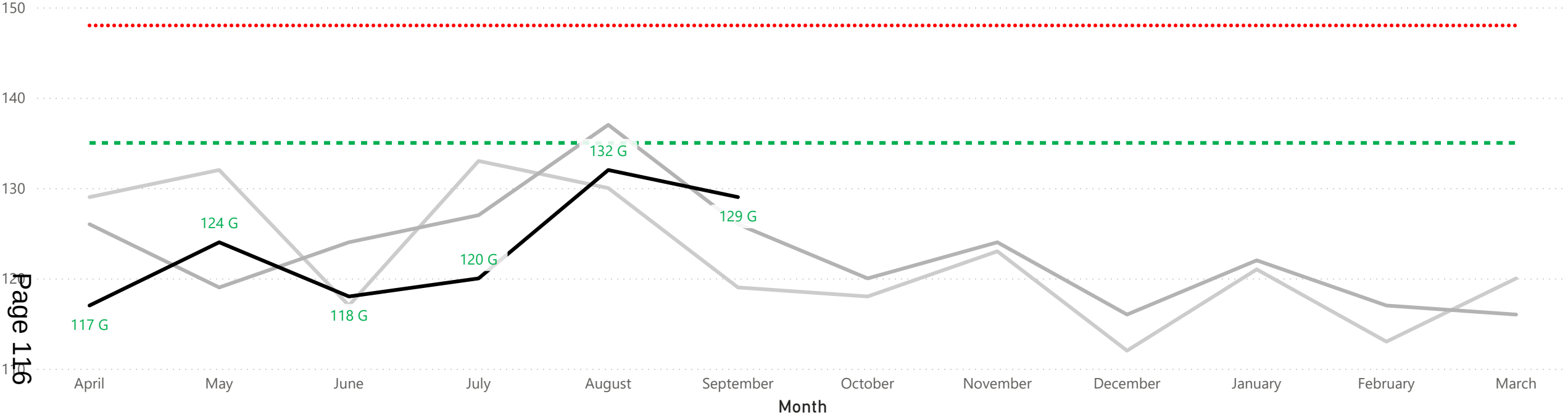
600

Latest projected outturn status:

R

PI 9: The number of households in temporary accommodation

23/24 Performance 24/25 Performance Target Intervention 25/26 Performance



Latest Commentary from Service:

The number of households in temporary accommodation (TA) at any one time will depend upon the number of homelessness presentations to the council, how successful officers are at preventing homelessness wherever possible, and the ability to move households through TA into settled housing promptly. The figure at the end of September was 129, which compares to 126 at the same point last year.

Latest year-end forecast:

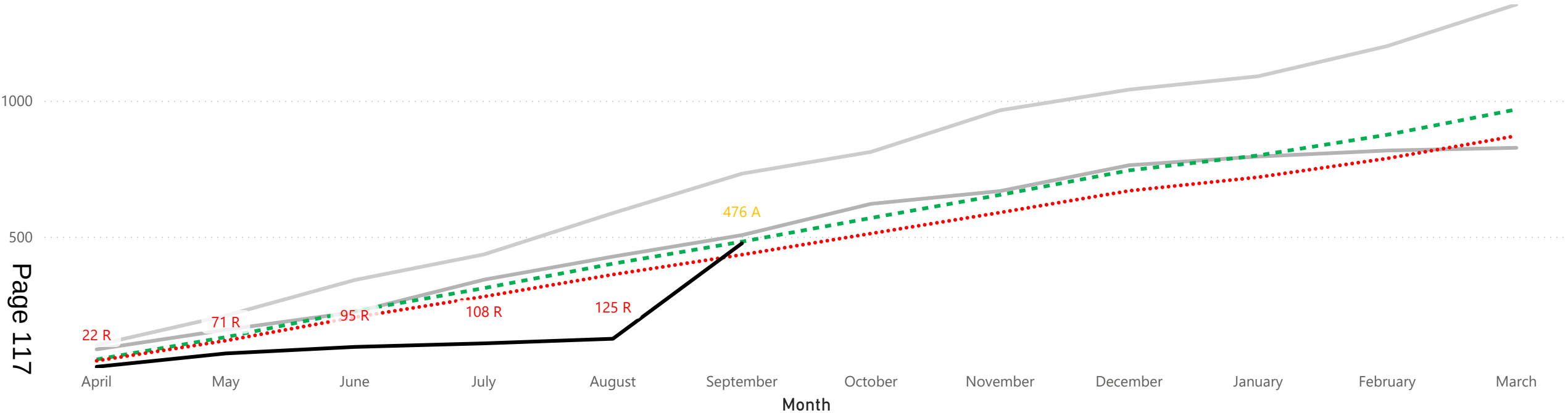
135

Latest projected outturn status:

G

PI 10: Net change in the number of homes with a council tax banding

● 23/24 Performance ● 24/25 Performance ● Target ● Intervention ● 25/26 Performance



Latest Commentary from Service:

The number of new dwellings with a Council Tax band has been challenging to monitor for the initial part of the year, as changes to IT systems at the Valuation Office Agency led to significant service disruption. The VOA have been working hard to restore service, which now appears to be largely resolved as 351 new dwellings have been banded in September. The position will continue to be monitored via engagement with the VOA.

Latest year-end forecast:

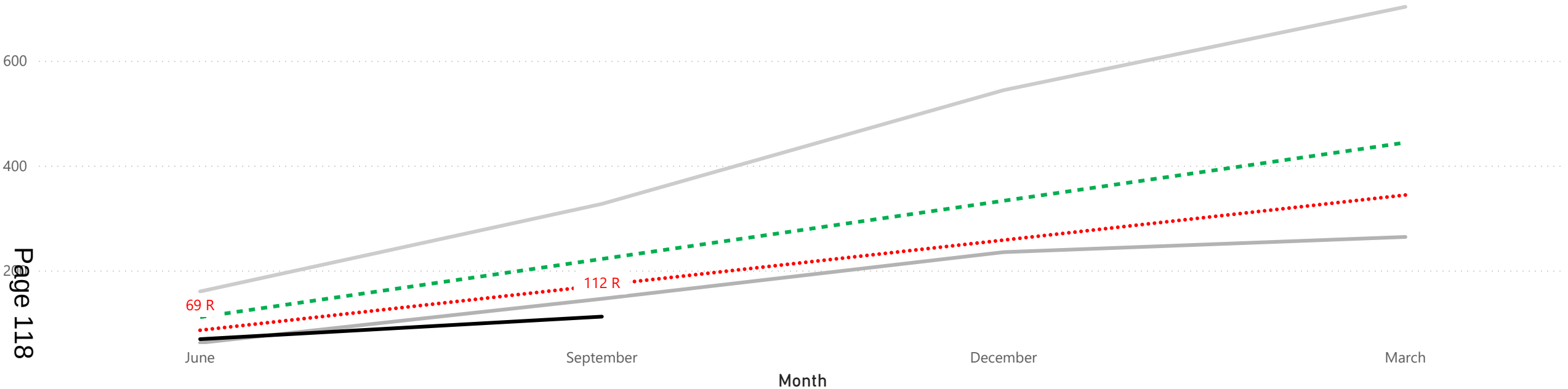
875

Latest projected outturn status:

A

PI 11: The number of affordable houses delivered

● 23/24 Performance ● 24/25 Performance ● Target ● Intervention ● Performance



Latest Commentary from Service:

There are concerns surrounding the large delivery of homes towards the end of the year are still present at the end of Q2. Revised forecasting indicates that almost half of all completions will be in Q4, with any slipping into next year being delayed and not lost. The current forecast of 340 is remaining the same as Q1. Also, as reported in Q1, this year's performance is to be measured against the needs identified across the whole District. In common with most Local Authorities, the target is rarely met. The Council now has a new Empty Homes Officer who joined at the beginning of September, their first tasks will be to contact all empty home owners to understand why their properties are empty and develop a strategy that can be used to take action against long term empty properties. It is hoped that this will encourage existing empty homes being brought into use therefore supporting the availability of housing in the area.

Latest year-end forecast:

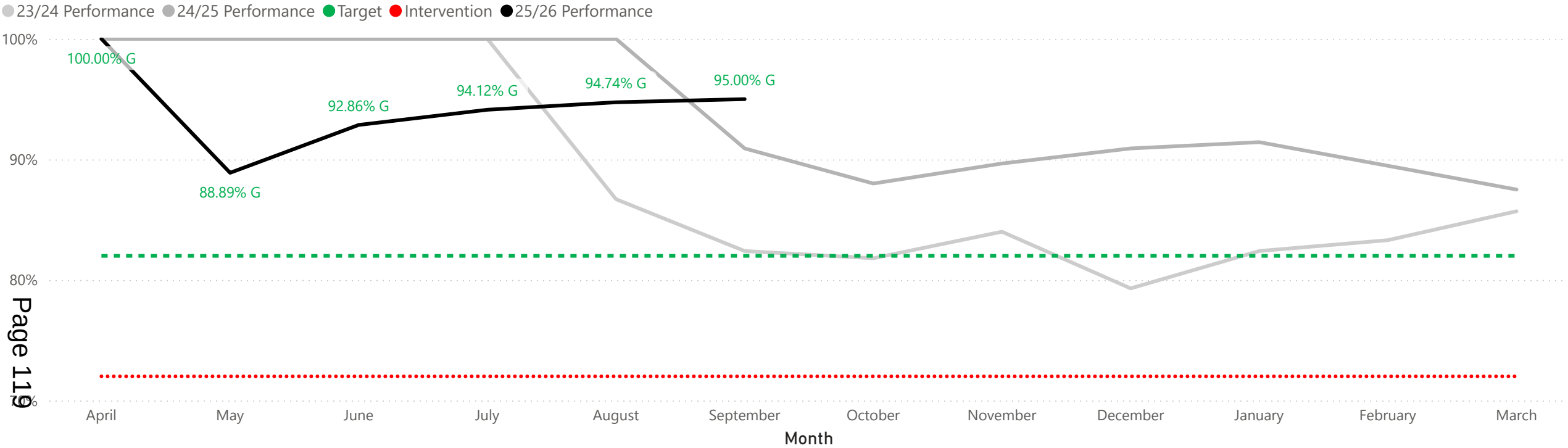
340

Latest projected outturn status:

R

Outcome: Improving Housing

PI 12: Percentage of planning applications processed on target - Major (within 8 weeks or agreed extended period)



Latest Commentary from Service:

Major planning application performance remains strong, with 1 major application being determined in September, and this was completed on time. In total, 19 out of 20 Major planning applications have been determined on time this year. The Forecast has been raised to 92% to match the strong performance.

Latest year-end forecast:

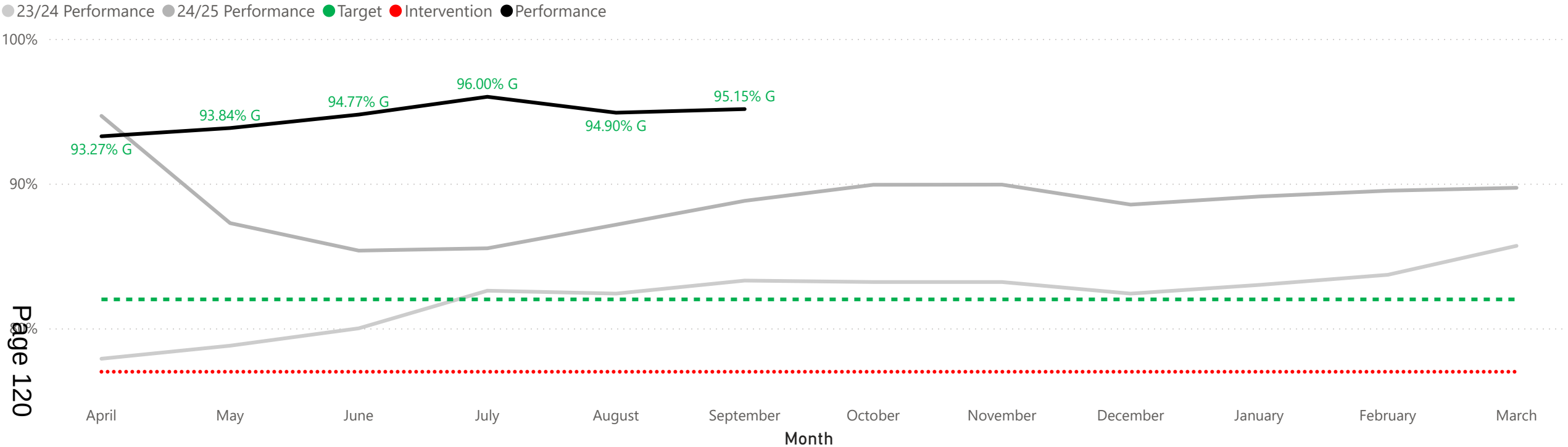
92%

Latest projected outturn status:

G

Outcome: Improving Housing

PI 13: Percentage of planning applications processed on time - Minor (within 8 weeks or agreed extended period)



Latest Commentary from Service:

82 out of 85 Minor & Other applications were determined in September within the 8-week time frame. Year to date, 510 out of 536 applications have been determined within their timeframe. Performance has recovered from the decrease last month, and the forecast has been raised to 92%.

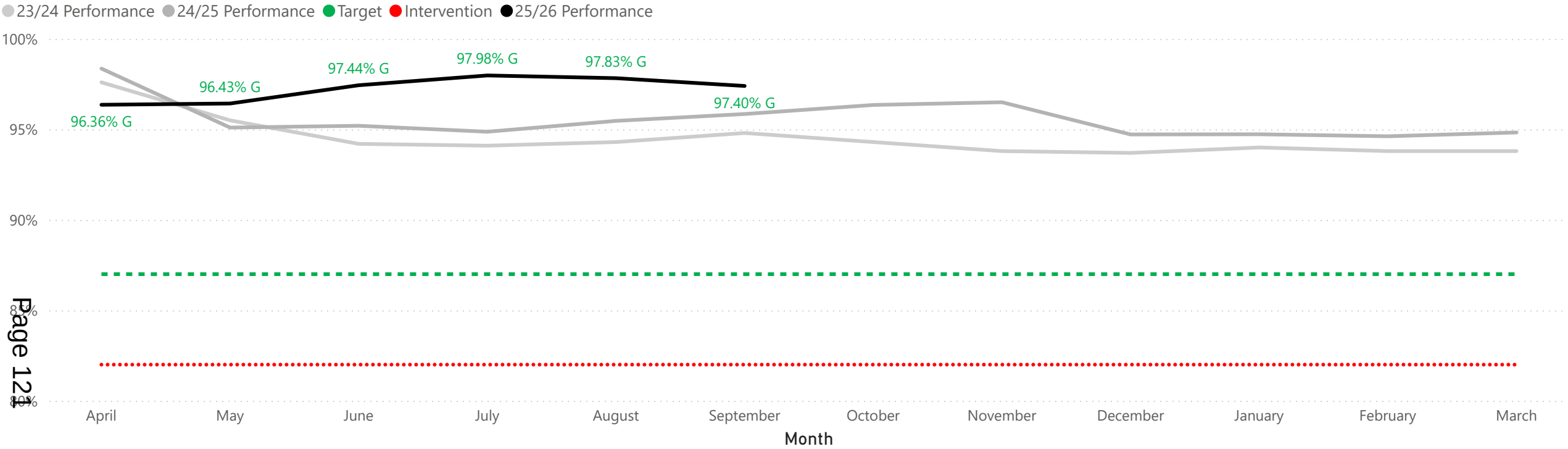
Latest year-end forecast:

92%

Latest projected outturn status:

G

PI 14: Percentage of planning applications processed on target - Household Extension (within 8 weeks or agreed extension period)



Latest Commentary from Service:

37 out of 39 Household extension applications were determined within the 8-week timeframe this month. Year to date, 262 out of 269 Householder applications have been completed within time. Performance continues to remain strong.

Latest year-end forecast:

93%

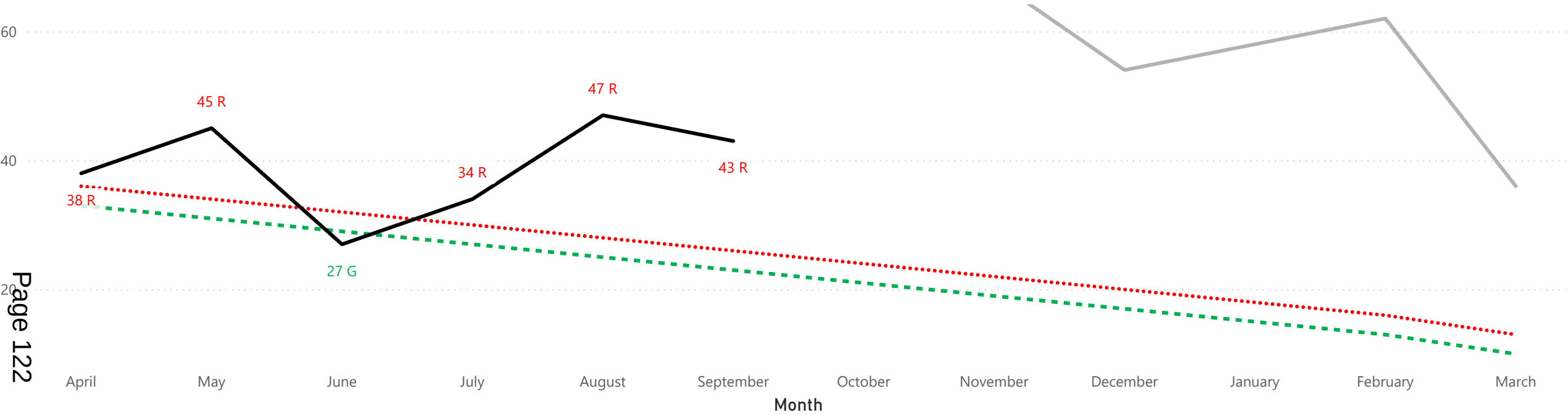
Latest projected outturn status:

G

Outcome: Improving Housing

PI 15: The number of planning applications over 16 weeks old where there is no current extension in place.

24/25 Performance Target Intervention 25/26 Performance



Latest Commentary from Service:

Additional resources arrived in the department towards the end of Q2. The backlog applications are to be prioritised to resolve the issue. Sensitive sites remain as further work needs to take place to resolve and they are still expected to be resolved within Q3. Whilst the target is not being met, this is a significant improvement against the position in September 2024, where backlog numbers were at 79 over 16 weeks old.

Latest year-end forecast:

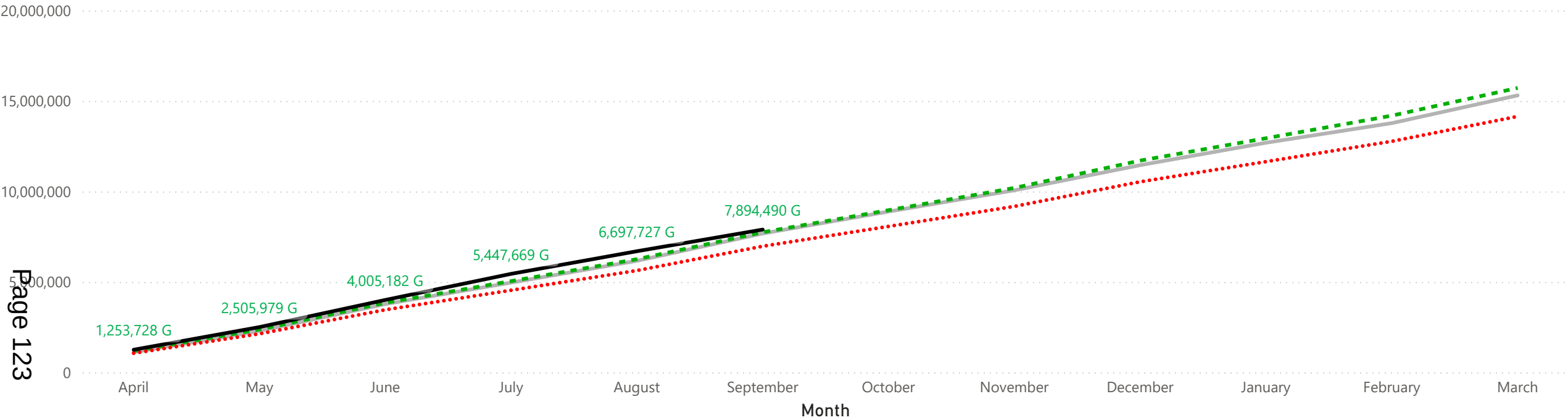
5

Latest projected outturn status:

G

PI 16: Cumulative footfall in our market towns

24/25 Performance Target Intervention 25/26 Performance



Latest Commentary from Service:

Huntingdon footfall in September was 512,267, with one of the best performing days coinciding with the Heritage Open Day Town Hall Tours and our Saturday Market day.

Ramsey had an increase in footfall in September, with a final figure of 9,998. Ramsey embraced the September Heritage open day campaign, which contributed to rising footfall.

St Ives had a September footfall of 341,254, with the highest footfall week coinciding with the Old Riverport Jazz & Blues Festival.

St Neots September footfall was 333,244, with one of the highest footfall days supported by the St Neots Farm and Craft Market.

Latest year-end forecast:

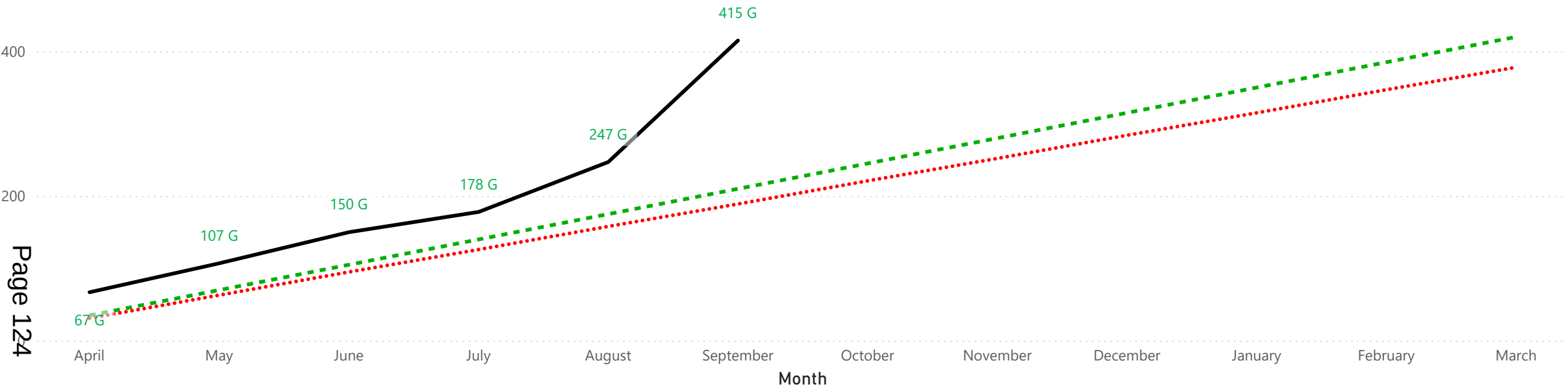
15,719,143

Latest projected outturn status:

G

PI 17: Total Number of business engagements by the Economic Development Team

● Target ● Intervention ● 25/26 Performance



Latest Commentary from Service:

The organisation has received a large amount of interest for the Digital Manufacturing Grant. In total, 21 applications were sent out to businesses. 2 of these were processed and resulted in the businesses receiving financial resources. The organisation is also in talks about providing booster sessions in both St Ives and Alconbury, with these sessions to start in Q3. Ramsey booster appointments are being made with businesses where support is required for new businesses to find new premises for stability and growth. Additionally, a CIC was given guidance on business rates, and they have now taken on a shop on Ramsey High Street. Liason with CPCA has been conducted this month, with follow up support provided to businesses by a business advisor. Other areas of business engagement in September have involved advice on renewing overseas patents, which again led to referral to CPCA.

Latest year-end forecast:

600

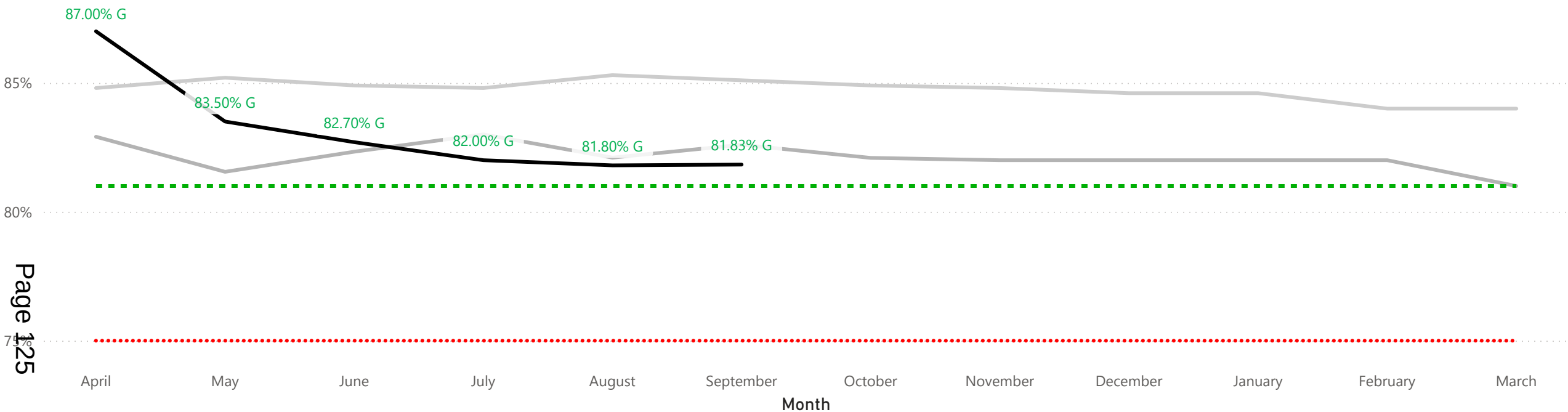
Latest projected outturn status:

G

Outcome: Lowering Carbon Emissions

PI 18: Efficiency of vehicle fleet driving - Energy Efficient Driving Index Score for the waste service

● 23/24 Performance ● 24/25 Performance ● Target ● Intervention ● 25/26 Performance



Latest Commentary from Service:

The waste service has achieved a cumulative fleet driving efficiency (EEDI) score of 81.83%, exceeding the set target. Continued monitoring and the sharing of best practices will help ensure this high level of efficiency is sustained throughout the year.

Latest year-end forecast:

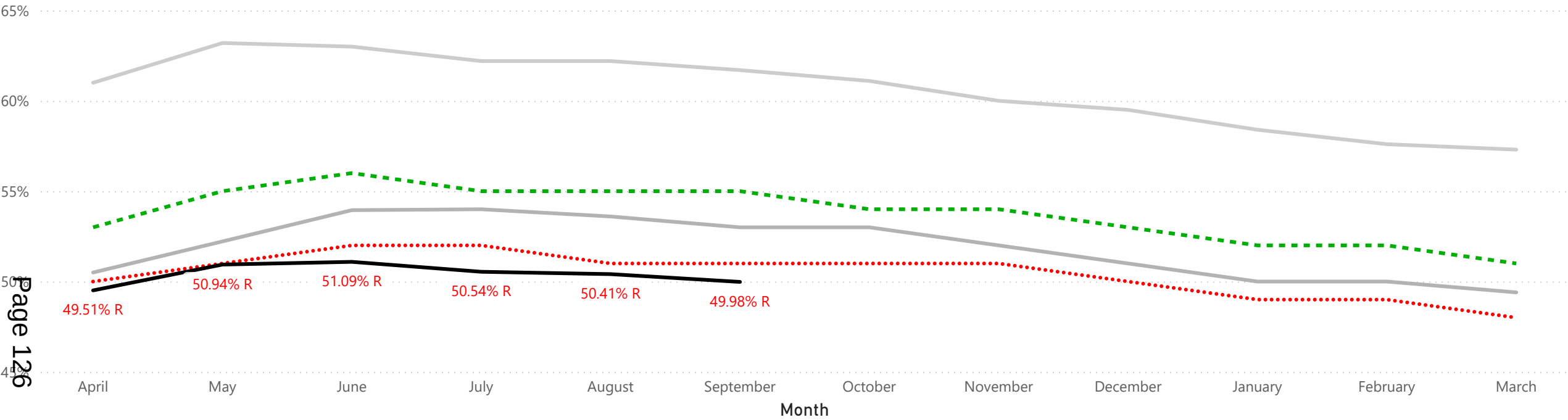
81%

Latest projected outturn status:

G

PI 19: Percentage of household waste reused / recycled / composted

● 23/24 Performance ● 24/25 Performance ● Target ● Intervention ● 25/26 Performance



Latest Commentary from Service:

In September, a total of 5240.06 tonnes of waste were collected from domestic properties across the district, with 48% of this either recycled or composted.

Year to date, the recycling and composting rate stands at 49.98%, a 3% decrease from this time last year.

Although the number of garden waste subscriptions is higher for the 2025/26 period, the amount of garden waste being collected has reduced, mainly due to the exceptional dry period we are experiencing. Year to date, we have collected 19% less garden waste than we did for the same period last year.

Year to date, the overall collected waste tonnage has decreased by 6% (1878.95 tonnes) compared to the same period in 2024/25.

The forecast outturn has been revised to 45%, reflecting last year’s result of 49% (the first year of the garden waste subscriptions) and allowing for a further reduction due to this year’s lower levels of garden waste caused by dry weather conditions.

Latest year-end forecast:

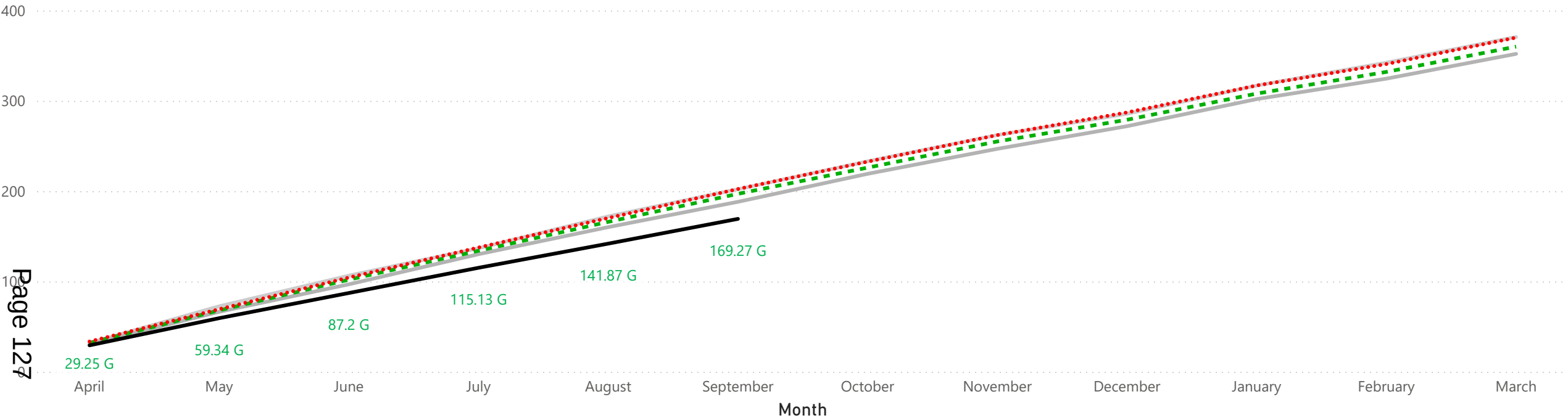
45%

Latest projected outturn status:

R

PI 20: Collected household waste per person (Kilograms)

23/24 Performance 24/25 Performance Target Intervention 25/26 Performance



Latest Commentary from Service:

Household waste generation per person remains lower than the same period last year, with 27.39 kg collected per person in September, below the UK monthly average of 34 kg. This continued downward trend is largely attributed to reduced garden waste tonnage in previous months, and although the garden waste tonnage has picked up, there was a 6% reduction in September compared to the same time last year.

Latest year-end forecast:

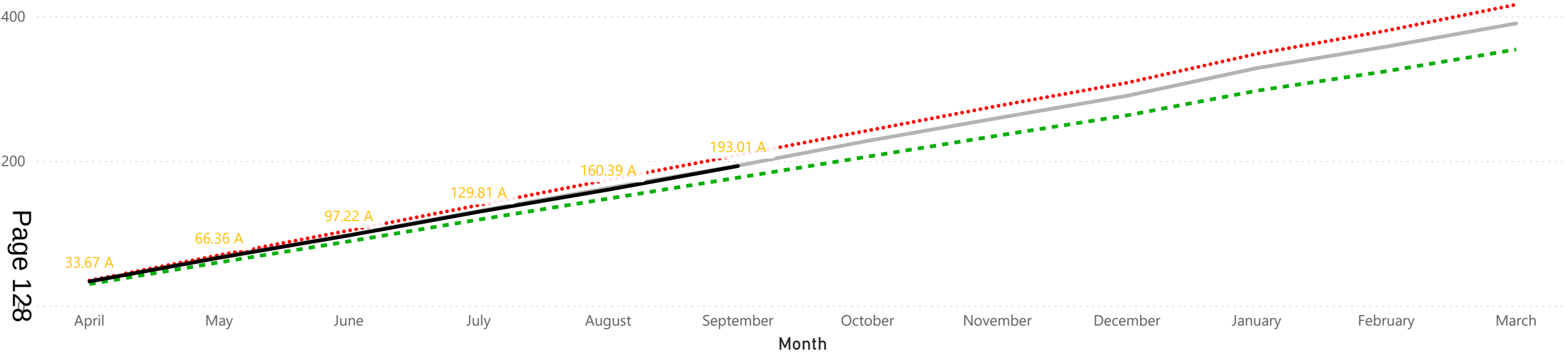
360

Latest projected outturn status:

G

PI 21: Residual waste collected per household (kilograms)

● 24/25 Performance ● Target ● Intervention ● 25/26 Performance



Latest Commentary from Service:

Residual waste collected per household currently exceeds our cumulative target and sits at 193.01kg year to date. Encouragingly, we continue to outperform the UK average of 74 kg per household per month, with September sitting at 32.62kg per household.

Looking ahead, preparations are underway for the introduction of a weekly food waste collection service starting in April 2026. The team are currently developing a resident-focused behaviour change campaign to help reduce the amount of food waste being disposed of.

Latest year-end forecast:

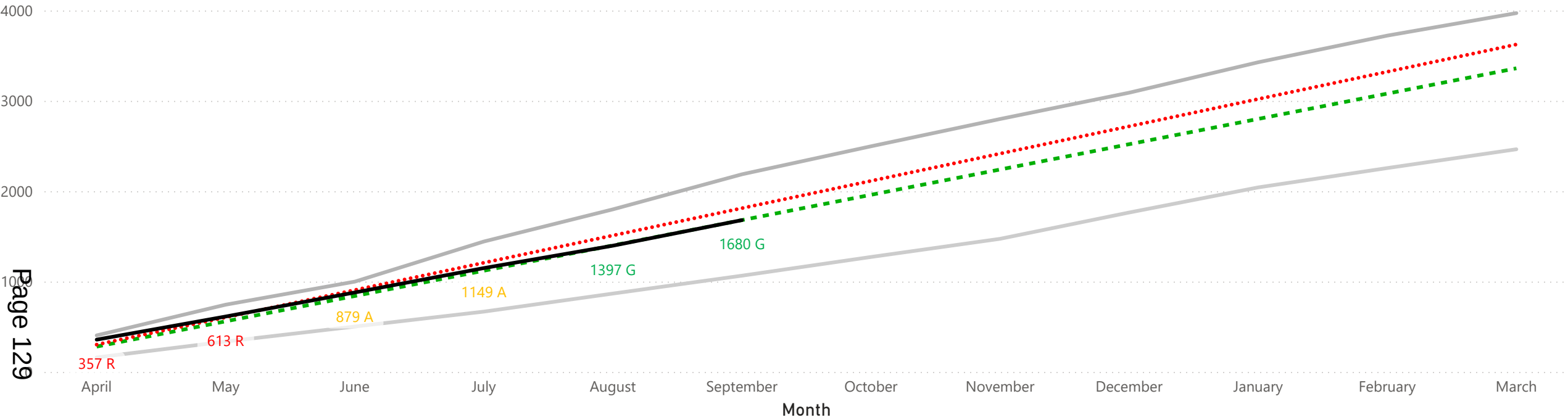
352

Latest projected outturn status:

G

PI 22: Number of missed bins

23/24 Performance 24/25 Performance Target Intervention 25/26 Performance



Latest Commentary from Service:

Latest year-end forecast:

3360

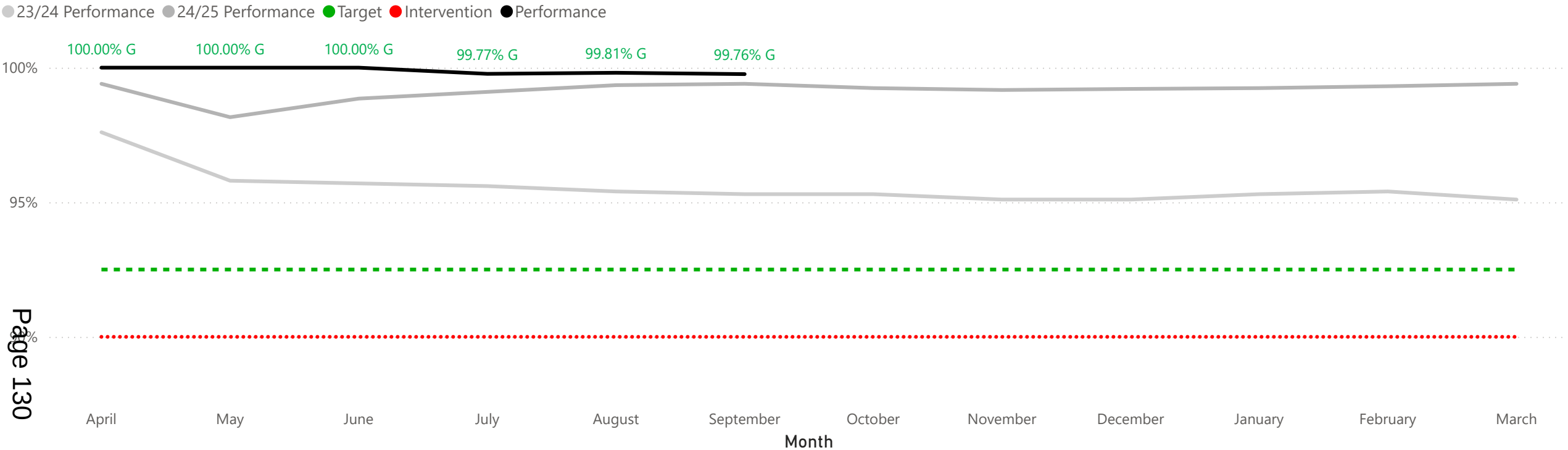
In September, a total of 487,423 waste collections were completed, with 253 missed collections reported, resulting in a missed collection rate of just 0.052%. This remains below the APSE benchmark average of 0.076%.

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 23: The percentage of sampled areas which were clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations



Latest Commentary from Service:

A total of 206 inspections were completed across 10 wards in September, exceeding the monthly target of 175 inspections, ensuring full ward coverage.
Of these, 205 inspections achieved a pass grade (A or B). The single failure was due to detritus, which has since been rectified.

Latest year-end forecast:

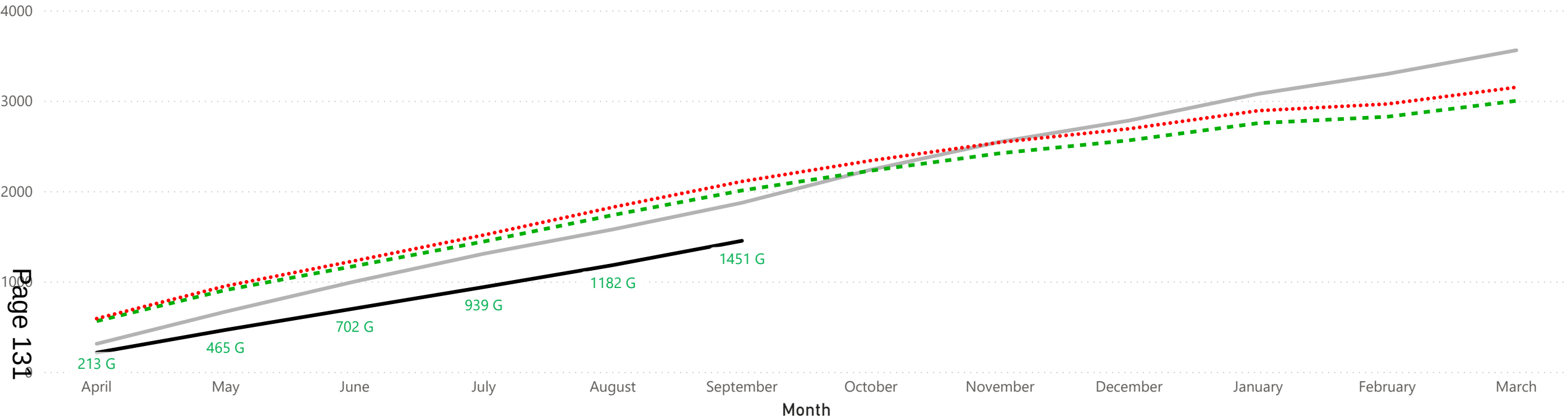
95%

Latest projected outturn status:

G

PI 24: The number of flytips reported

● 24/25 performance ● Target ● Intervention ● 25/26 Performance



Latest Commentary from Service:

A total of 269 fly-tips were recorded in September, a slight increase from August, but still a 9% reduction compared to September 2024. Of these, 13 incidents involved garden waste, all limited to single bags.

The forecasted annual outturn has been decreased, as we have recorded 400 fewer fly-tips than at the same point last year. Based on the current monthly average, the full year total is projected to be around 3,000 incidents.

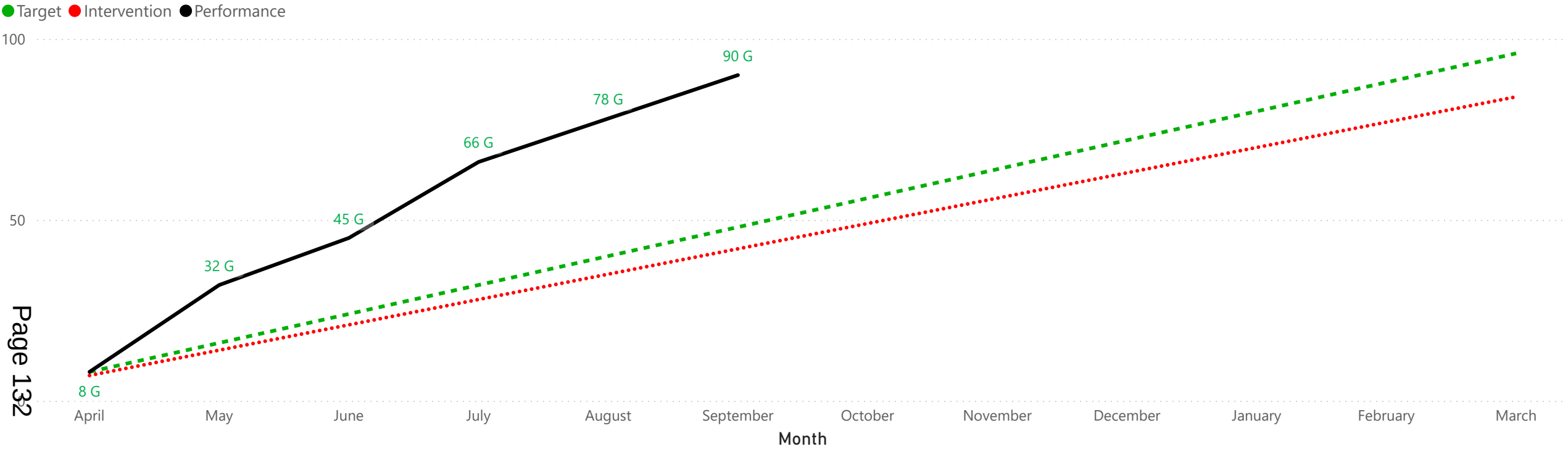
Latest year-end forecast:

3000

Latest projected outturn status:

G

PI 25: Sanctions against environmental crimes and anti-social behaviour



Latest Commentary from Service:

45 total sanctions were issued during Q2 by the Community Action Team. These are:

- Section 46 sanctions issued in relation to Bin receptacles (9)
- Section 47 sanctions issued to Commercial Businesses (2)
- CPW to residential properties in relation to Fly Tipping. (7)
- CPW issued with regards to Cannabis smoking. Under Anti-Social Behaviour legislation. (3)
- CPW issued to a Dog Owner for Dog related issues. (7)
- Sanctions issued after Vehicle lift from locations in district that are deemed abandoned. (11)
- Fixed Penalty Notices issued (5) - Fly Tip (1, £400.00), Commercial Fly Tip (2, £1,000.00), Littering (1, £150.00), Breach of PSPO (1, £100.00)

Additionally, there was one successful prosecution in relation to a Company operating as a waste clearance business failing to produce Licenses. A guilty verdict was concluded, with awards of a£660.00 Fine, £264.00 Costs , £2126.14 Victim Surcharge. This totals as £3,050.14 awarded by the Court

Latest year-end forecast:

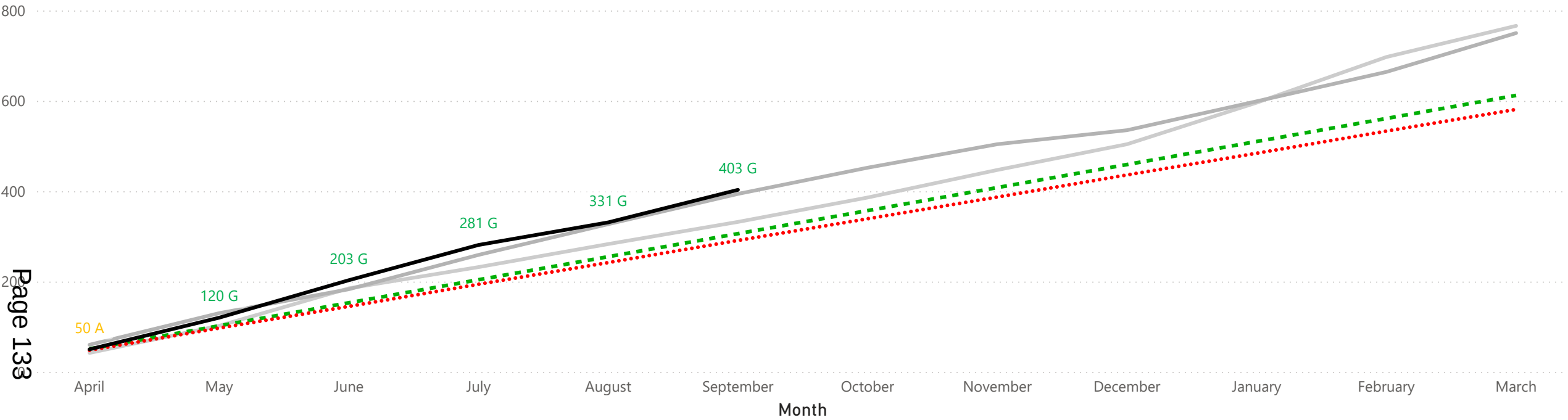
120

Latest projected outturn status:

G

PI 26: The number of programmed food safety inspections undertaken (cumulative)

23/24 Performance 24/25 Performance Target Intervention 25/26 Performance



Latest Commentary from Service:

A total of 72 inspections were completed in September. This exceeds the target of 51 per month despite the service not being fully resourced.

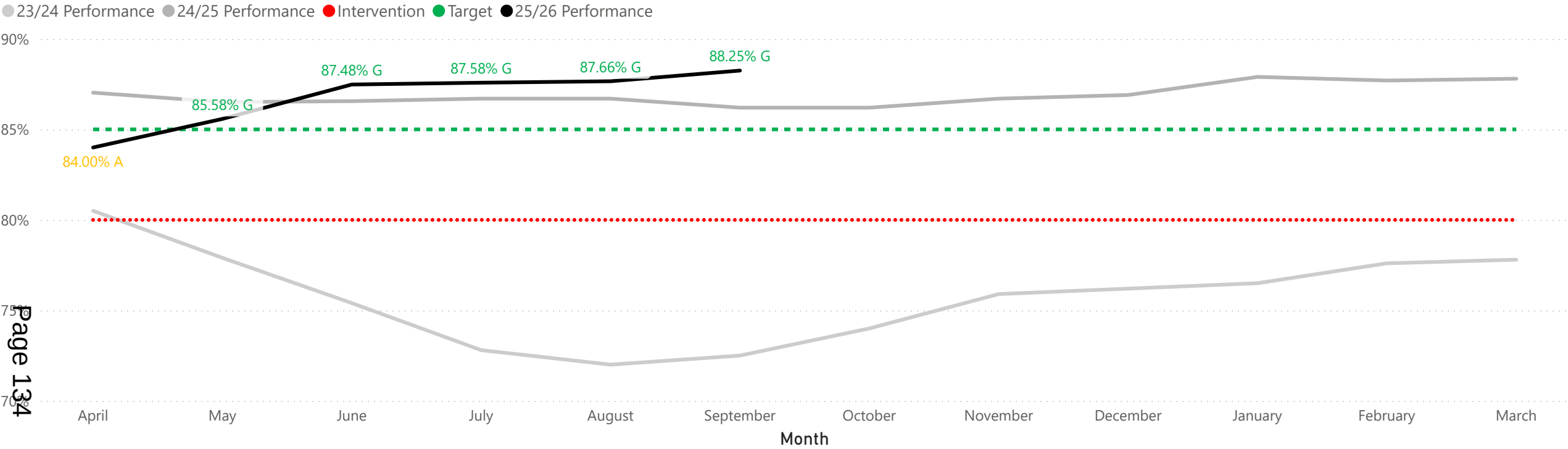
Latest year-end forecast:

806

Latest projected outturn status:

G

PI 27: Percentage of calls to the Contact Centre answered



Latest Commentary from Service:

The cumulative Calls Answered performance for September has increased to 88.25% from 87.66% in August. The team is within the 85% answered target, which is attributed to low staff turnover and an experienced team contributing to performance.

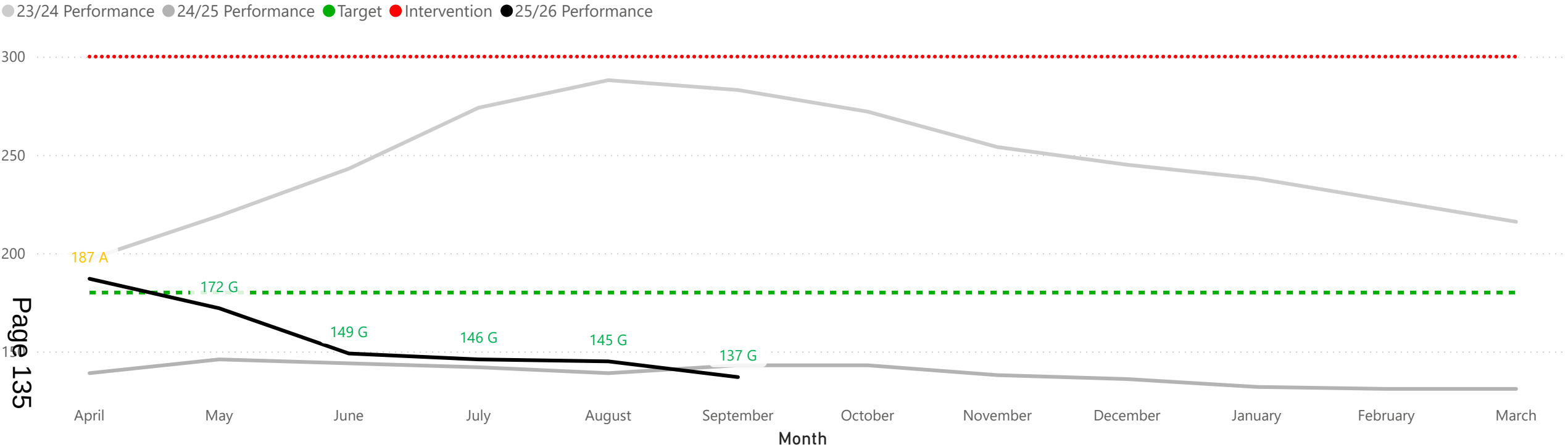
Latest year-end forecast:

87%

Latest projected outturn status:

G

PI 28: Average wait time for customers calling the Contact Centre (seconds)



Latest Commentary from Service:

The cumulative average wait time improved by 8 seconds in September, resulting in the team performing at 43 seconds ahead of target. The excellent performance is attributed to low staff turnover and an experienced team.

Latest year-end forecast:

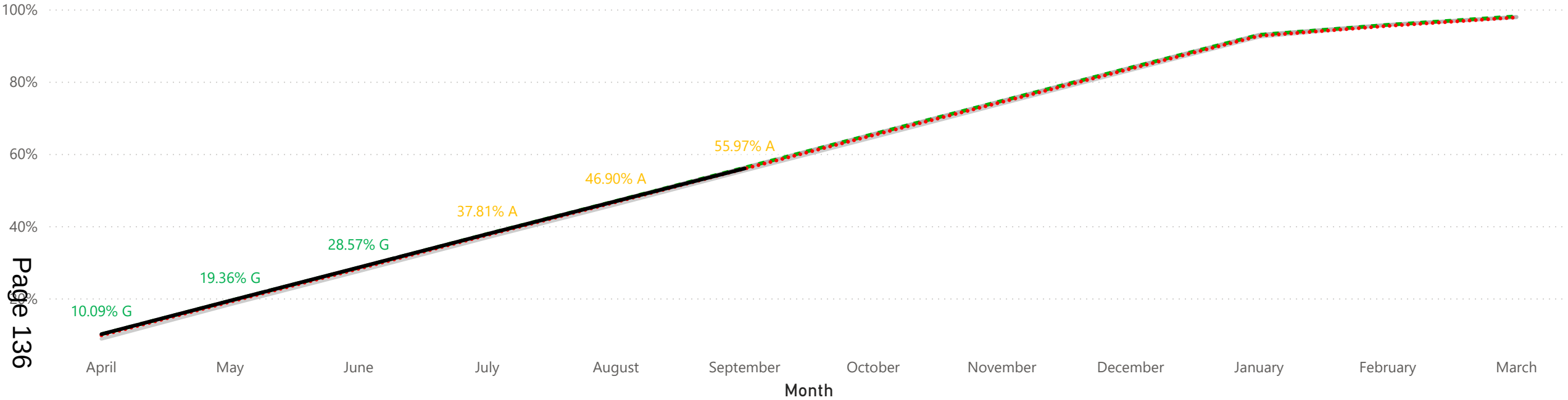
145

Latest projected outturn status:

G

PI 30: Council Tax collection rate

● 23/24 Performance ● 24/25 Performance ● Target ● Intervention ● 25/26 Performance



Latest Commentary from Service:

Council tax collection was 0.23% below its performance target in September, reflecting the reprofiling of instalments rather than non-payment. While the final forecast remains unchanged, performance will continue to be monitored closely.

Latest year-end forecast:

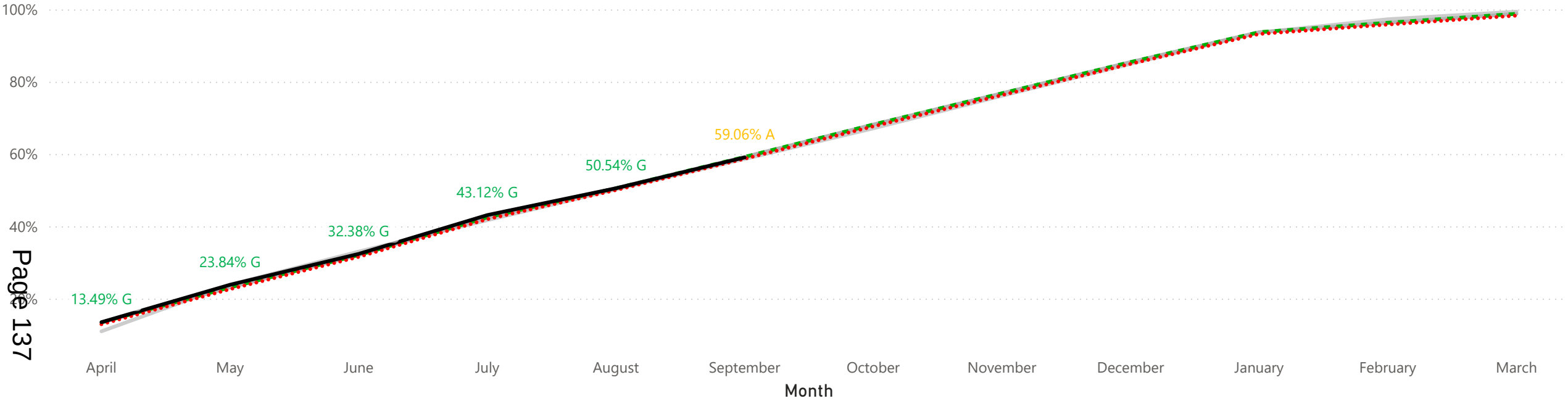
98.09%

Latest projected outturn status:

G

PI 31: Business Rate collection rate

23/24 Performance 24/25 Performance Target Intervention 25/26 Performance



Latest Commentary from Service:

September collection of Business Rates was 0.14% below target. There is one large credit of ~£300,000, which is the result of a rateable value reduction, which has negatively impacted the performance of this metric. The final outturn forecast remains unchanged at 98.79%.

Latest year-end forecast:

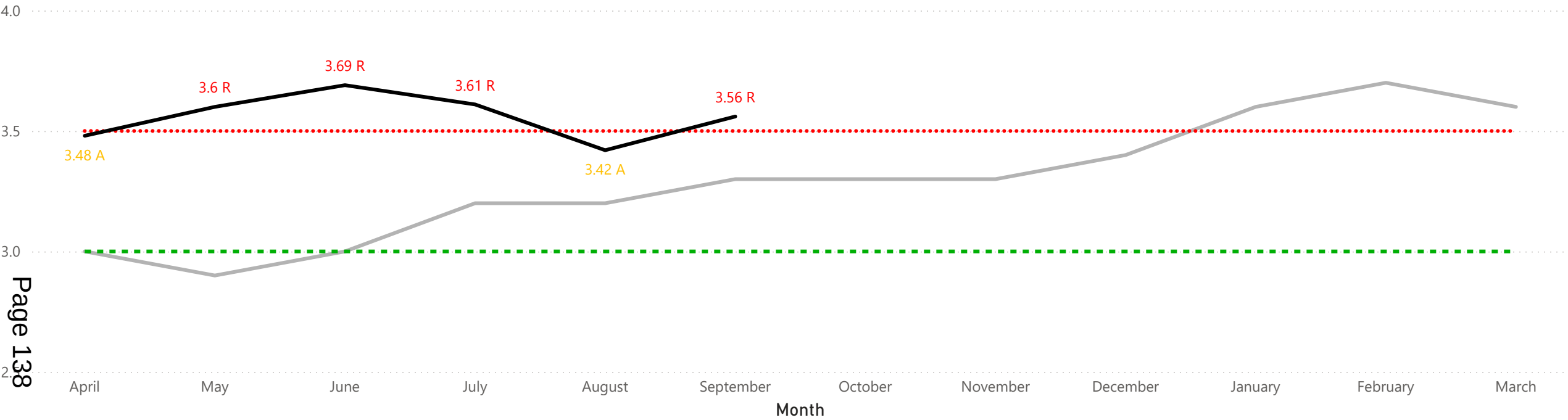
98.79%

Latest projected outturn status:

G

PI 32: Short-term staff sickness days lost per full time equivalent (FTE) (rolling)

● 24/25 Performance ● Target ● Intervention ● 25/26 Performance



Latest Commentary from Service:

We have seen an increase this month in the target days for short term absence. We have lost 92 days (51 days to coughs/colds and 41 to gastro) to coughs/colds and gastrointestinal illnesses in September. We have been promoting the flu jab scheme but take has been low this year. A reminder is to be sent out at the start of quarter 2.

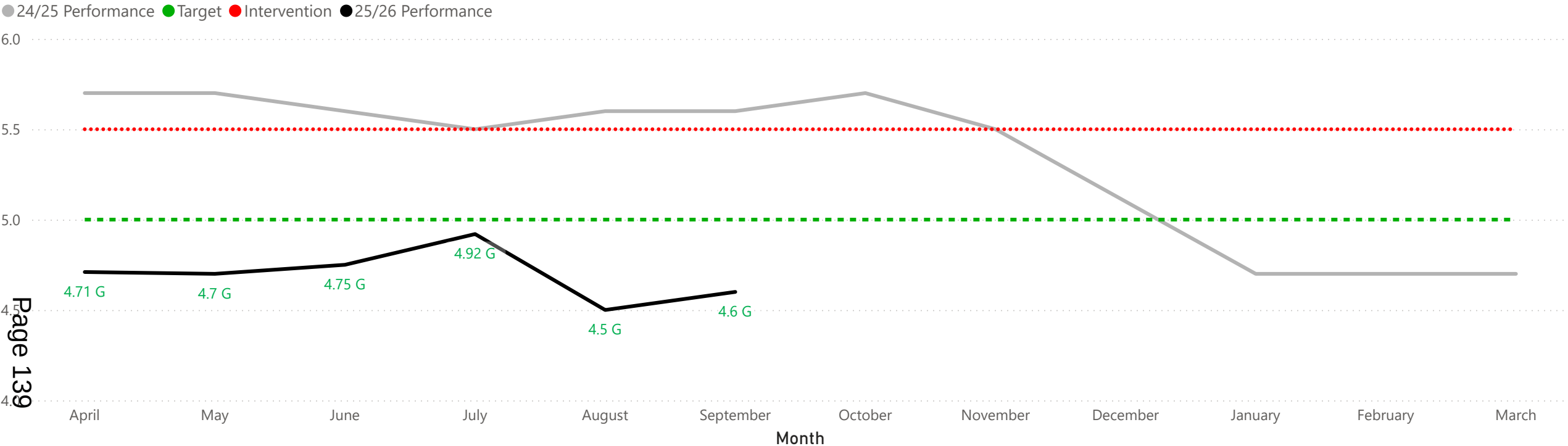
Latest year-end forecast:

3.5

Latest projected outturn status:

A

PI 33: Long-term sickness days lost per full time equivalent (FTE) (rolling)



Latest Commentary from Service:

Long-term sickness days per FTE remains stable, with only one new case.

Latest year-end forecast:

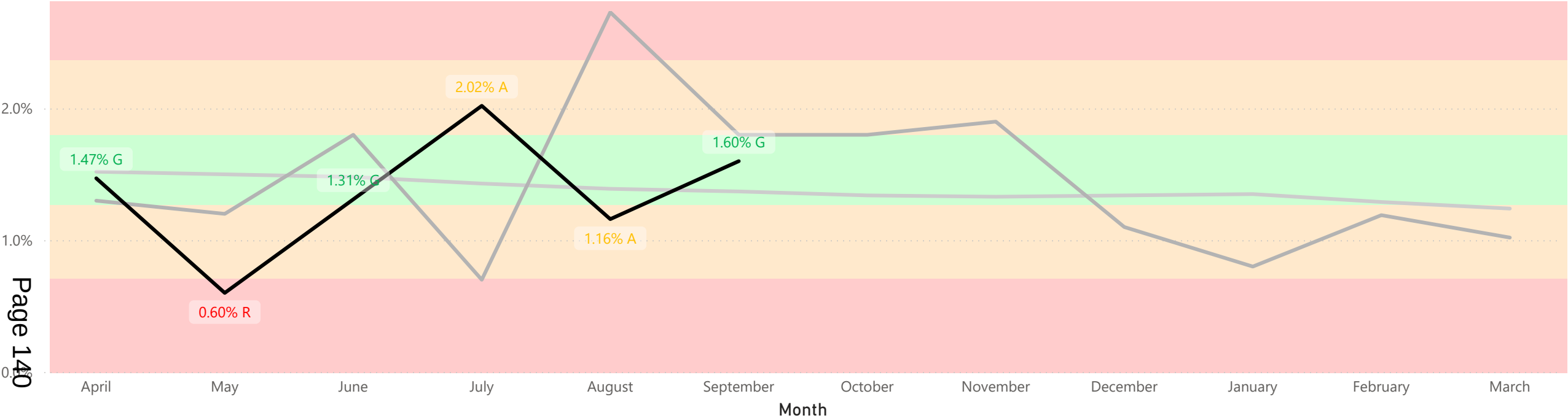
5

Latest projected outturn status:

G

PI 34: Staff Turnover (per month)

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



Latest Commentary from Service:

September saw a total of 11 leavers within the organisation, which is 1.6% of the workforce.

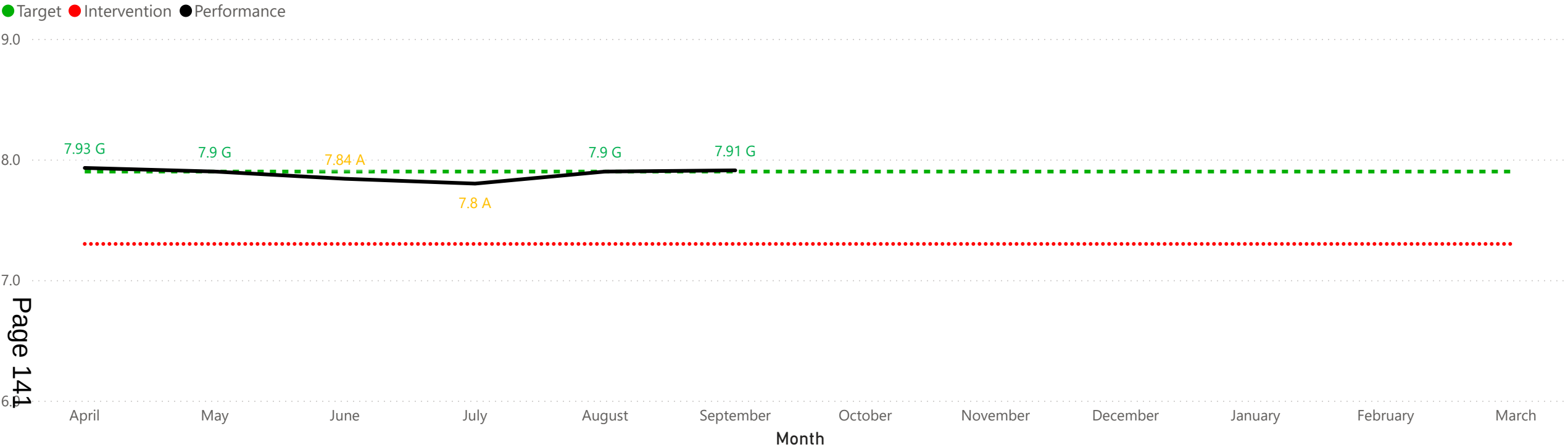
Latest year-end forecast:

1.50%

Latest projected outturn status:

G

PI 35: Average length of staff service (years)



Latest Commentary from Service:

The average length of service slightly increased this month to 7.91 years. The average length of service for the 11 leavers was ~4 years. The HR team will continue to monitor the average length of leavers to ensure retention of newer employees does not become a major issue.

Latest year-end forecast:

7.9

Latest projected outturn status:

G

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Appendix D: Operational Performance Measures Graphs, Quarter 2 2025/26



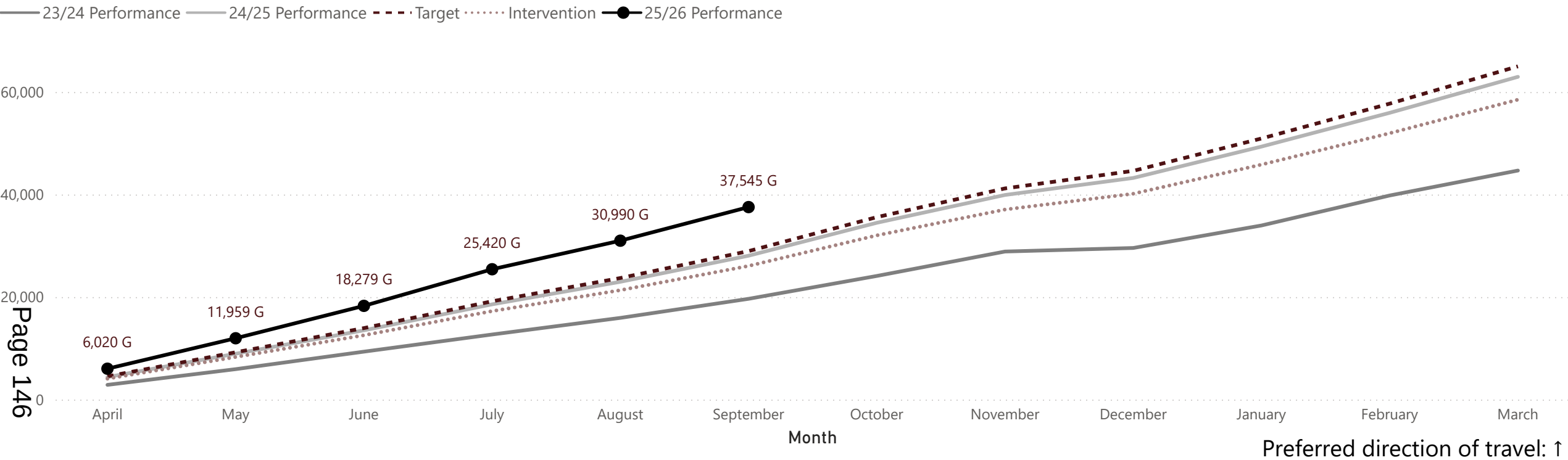


	Improving the happiness and wellbeing of residents	Latest RAG	Forecast
1	The number of attendances at One Leisure Active Lifestyles and Sports Development Programmes	G	G
2	The number of One Leisure Facilities Admissions - swimming, Impressions and fitness classes, sports hall and pitches (excluding Burgess Hall and sc...	G	G
	Keeping people out of crisis	Latest RAG	Forecast
3	The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay at hospital due to a Disabled Faciliti...	G	G
4	The average time (weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants	G	A
5	The average number of days to process new claims for Housing Benefit and Council Tax Support	G	G
6	The average number of days to process changes of circumstances for Housing Benefits and Council Tax support	G	G
7	The number of homelessness preventions achieved	G	A
8	The number of households housed through the Housing Register and Home-Link Scheme	R	R
	Helping people in crisis	Latest RAG	Forecast
9	The number of households in temporary accommodation	G	G

	Improving Housing	Latest RAG	Forecast
10	The net change in the number of homes with a council tax banding	A	A
11	The number of new affordable homes delivered	R	R
12	Percentage of planning applications process on target - Major (within 8 weeks or agreed extended period)	G	G
13	Percentage of planning applications process on target - Minor (within 8 weeks or agreed extended period)	G	G
14	Percentage of planning applications process on target - Household Extension (within 8 weeks or agreed extended period)	G	G
15	The number of planning applications over 16 weeks old where there is no current extension in place (total at the end of the month)	R	G
	Forward thinking economic growth	Latest RAG	Forecast
16	Cumulative footfall in our market towns (Huntingdon, St Ives, St Neots & Ramsey) (monthly)	G	G
17	Total number of business engagements by the Economic Development team	G	G
	Lowering carbon emissions	Latest RAG	Forecast
18	Efficiency of vehicle fleet driving - Energy Efficient Driving Index score for the waste service	G	G
	Delivering good quality, high value-for-money services	Latest RAG	Forecast
19	Percentage of household waste reused / recycled / composted	R	R
20	Collected household waste per person (kilograms)	G	G
21	Residual waste collected per household (kilograms)	A	G
22	Number of missed bins	G	G
23	The percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations	G	G
24	The number of flytips reported (cumulative)	G	G
25	Sanctions against environmental crimes and anti-social behaviour	G	G
26	The number of programmed food safety inspections undertaken (cumulative)	G	G
27	Percentage of calls to the Contact Centre answered	G	G
28	Average wait time for customers calling the Contact Centre (seconds)	G	G
29	Customer Satisfaction (Contact Centre) [Collection Due to Commence in Q3]	O	O
30	Council Tax collection rate	A	G
31	Business Rates collection rate	A	G
32	Short-term staff sickness days lost per full time equivalent (FTE) (rolling 12-month total)	R	A
33	Long-term sickness days lost per full time equivalent (FTE) (rolling 12-month total)	G	G
34	Staff Turnover (per month)	G	G
35	Average length of staff service (years)	G	G

Outcome: Improving the happiness and wellbeing of residents

PI 1: Attendances at Active Lifestyles & Sports Development Activities



Latest Commentary from Service:

Attendances in September were ~6,500 - the second-best month of the year. 'Pay As You Go' attendances were 3,720 - 77% ahead of September last year and 72% ahead year to date. Commissioned services (which are where Active Lifestyles are paid to deliver services, and not grants) are up 96.4% year to date (9,233 vs 4,701), ensuring sustainable income growth for the service and reducing reliance on grants further.

Latest year-end forecast:

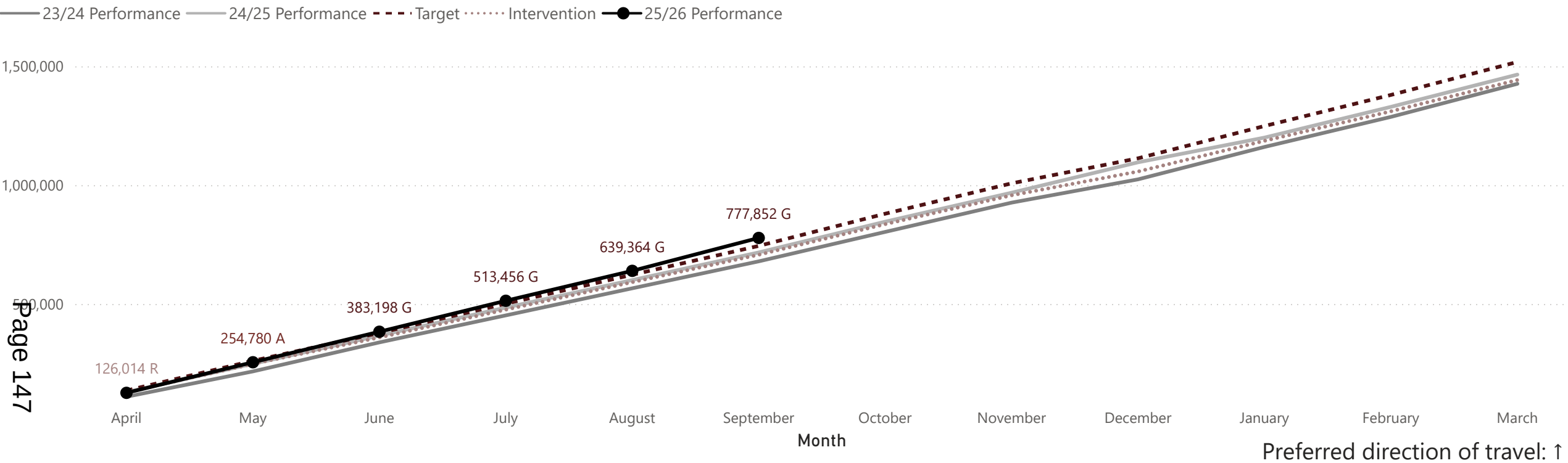
70,000

Latest projected outturn status:

G

Outcome: Improving the happiness and wellbeing of residents

PI 2: Number of One Leisure Facilities admissions - swimming, Impressions, fitness classes, sports hall and pitches (Exc Burgess Hall & school admissions)



Latest Commentary from Service:

Performance across all One Leisure Centres continues to exceed both the target and last years performance. September attendances were 138,488, which is ~16,000 higher than target and ~22,000 higher than the performance of September last year. Year to date performance is ~33,000 ahead of target and ~60,000 ahead of last year. The main drivers of positive performance are the Gym, Group Exercise, and Swimming.

Latest year-end forecast:

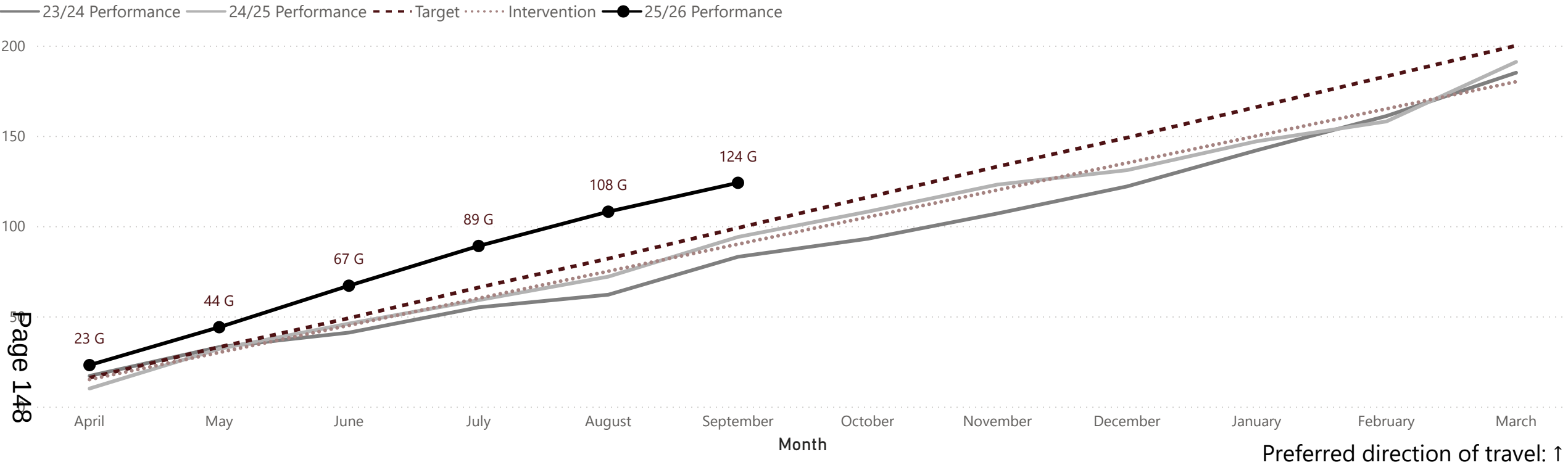
1,551,571

Latest projected outturn status:

G

Outcome: Keeping people out of crisis

PI 3: The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay in hospital due to a Disabled Facilities Grant (DFG)



Latest Commentary from Service:

Latest year-end forecast:

225

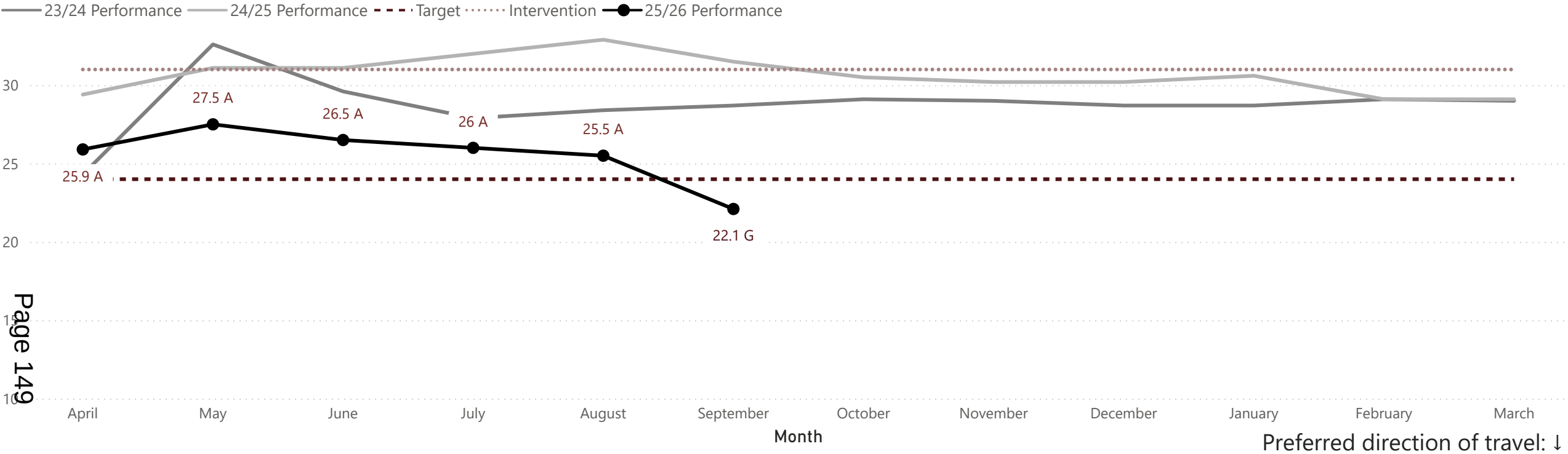
An additional 30 residents have been supported by the Disabled Facilities Grant through September compared to last year. Some delays still persist relating to Places for People approving cases; however, these delays continue to improve.

Latest projected outturn status:

G

Outcome: Keeping people out of crisis

PI 4: Average time (weeks) between referral and completion of jobs funded through Disabled Facilities Grants



Latest Commentary from Service:

The number of weeks between referral and completion of jobs funded through the Disabled Facilities Grant is now 22.1 weeks, a 9.4 week improvement from September 2024, and a 6.6 week improvement from September 2025. The performance has been positively impacted by fewer complex cases being submitted. These types of work significantly increase the time taken for Disabled Facilities Grants, as well as more resources becoming available to facilitate household extensions.

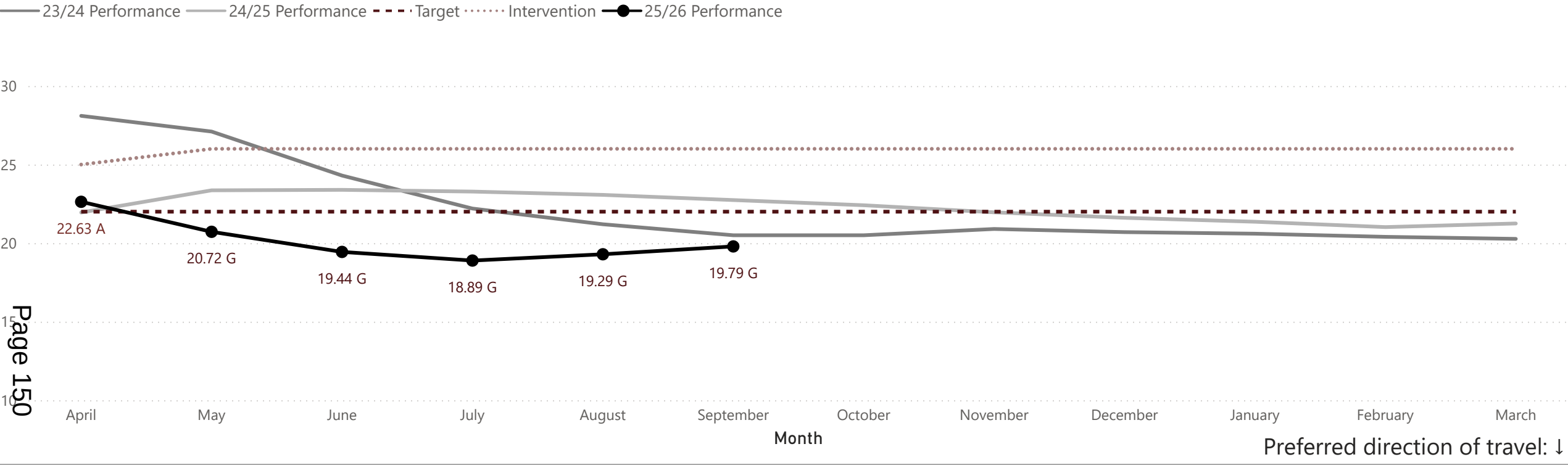
Latest year-end forecast:

25

Latest projected outturn status:

A

PI 5: Average number of days to process new claims for Housing Benefit and Council Tax support



Latest Commentary from Service:

At the end of September, the average number of days was 2.21 days ahead of target and 2.95 days faster than September 2024. This improvement reflects the positive impact of changes made to the Council Tax Support Scheme. The final outturn remains unchanged.

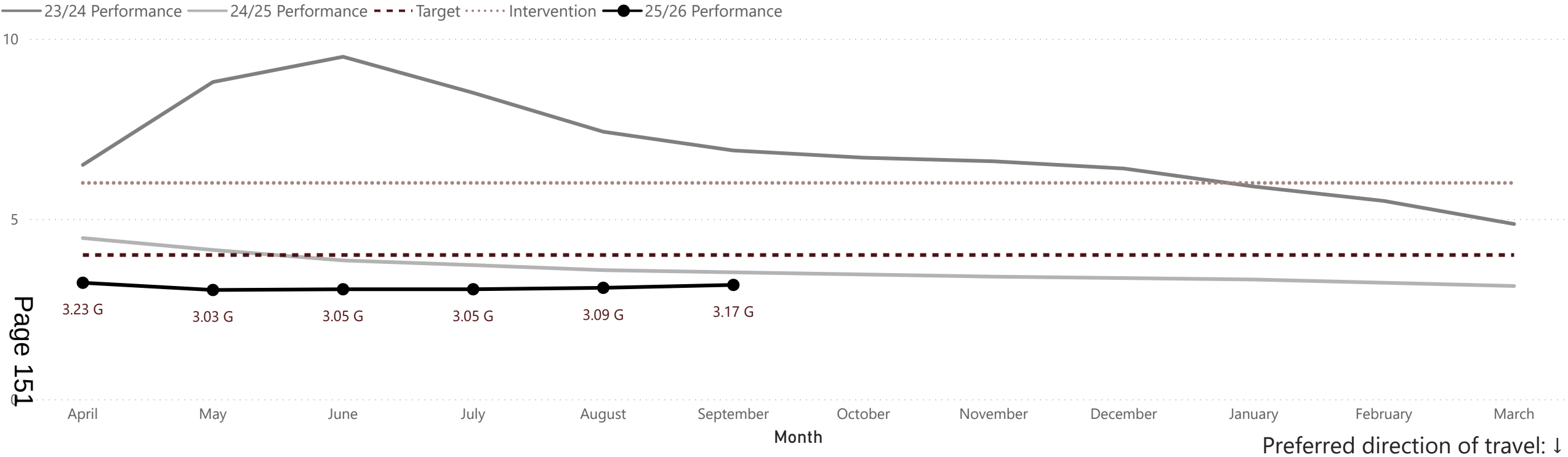
Latest year-end forecast:

22

Latest projected outturn status:

G

PI 6: Average number of days to process changes of circumstances for Housing Benefits and Council Tax support



Latest Commentary from Service:

The average number of days to process changes of circumstances for Housing Benefits and Council Tax support was 0.35 days faster than in September last year. This is despite a significant increase in the volume of changes processed. This positive performance has been achieved through automation of the process, brought about by the implementation of the new Council Tax Support Scheme.

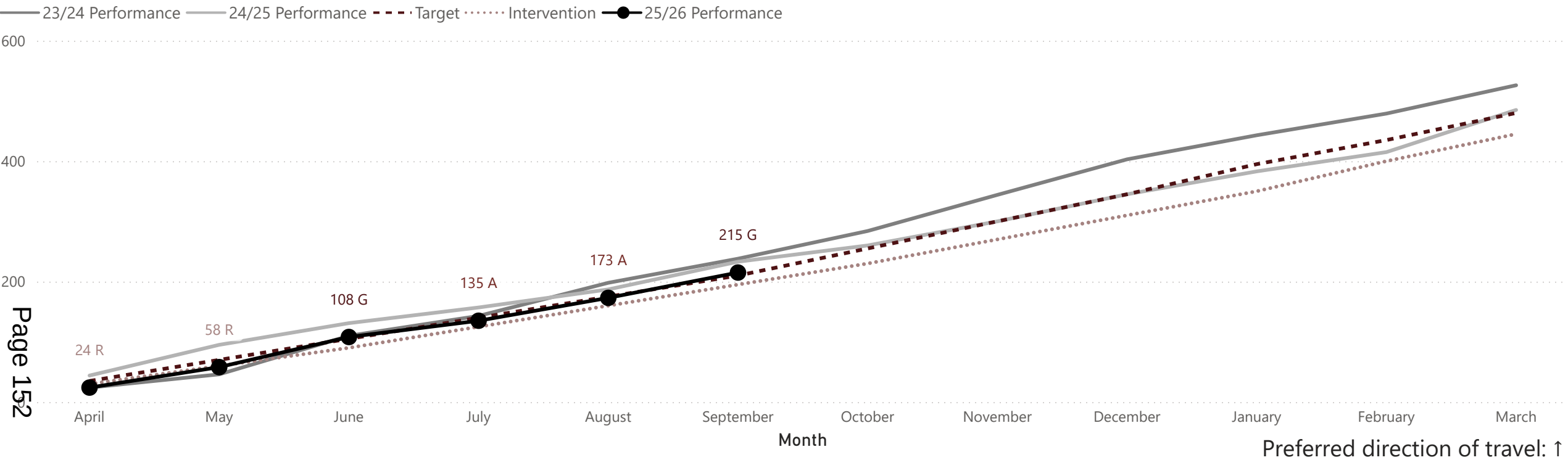
Latest year-end forecast:

4

Latest projected outturn status:

G

PI 7: The number of homelessness preventions achieved



Latest Commentary from Service:

The number of successful homelessness preventions fluctuates throughout the year, depending on the rate of homelessness presentations and the opportunity to intervene in a timely way. Since April, 215 successful preventions have been recorded - down from 233 during the same period last year. This decrease is largely due to the number of properties becoming available for letting through the Home-Link scheme over this period, as this is one of the main ways in which prevention is achieved (PI 8). The current end-of-year projection stands at 460, though this will continue to be reviewed as the year progresses. When evaluating this PI, it is important to consider whether there has been an increase in the number of households in temporary accommodation (PI 9), and this figure is currently ahead of target.

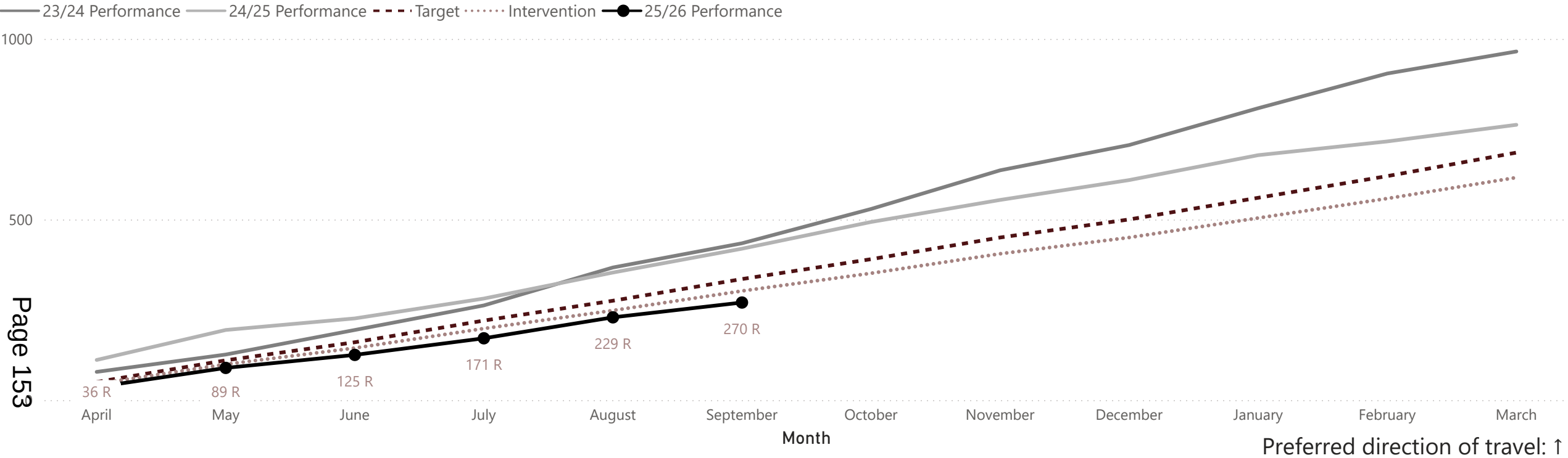
Latest year-end forecast:

460

Latest projected outturn status:

A

PI 8: The number of households housed through the Housing Register and Home-Link scheme



Latest Commentary from Service:

The number of households housed varies each month depending on the number of vacancies within the existing social rented stock, plus any additional units delivered through the new build programme. Since the start of the year, 270 households have been housed, down from 419 through the same period in 2024/25. This decrease is due to the lower number of new-build completions compared to last year. Although we anticipate these will increase later in the year, we have adjusted the year end forecast figure from 660 to 600. Officers have escalated questions regarding the new build delivery programme to Registered Provider partners to ensure the programme will still deliver the projected number of homes this year.

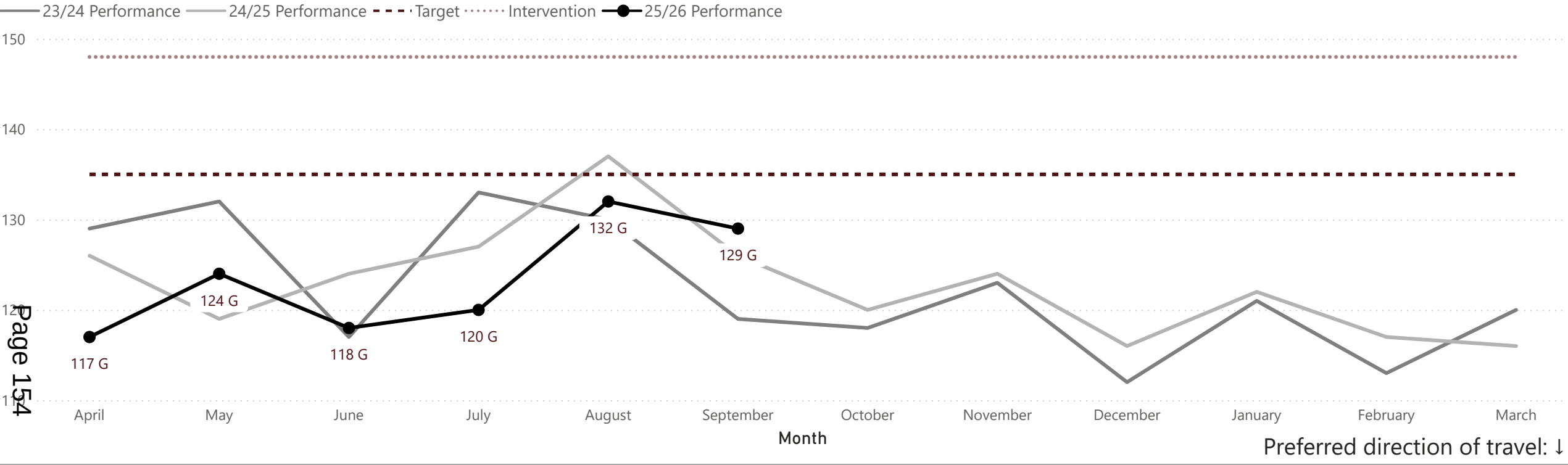
Latest year-end forecast:

600

Latest projected outturn status:

R

PI 9: The number of households in temporary accommodation



Latest Commentary from Service:

The number of households in temporary accommodation (TA) at any one time will depend upon the number of homelessness presentations to the council, how successful officers are at preventing homelessness wherever possible, and the ability to move households through TA into settled housing promptly. The figure at the end of September was 129, which compares to 126 at the same point last year.

Latest year-end forecast:

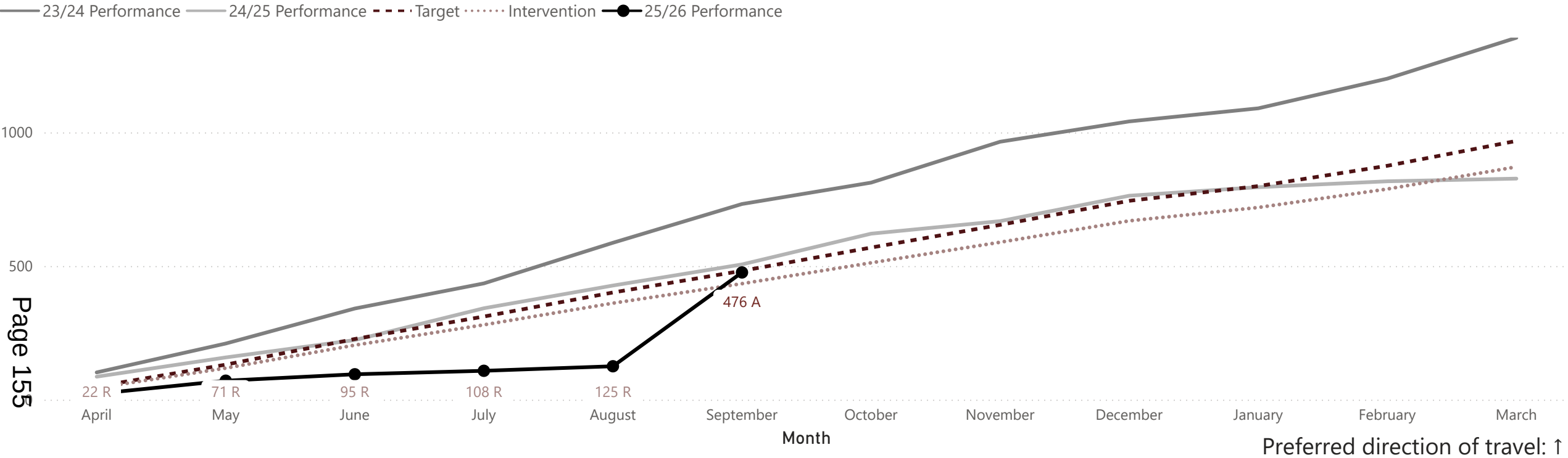
135

Latest projected outturn status:

G

Outcome: Improving Housing

PI 10: Net change in the number of homes with a council tax banding



Latest Commentary from Service:

The number of new dwellings with a Council Tax band has been challenging to monitor for the initial part of the year, as changes to IT systems at the Valuation Office Agency led to significant service disruption. The VOA have been working hard to restore service, which now appears to be largely resolved as 351 new dwellings have been banded in September. The position will continue to be monitored via engagement with the VOA.

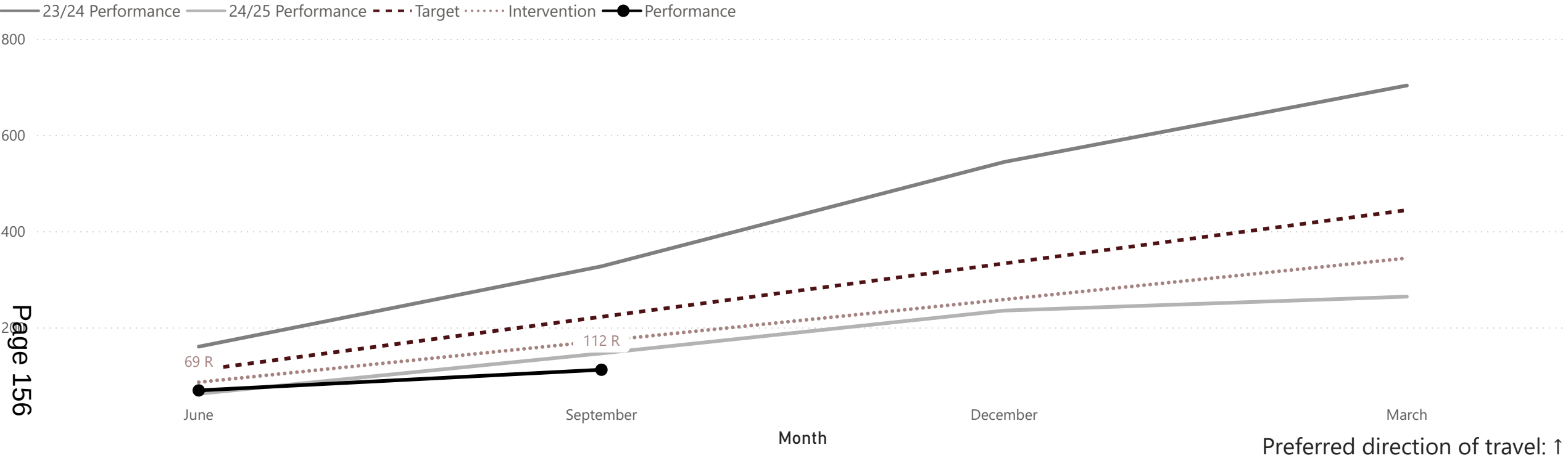
Latest year-end forecast:

875

Latest projected outturn status:

A

PI 11: The number of affordable houses delivered



Latest Commentary from Service:

There are concerns surrounding the large delivery of homes towards the end of the year are still present at the end of Q2. Revised forecasting indicates that almost half of all completions will be in Q4, with any slipping into next year being delayed and not lost. The current forecast of 340 is remaining the same as Q1. Also, as reported in Q1, this year's performance is to be measured against the needs identified across the whole District. In common with most Local Authorities, the target is rarely met. The Council now has a new Empty Homes Officer who joined at the beginning of September, their first tasks will be to contact all empty home owners to understand why their properties are empty and develop a strategy that can be used to take action against long term empty properties. It is hoped that this will encourage existing empty homes being brought into use therefore supporting the availability of housing in the area.

Latest year-end forecast:

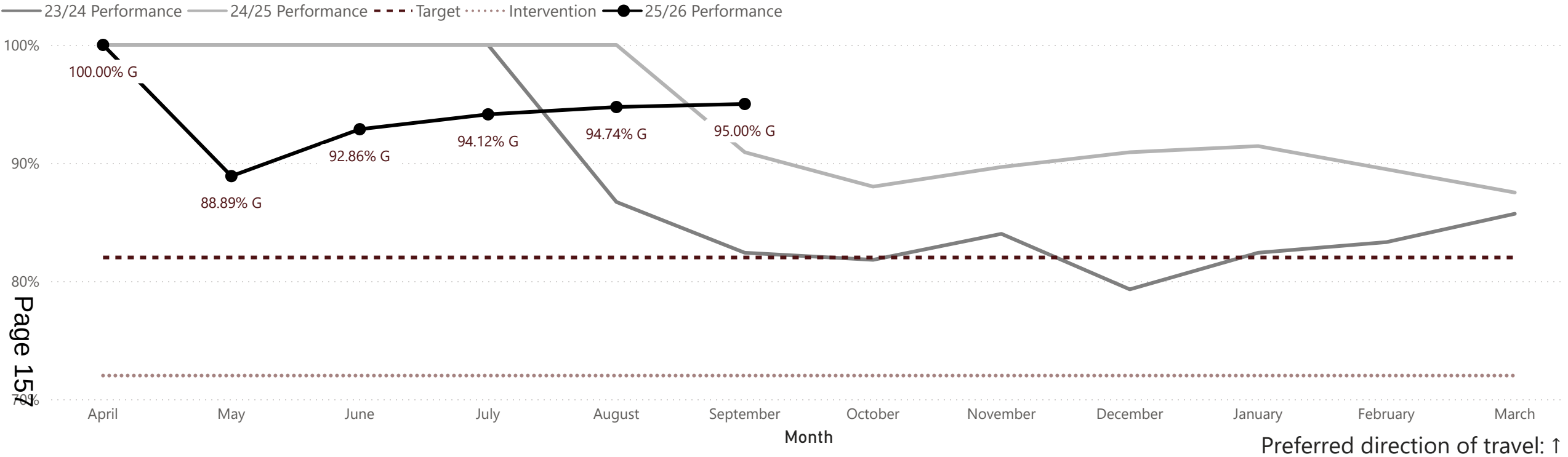
340

Latest projected outturn status:

R

Outcome: Improving Housing

PI 12: Percentage of planning applications processed on target - Major (within 8 weeks or agreed extended period)



Latest Commentary from Service:

Major planning application performance remains strong, with 1 major application being determined in September, and this was completed on time. In total, 19 out of 20 Major planning applications have been determined on time this year. The Forecast has been raised to 92% to match the strong performance.

Latest year-end forecast:

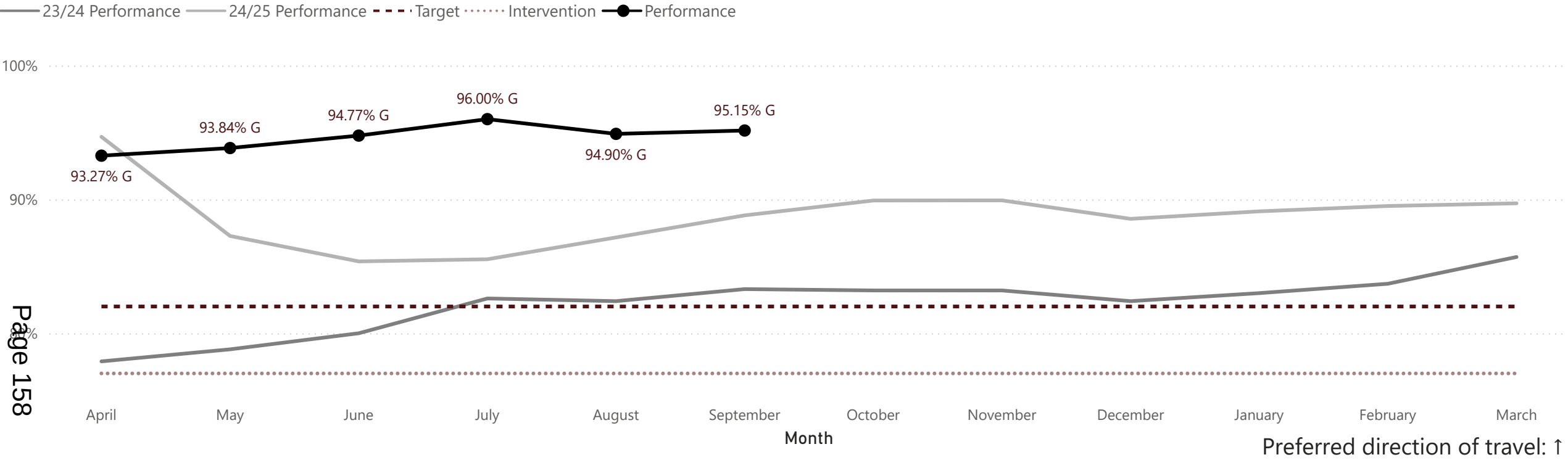
92%

Latest projected outturn status:

G

Outcome: Improving Housing

PI 13: Percentage of planning applications processed on time - Minor (within 8 weeks or agreed extended period)



Latest Commentary from Service:

Latest year-end forecast:

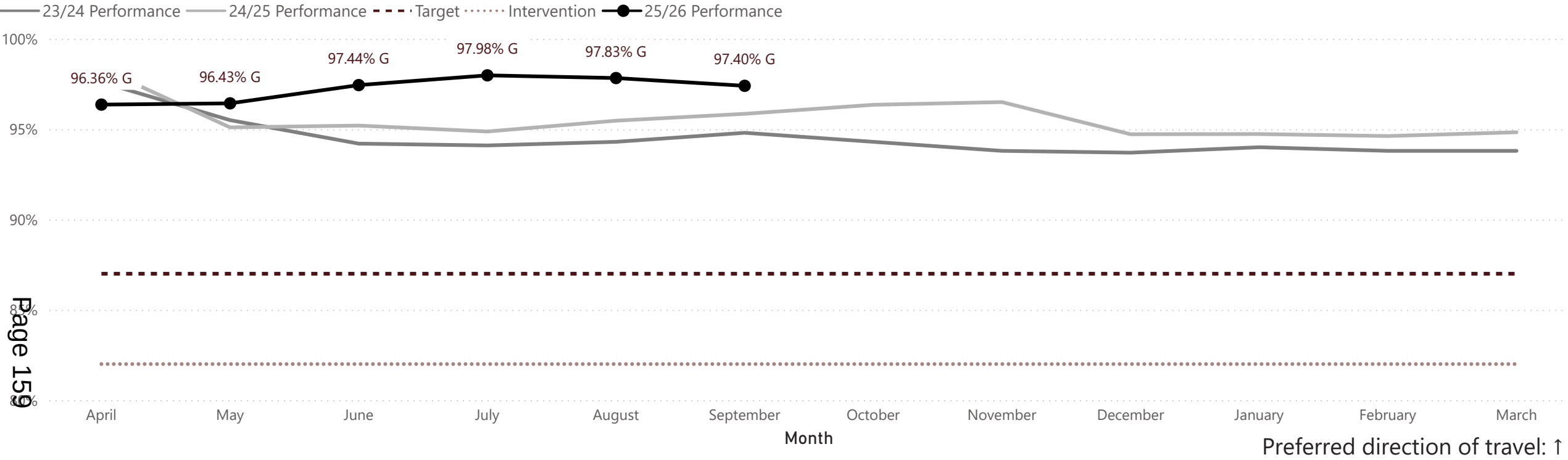
92%

82 out of 85 Minor & Other applications were determined in September within the 8-week time frame. Year to date, 510 out of 536 applications have been determined within their timeframe. Performance has recovered from the decrease last month, and the forecast has been raised to 92%.

Latest projected outturn status:

G

PI 14: Percentage of planning applications processed on target - Household Extension (within 8 weeks or agreed extension period)



Latest Commentary from Service:

37 out of 39 Household extension applications were determined within the 8-week timeframe this month. Year to date, 262 out of 269 Householder applications have been completed within time. Performance continues to remain strong.

Latest year-end forecast:

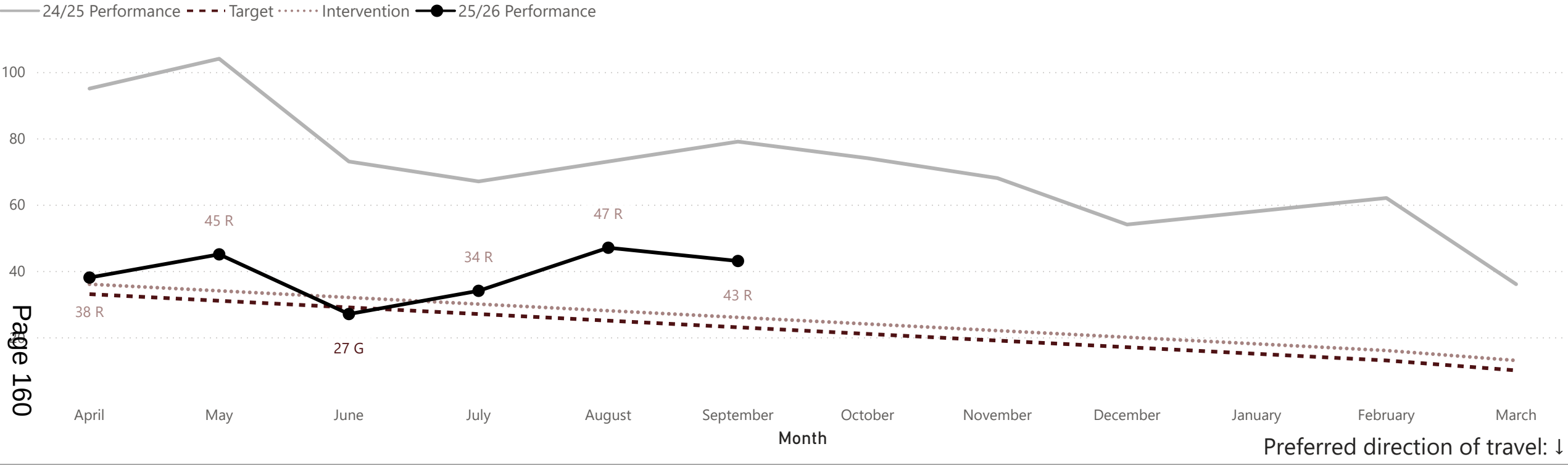
93%

Latest projected outturn status:

G

Outcome: Improving Housing

PI 15: The number of planning applications over 16 weeks old where there is no current extension in place.



Latest Commentary from Service:

Additional resources arrived in the department towards the end of Q2. The backlog applications are to be prioritised to resolve the issue. Sensitive sites remain as further work needs to take place to resolve and they are still expected to be resolved within Q3. Whilst the target is not being met, this is a significant improvement against the position in September 2024, where backlog numbers were at 79 over 16 weeks old.

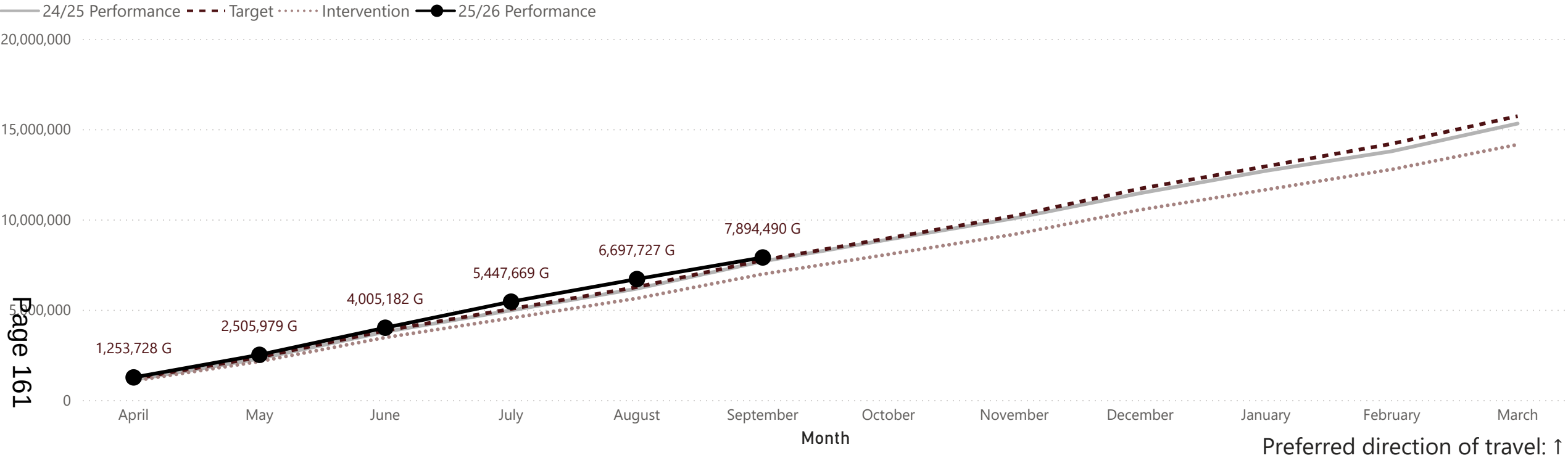
Latest year-end forecast:

5

Latest projected outturn status:

G

PI 16: Cumulative footfall in our market towns



Latest Commentary from Service:

Huntingdon footfall in September was 512,267, with one of the best performing days coinciding with the Heritage Open Day Town Hall Tours and our Saturday Market day.

Ramsey had an increase in footfall in September, with a final figure of 9,998. Ramsey embraced the September Heritage open day campaign, which contributed to rising footfall.

St Ives had a September footfall of 341,254, with the highest footfall week coinciding with the Old Riverport Jazz & Blues Festival.

St Neots September footfall was 333,244, with one of the highest footfall days supported by the St Neots Farm and Craft Market.

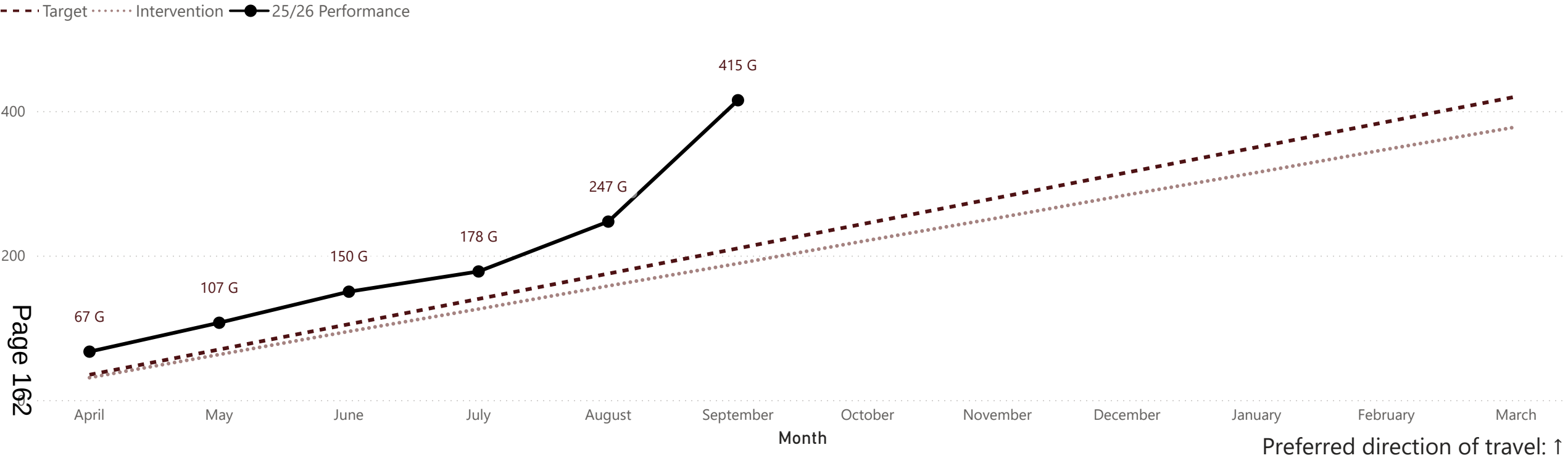
Latest year-end forecast:

15,719,143

Latest projected outturn status:

G

PI 17: Total Number of business engagements by the Economic Development Team



Latest Commentary from Service:

The organisation has received a large amount of interest for the Digital Manufacturing Grant. In total, 21 applications were sent out to businesses. 2 of these were processed and resulted in the businesses receiving financial resources. The orngaisation is also in talks about providing booster sessions in both St Ives and Alconbury, with these sessions to start in Q3. Ramsey booster appointments are being made with businesses where support is required for new businesses to find new premises for stability and growth. Additionally, a CIC was given guidance on business rates, and they have now taken on a shop on Ramsey High Street. Liason with CPCA has been conducted this month, with follow up support provided to businesses by a business advisor. Other areas of business engagement in September have involved advice on renewing overseas patents, which again led to referral to CPCA.

Latest year-end forecast:

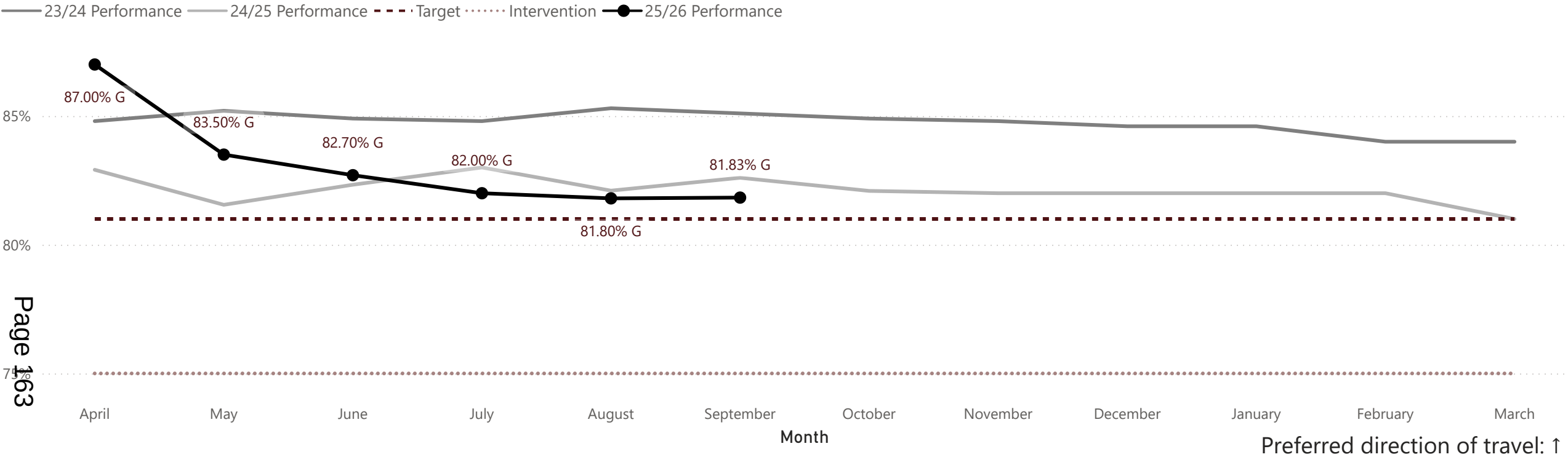
600

Latest projected outturn status:

G

Outcome: Lowering Carbon Emissions

PI 18: Efficiency of vehicle fleet driving - Energy Efficient Driving Index Score for the waste service



Latest Commentary from Service:

The waste service has achieved a cumulative fleet driving efficiency (EEDI) score of 81.83%, exceeding the set target. Continued monitoring and the sharing of best practices will help ensure this high level of efficiency is sustained throughout the year.

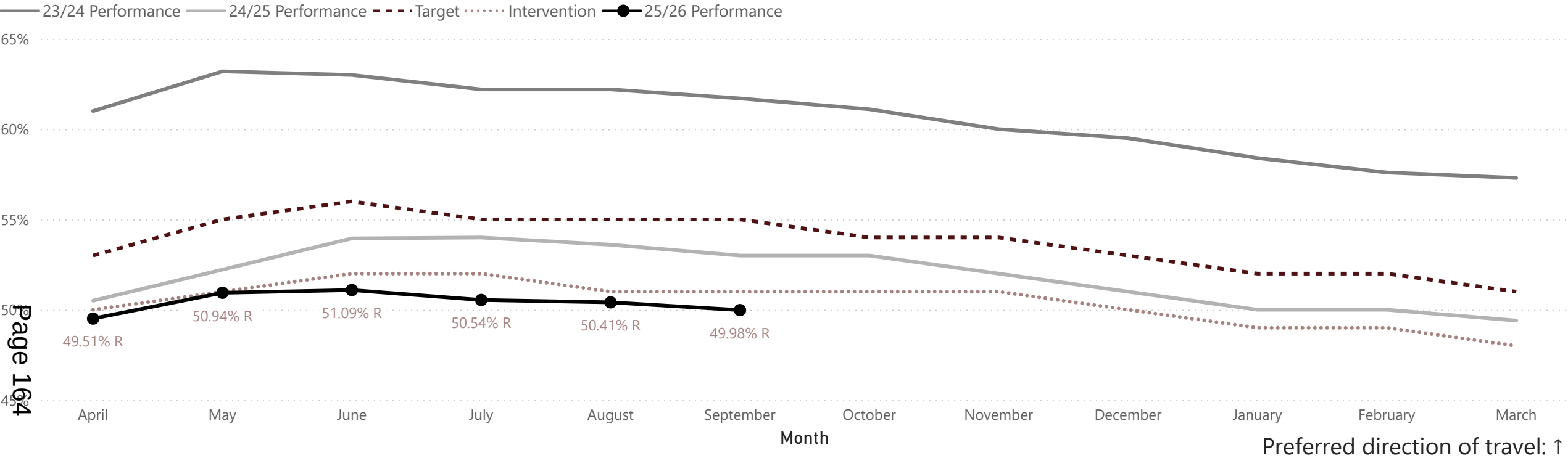
Latest year-end forecast:

81%

Latest projected outturn status:

G

PI 19: Percentage of household waste reused / recycled / composted



Latest Commentary from Service:

In September, a total of 5240.06 tonnes of waste were collected from domestic properties across the district, with 48% of this either recycled or composted.

Year to date, the recycling and composting rate stands at 49.98%, a 3% decrease from this time last year.

Although the number of garden waste subscriptions is higher for the 2025/26 period, the amount of garden waste being collected has reduced, mainly due to the exceptional dry period we are experiencing. Year to date, we have collected 19% less garden waste than we did for the same period last year.

Year to date, the overall collected waste tonnage has decreased by 6% (1878.95 tonnes) compared to the same period in 2024/25.

The forecast outturn has been revised to 45%, reflecting last year's result of 49% (the first year of the garden waste subscriptions) and allowing for a further reduction due to this year's lower levels of garden waste caused by dry weather conditions.

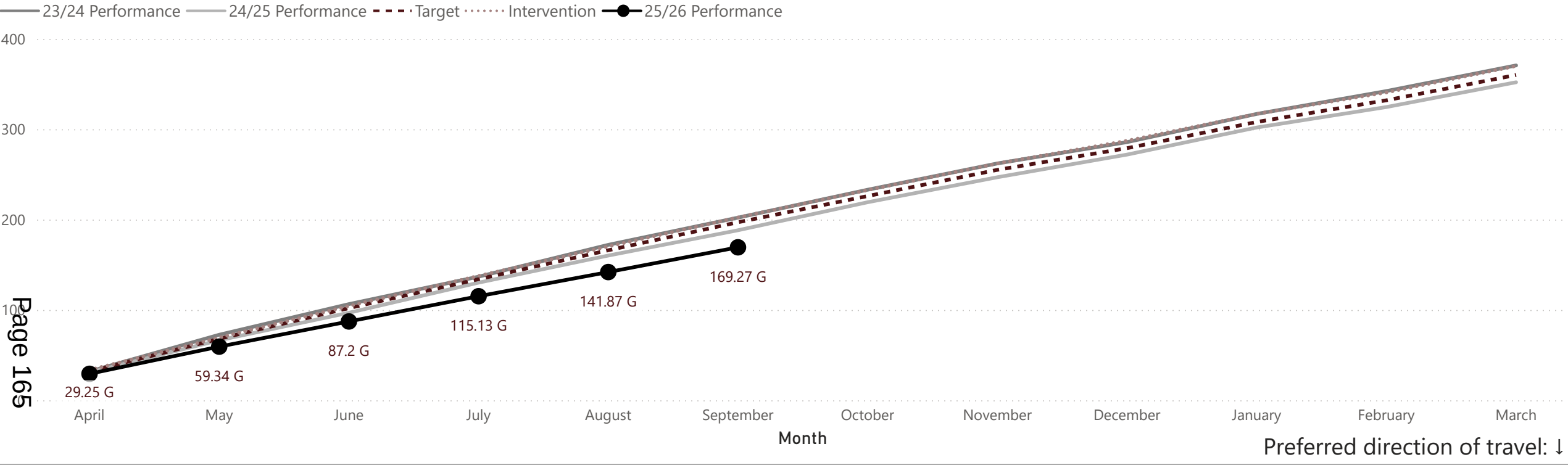
Latest year-end forecast:

45%

Latest projected outturn status:

R

PI 20: Collected household waste per person (Kilograms)



Latest Commentary from Service:

Household waste generation per person remains lower than the same period last year, with 27.39 kg collected per person in September, below the UK monthly average of 34 kg. This continued downward trend is largely attributed to reduced garden waste tonnage in previous months, and although the garden waste tonnage has picked up, there was a 6% reduction in September compared to the same time last year.

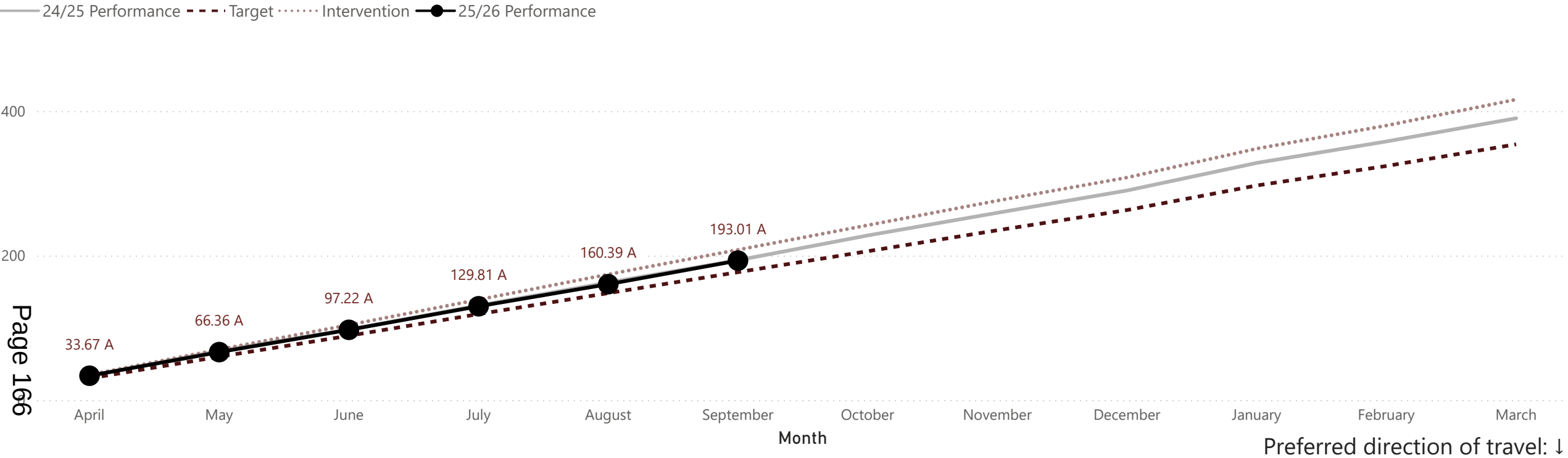
Latest year-end forecast:

360

Latest projected outturn status:

G

PI 21: Residual waste collected per household (kilograms)



Latest Commentary from Service:

Residual waste collected per household currently exceeds our cumulative target and sits at 193.01kg year to date. Encouragingly, we continue to outperform the UK average of 74 kg per household per month, with September sitting at 32.62kg per household.

Looking ahead, preparations are underway for the introduction of a weekly food waste collection service starting in April 2026. The team are currently developing a resident-focused behaviour change campaign to help reduce the amount of food waste being disposed of.

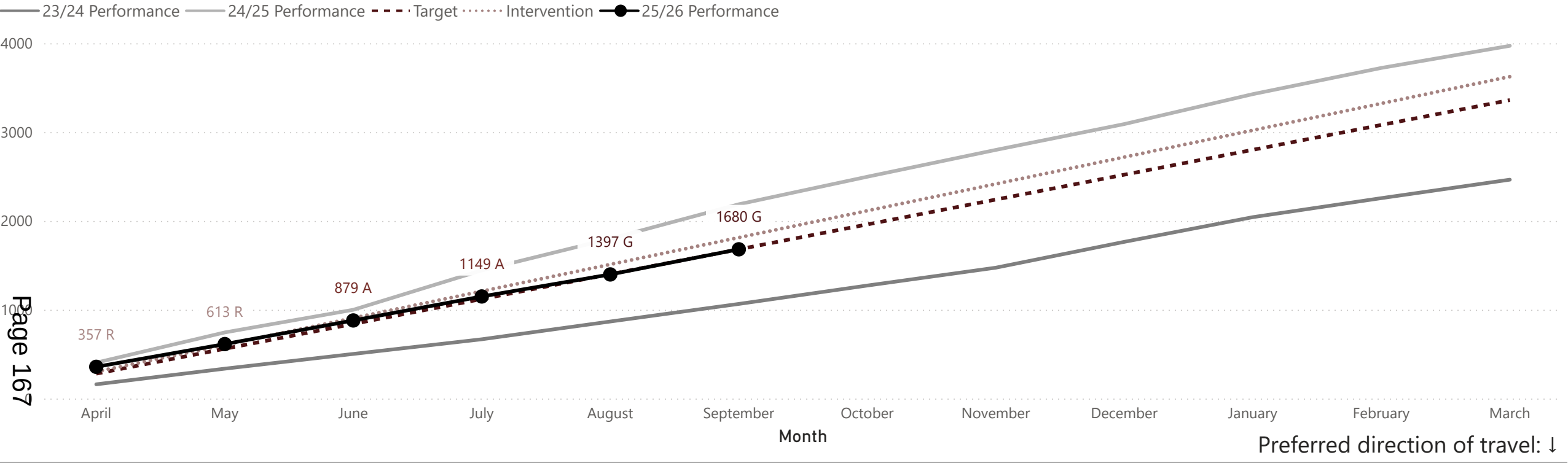
Latest year-end forecast:

352

Latest projected outturn status:

G

PI 22: Number of missed bins



Latest Commentary from Service:

Latest year-end forecast:

3360

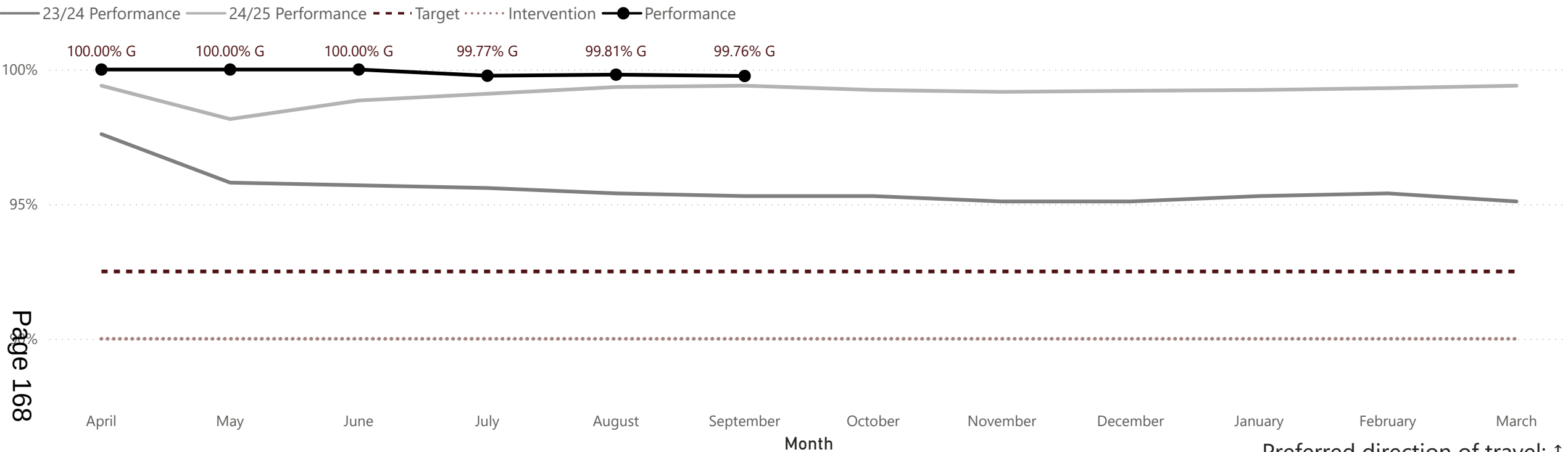
In September, a total of 487,423 waste collections were completed, with 253 missed collections reported, resulting in a missed collection rate of just 0.052%. This remains below the APSE benchmark average of 0.076%.

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 23: The percentage of sampled areas which were clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations



Latest Commentary from Service:

A total of 206 inspections were completed across 10 wards in September, exceeding the monthly target of 175 inspections, ensuring full ward coverage.
Of these, 205 inspections achieved a pass grade (A or B). The single failure was due to detritus, which has since been rectified.

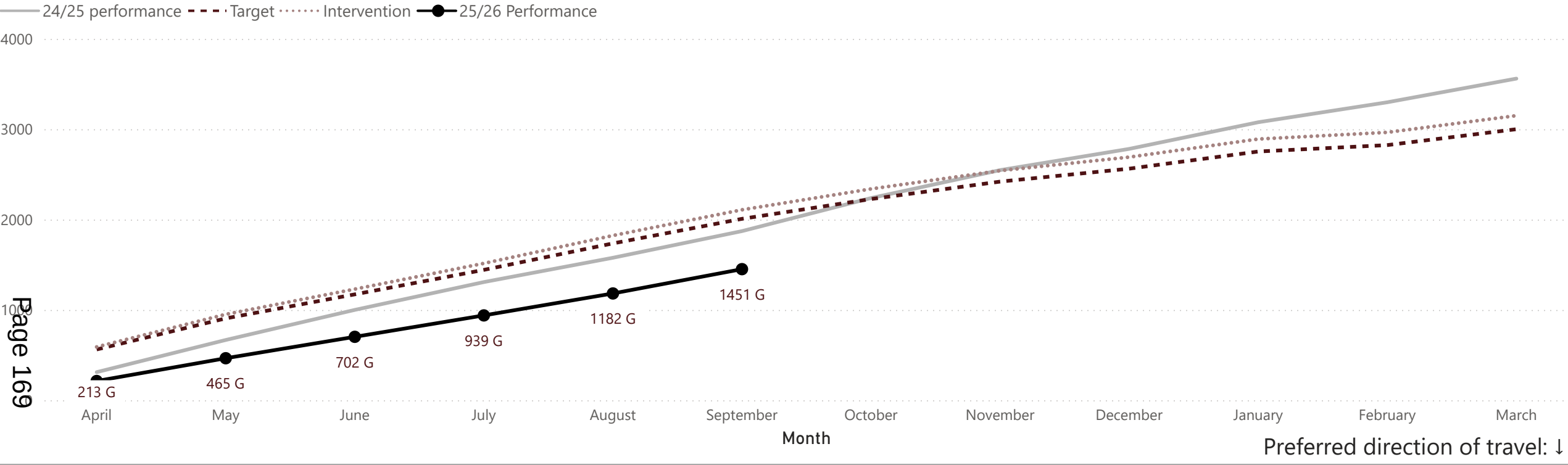
Latest year-end forecast:

95%

Latest projected outturn status:

G

PI 24: The number of flytips reported



Latest Commentary from Service:

A total of 269 fly-tips were recorded in September, a slight increase from August, but still a 9% reduction compared to September 2024. Of these, 13 incidents involved garden waste, all limited to single bags.

The forecasted annual outturn has been decreased, as we have recorded 400 fewer fly-tips than at the same point last year. Based on the current monthly average, the full year total is projected to be around 3,000 incidents.

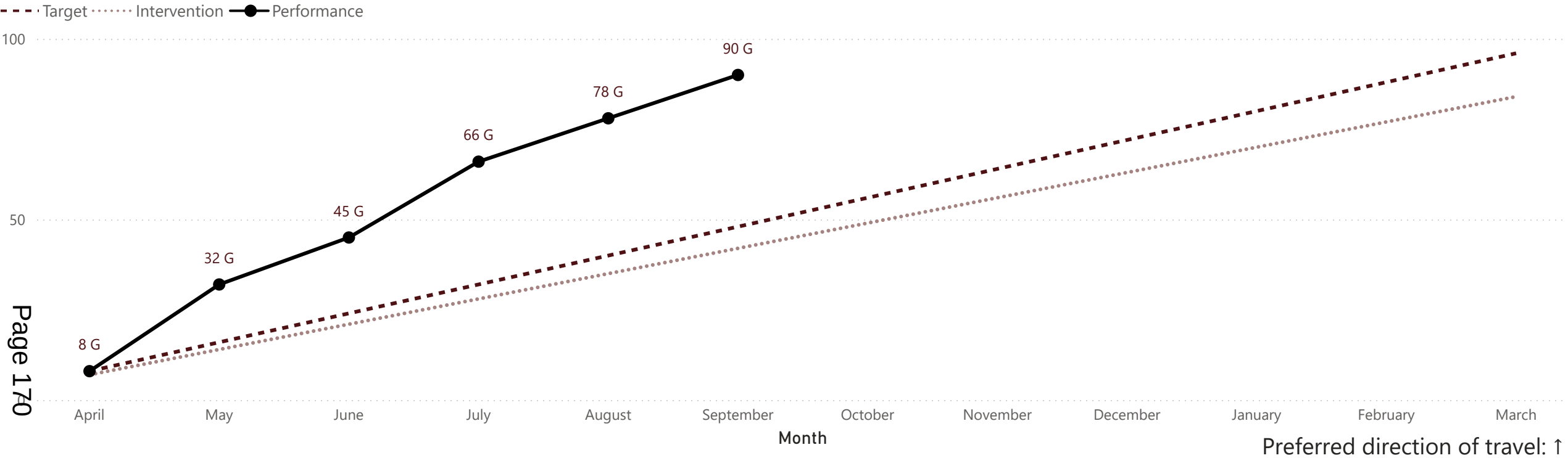
Latest year-end forecast:

3000

Latest projected outturn status:

G

PI 25: Sanctions against environmental crimes and anti-social behaviour



Latest Commentary from Service:

45 total sanctions were issued during Q2 by the Community Action Team. These are:

- Section 46 sanctions issued in relation to Bin receptacles (9)
- Section 47 sanctions issued to Commercial Businesses (2)
- CPW to residential properties in relation to Fly Tipping. (7)
- CPW issued with regards to Cannabis smoking. Under Anti-Social Behaviour legislation. (3)
- CPW issued to a Dog Owner for Dog related issues. (7)
- Sanctions issued after Vehicle lift from locations in district that are deemed abandoned. (11)
- Fixed Penalty Notices issued (5) - Fly Tip (1, £400.00), Commercial Fly Tip (2, £1,000.00), Littering (1, £150.00), Breach of PSPO (1, £100.00)

Additionally, there was one successful prosecution in relation to a Company operating as a waste clearance business failing to produce Licenses. A guilty verdict was concluded, with awards of a£660.00 Fine, £264.00 Costs , £2126.14 Victim Surcharge. This totals as £3,050.14 awarded by the Court

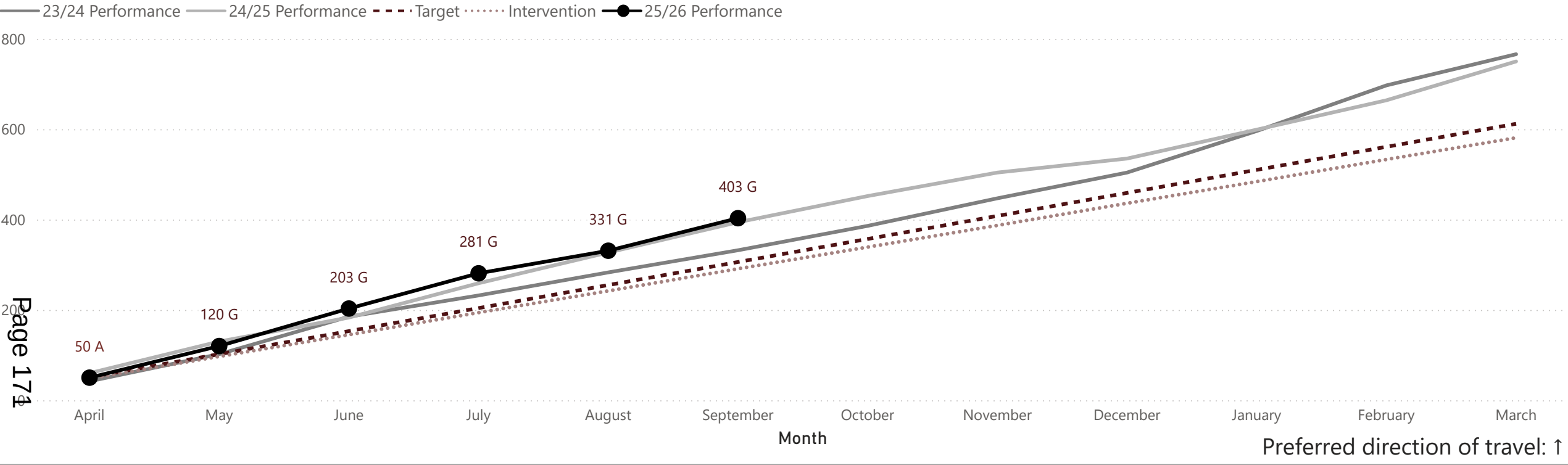
Latest year-end forecast:

120

Latest projected outturn status:

G

PI 26: The number of programmed food safety inspections undertaken (cumulative)



Latest Commentary from Service:

A total of 72 inspections were completed in September. This exceeds the target of 51 per month despite the service not being fully resourced.

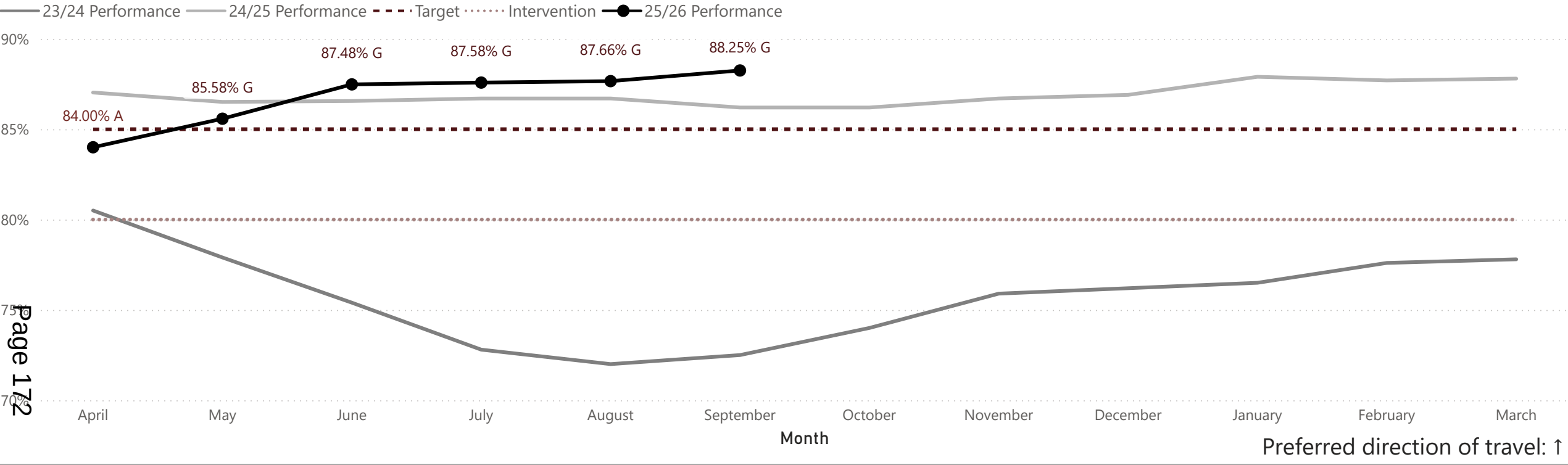
Latest year-end forecast:

806

Latest projected outturn status:

G

PI 27: Percentage of calls to the Contact Centre answered



Latest Commentary from Service:

Latest year-end forecast:

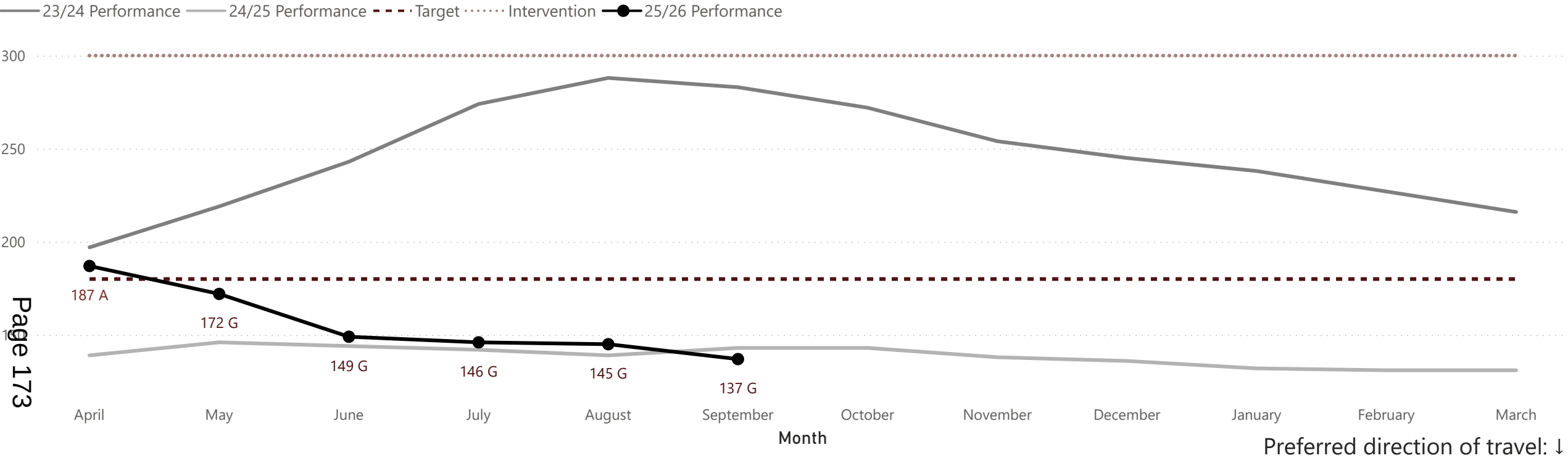
87%

The cumulative Calls Answered performance for September has increased to 88.25% from 87.66% in August. The team is within the 85% answered target, which is attributed to low staff turnover and an experienced team contributing to performance.

Latest projected outturn status:

G

PI 28: Average wait time for customers calling the Contact Centre (seconds)



Latest Commentary from Service:

The cumulative average wait time improved by 8 seconds in September, resulting in the team performing at 43 seconds ahead of target. The excellent performance is attributed to low staff turnover and an experienced team.

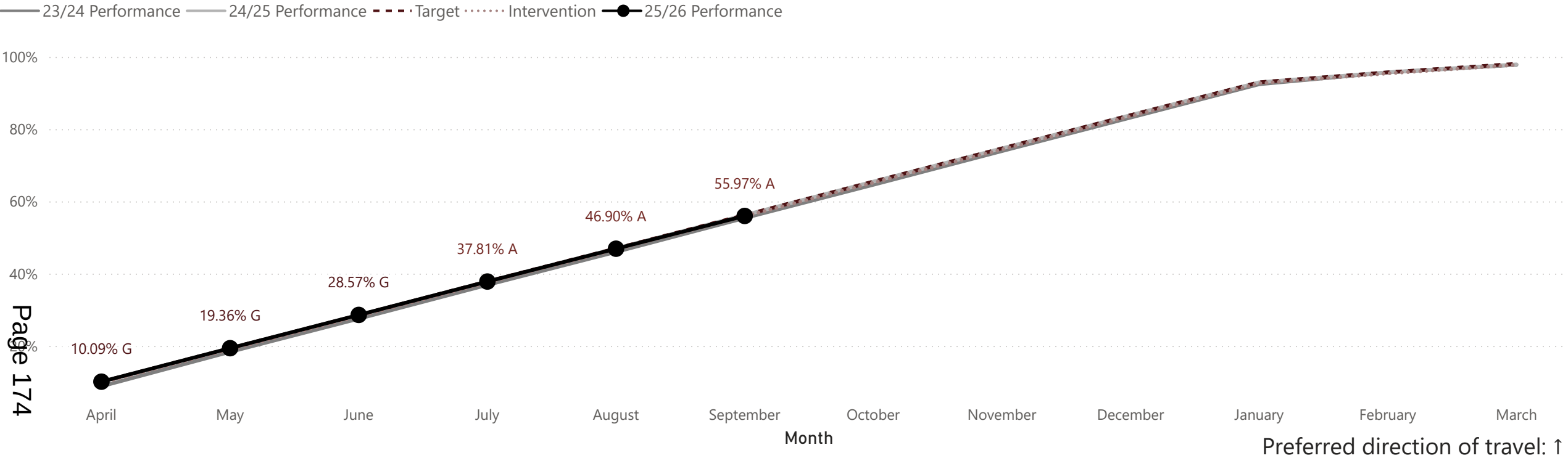
Latest year-end forecast:

145

Latest projected outturn status:

G

PI 30: Council Tax collection rate



Latest Commentary from Service:

Council tax collection was 0.23% below its performance target in September, reflecting the reprofiling of instalments rather than non-payment. While the final forecast remains unchanged, performance will continue to be monitored closely.

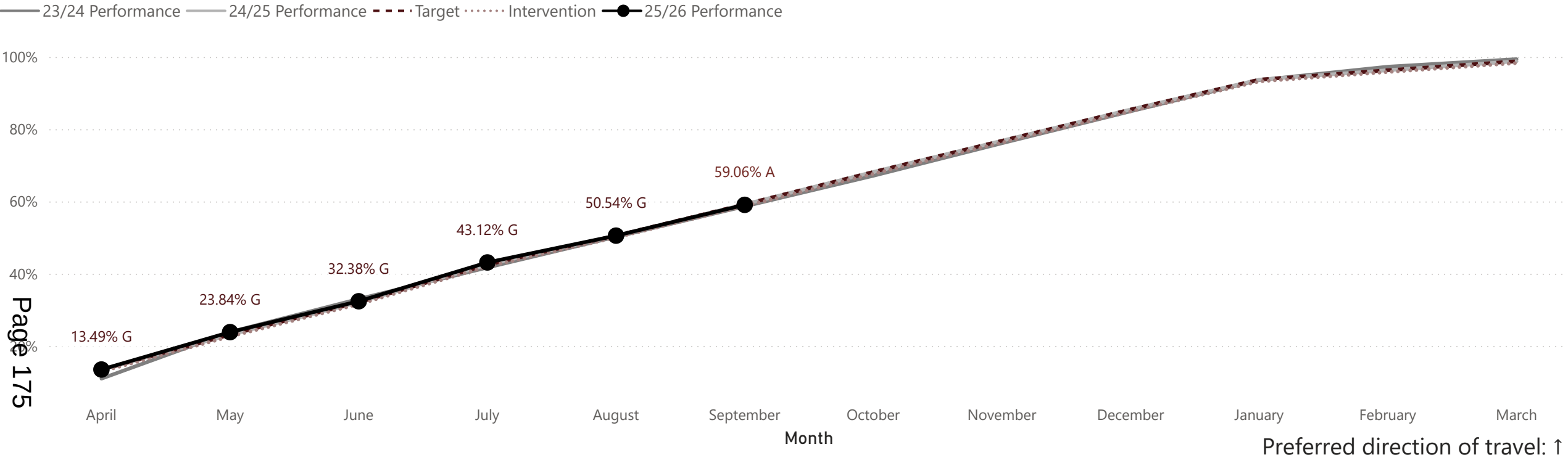
Latest year-end forecast:

98.09%

Latest projected outturn status:

G

PI 31: Business Rate collection rate



Latest Commentary from Service:

September collection of Business Rates was 0.14% below target. There is one large credit of ~£300,000, which is the result of a rateable value reduction, which has negatively impacted the performance of this metric. The final outturn forecast remains unchanged at 98.79%.

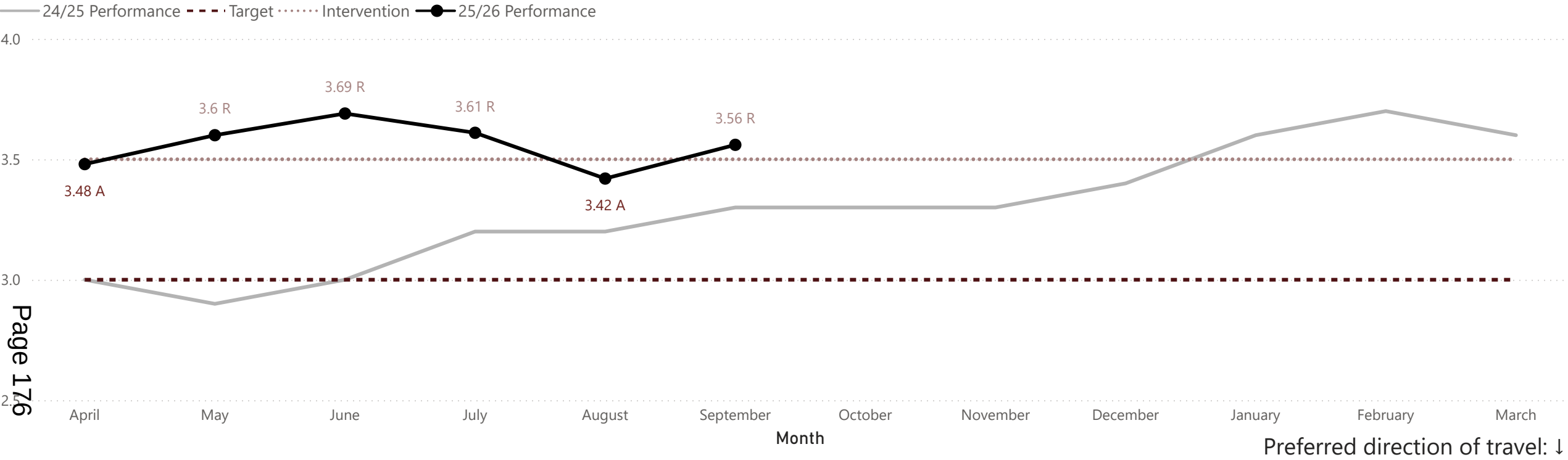
Latest year-end forecast:

98.79%

Latest projected outturn status:

G

PI 32: Short-term staff sickness days lost per full time equivalent (FTE) (rolling)



Latest Commentary from Service:

We have seen an increase this month in the target days for short term absence. We have lost 92 days (51 days to coughs/colds and 41 to gastro) to coughs/colds and gastrointestinal illnesses in September. We have been promoting the flu jab scheme but take has been low this year. A reminder is to be sent out at the start of quarter 2.

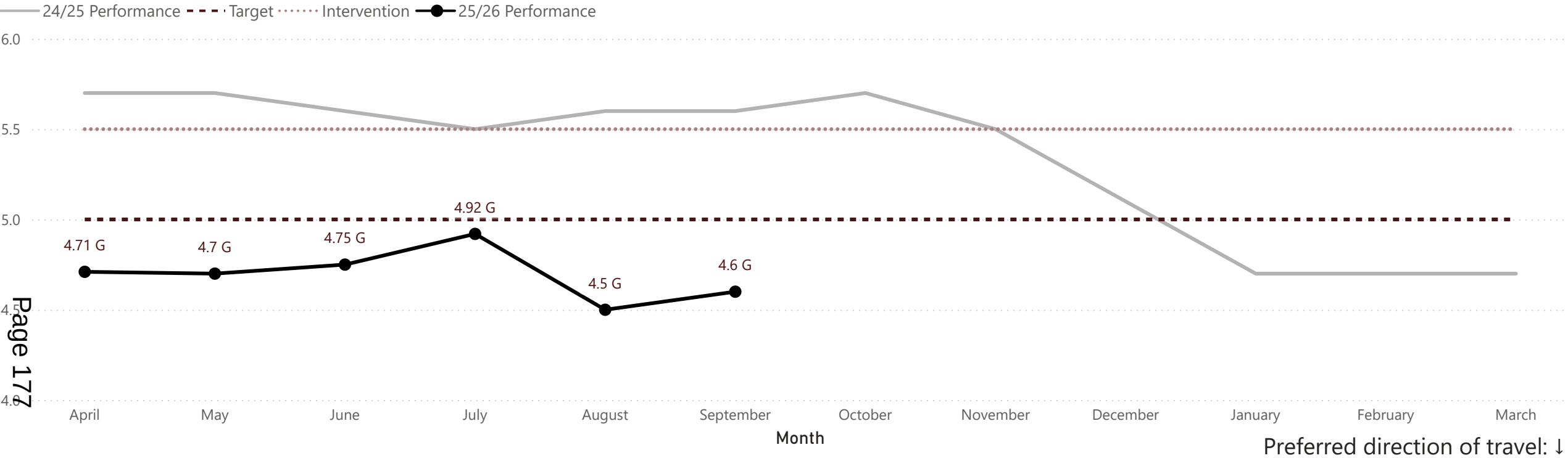
Latest year-end forecast:

3.5

Latest projected outturn status:

A

PI 33: Long-term sickness days lost per full time equivalent (FTE) (rolling)



Latest Commentary from Service:

Long-term sickness days per FTE remains stable, with only one new case.

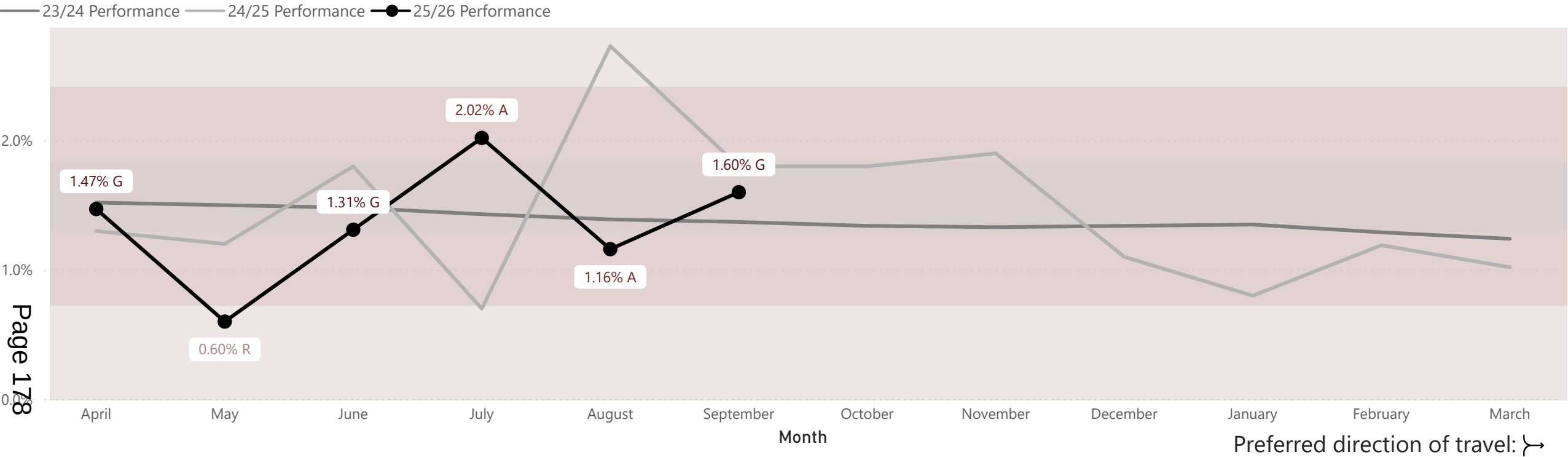
Latest year-end forecast:

5

Latest projected outturn status:

G

PI 34: Staff Turnover (per month)



Latest Commentary from Service:

September saw a total of 11 leavers within the organisation, which is 1.6% of the workforce.

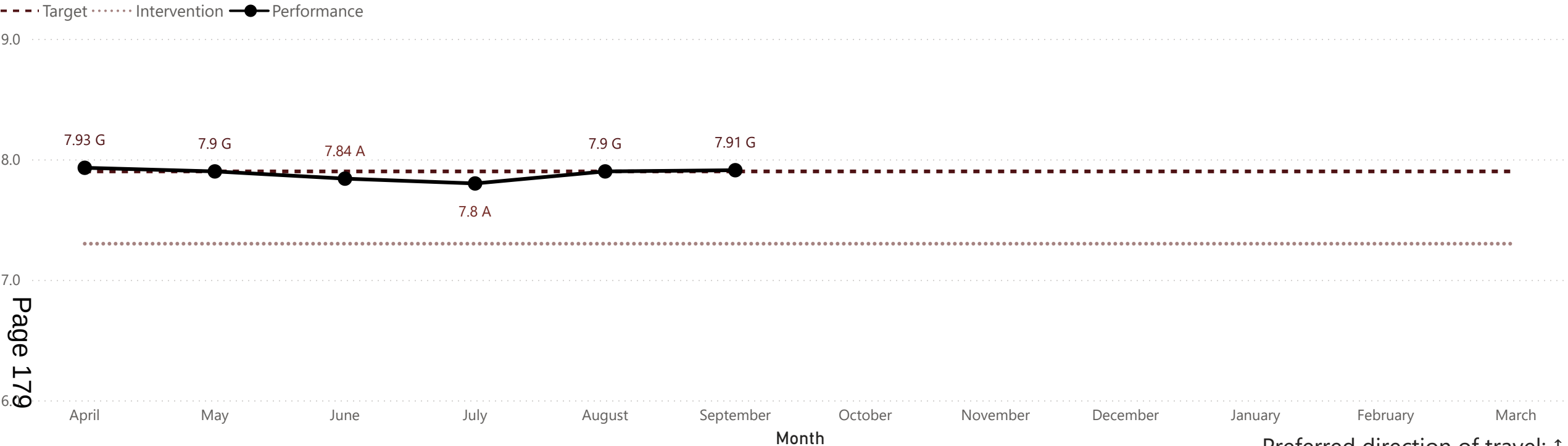
Latest year-end forecast:

1.50%

Latest projected outturn status:

G

PI 35: Average length of staff service (years)



Latest Commentary from Service:

The average length of service slightly increased this month to 7.91 years. The average length of service for the 11 leavers was ~4 years. The HR team will continue to monitor the average length of leavers to ensure retention of newer employees does not become a major issue.

Latest year-end forecast:

7.9

Latest projected outturn status:

G

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**Public
Key Decision - No**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Transformation Plan
Meeting/Date:	Overview and Scrutiny (Performance and Growth) Panel, November 5 th , 2025.
Executive Portfolio:	Executive Councillor for Climate, Transformation & Workforce
Report by:	Business Performance & Transformation Manager
Ward(s) affected:	All

Executive Summary:

The purpose of this report is to provide Overview and Scrutiny Panel Members the opportunity to review and comment on the report to Cabinet setting out the Annual Transformation Plan.

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 Plan, representing a critical tool for delivering the Council's Corporate Plan priorities and the Huntingdonshire Futures vision.

The plan 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.

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.

The comments from the Panel will be incorporated within the Cabinet report for consideration alongside the report.

Recommendations:

The Overview and Scrutiny panel (Performance & Growth) is invited to:

- (1) To endorse the approach to Transformation
- (2) To review and make any comments regarding the Transformation Plan

Public
Key Decision – No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Transformation Plan

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 Plan.

The Transformation Plan 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.

The plan responds to the LGA Corporate Peer Challenge recommendation to define and communicate a clear transformation framework. This plan is the council's commitment

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 plan will be refreshed and published annually, offering additional assurance on the work.

Recommendations:

The Cabinet is

RECOMMENDED

1. To approve the approach to Transformation

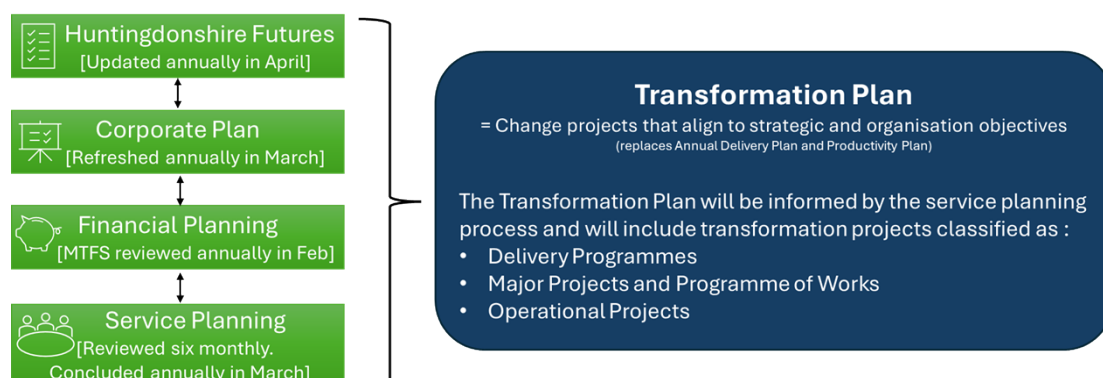
1. PURPOSE OF THE REPORT

- 1.1 To present the Council's approach to transformation with the framework, the key drivers and the Annual Transformation Plan 2025/26 which sets out the six Programmes, 31 Major Projects and 30 Operational Projects.
- 1.2 The Transformation Plan is not a new, additional plan, but a concise summary of the projects across the Council focussed on transformation and service improvement.
- 1.3 The Transformation Plan includes projects that deliver on the objectives of the Corporate Plan, change programmes, and service plan projects classified as major or operational level projects. 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 Plan 2025/26.

2. BACKGROUND

2.1 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

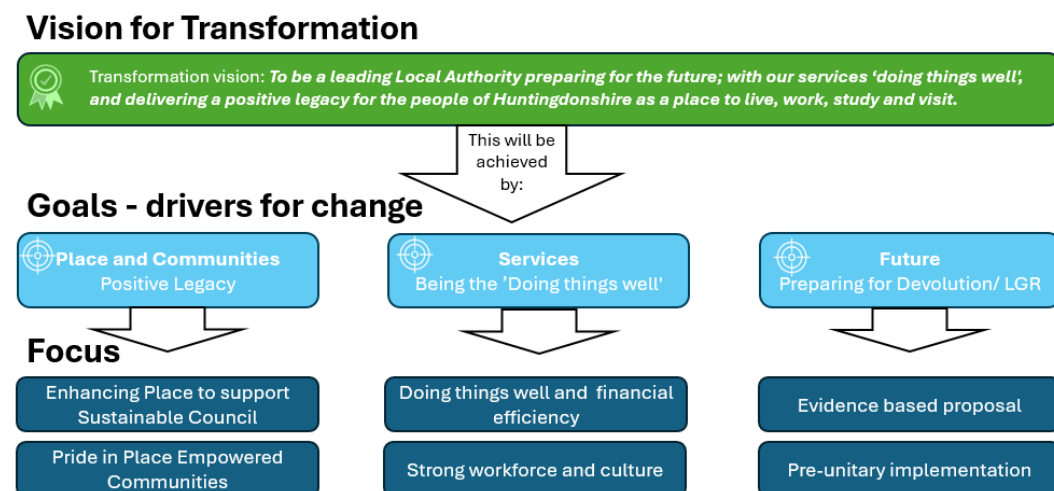
To ensure the right framework of delivery is in place to underpin the revised approach to transformation, an internal audit was commissioned to assess compliance with the established best practice guidance. The audit was completed in August 2025. This recommended a refreshed programme and project management 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 Plan 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 Plan framework and summary 2025/26

The current transformation plan framework and summary is set out in Appendix 3. The plan sets out the strategic framework and transformation vision, goals and focus for change with the various programmes, and major and operational projects. The plan 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 by service at each level of the transformation plan.

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

Goals - drivers for change		Focus	
 Place and Communities Positive Legacy	46	Enhancing Place to support Sustainable Council	38
		Pride in Place Empowered Communities	8
 Services Being the 'Doing things well'	19	Doing things well and financial efficiency	18
		Strong workforce and culture	1

3.3.4 Publication of the plan

The Council will publish an Annual Transformation Plan providing assurance on the current plan and achievements. The next publication will be in June 2026.

4. COMMENTS OF OVERVIEW & SCRUTINY

- 4.1 The comments of the relevant Overview and Scrutiny Panel will be used to enhance the presentation of the Transformation plan once considered by the Cabinet.

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 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 plan 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 Plans 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 Plan.

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 Plan.
- 9.2 The Transformation Plan 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. The plan also meets the LGA's advice to have a clear approach to transformation.
- 9.3 The Council has set up strong oversight 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 – Transformation Plan Strategic Planning Framework
Appendix 2 – Transformation Plan by Corporate Plan Priority
Appendix 3 – Transformation Framework and Plan summary for 2025/26
Appendix 4 – Transformation Plan - Projects by Service
Appendix 5 – Transformation Plan list of programmes and projects by Goals and Focus for 2025/26

11. BACKGROUND PAPERS

[Corporate Peer Challenge](#)
[Productivity Plan](#)

CONTACT OFFICER

Name/Job Title: Lucy Aston – Business Performance and Transformation Manager
Email: lucy.aston@huntingdonshire.gov.uk

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 Plan

- **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 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 Plan 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

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APPENDIX 2 - Transformation Plan and Corporate Plan Outcomes



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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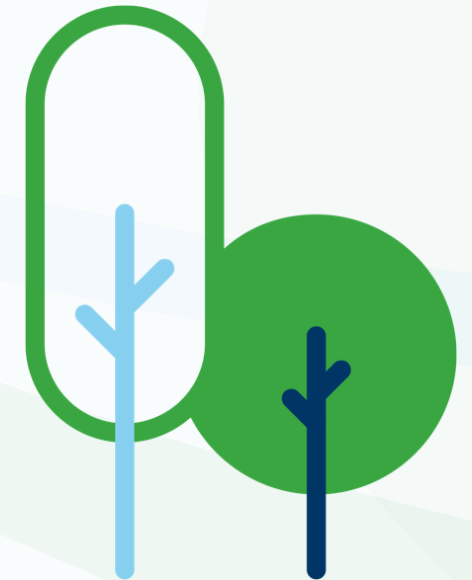
Appendix 3: Transformation Plan *Framework and summary* 2025/26

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Transformation Plan Project Classifications	11
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Programme of Works summary	14
Major projects summary	16
Operational projects summary	17
Transformation Plan 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 Plan 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.

As powers and responsibilities shift closer to the communities we serve, we must ensure our systems, structures, and culture are ready to 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
& Workforce

Background

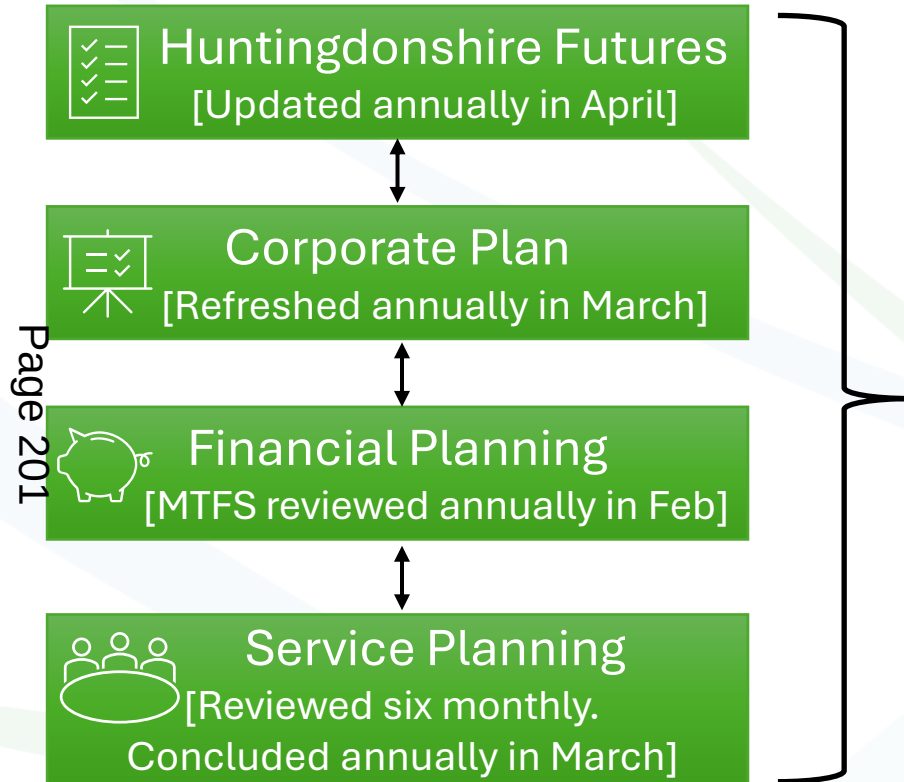
In the Peer Challenge progress review March 2025, the Council was acknowledged for much of its groundbreaking transformational efforts on our Workforce Strategy, Community Health & Wealth building and in the prevention of homelessness. However, to ensure the constant driving of change, it was identified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

Strategic Framework

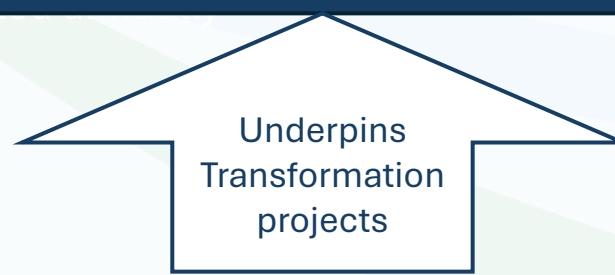


Transformation Plan

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

The Transformation Plan 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

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 **Place and Communities**
Positive Legacy

 **Services**
Being the 'Doing things well'

 **Future**
Preparing for Devolution/ LGR

Focus

Enhancing Place to support
Sustainable Council

Pride in Place Empowered
Communities

Doing things well and financial
efficiency

Strong workforce and culture

Evidence based proposal

Pre-unitary implementation



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

- Attract and invest in infrastructure that supports growth and businesses.

INFLUENCE

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

COMMUNITIES: ✓ Pride in Place and empowered Communities

DO

- Community Health and Wealth Building Strategy
- Grants with a demonstratable Return on Investment (RoI)
- 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.

Plus, next page.....

- ✓ **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

Transformation Plan – Project classification

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 • Involves multiple services (3+) and/or partners
Major project Programme of works	Corporate Director	Head of Service	✓ 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 • Involves <u>whole</u> of Council and/or multiple partners (3+) • Internally impacts <u>whole</u> of council • Externally impacts residents/businesses in <u>more than one</u> ward • <u>Considerable</u> 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 • <u>Could be</u> politically sensitive • Delivery timeline 6+ months • Involves <u>multiple</u> services (3+) and/or partners (1+) • Internally impacts <u>multiple</u> teams (3+) across the council • Externally impacts residents/businesses in <u>one</u> ward • <u>Some</u> external engagement is required

Delivery Programmes – summary

Delivery programme	 Market Towns
Responsible role:	Head of Economy, Regeneration and Housing Delivery Sponsor: Corporate Director of Place
Page 207 Purpose of Programme:	<i>To drive economic-led intervention, renewing and reshaping our town centres and high streets for the future, in a way that promotes growth, ignites civic pride and ensures long-term sustainability. The Medium-Term Financial Plan is underpinned by creating a renewed sense of place and providing attractive new destinations for our residents and businesses, with longer-term ambitions to stimulate public and private sector investment, bringing forward future opportunities for jobs and skills.</i>
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 towns

Delivery Programmes – summary

Delivery programme	 One Leisure
Responsible role:	Responsible: Head of Leisure, Health and Environment Sponsor: Corporate Director of Place
Purpose of Programme:	<i>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.</i>
Summary of projects:	☐ 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 209 Purpose of Programme:	<i>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.</i>	<i>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.</i>
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 210 Purpose of Programme:	<i>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.</i>	<i>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.</i>
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 Hinchingsbrooke 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

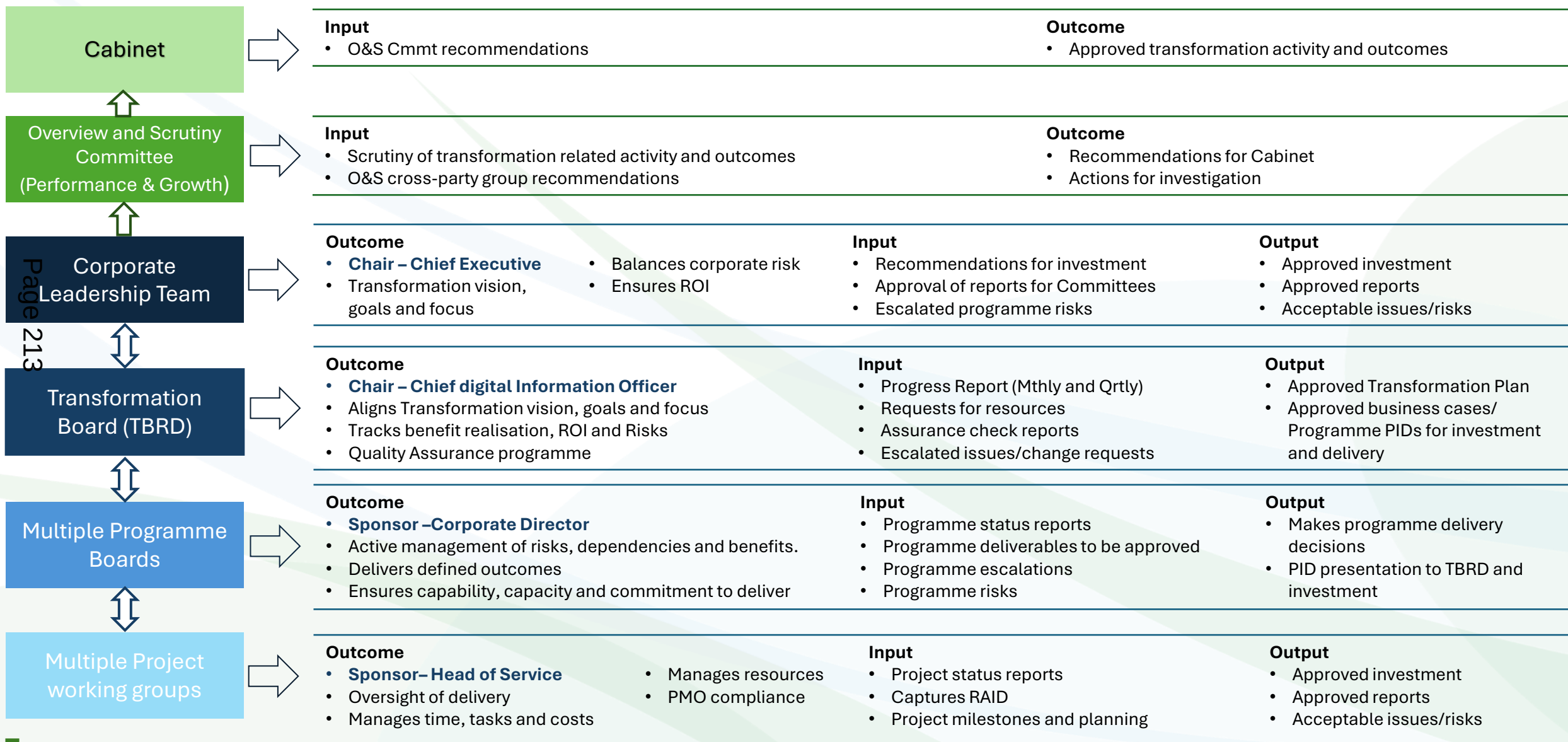
TRANSFORMATION GOAL **Place and Communities** Positive Legacy

- 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
- Launch 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
- Local Plan

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 Plan Governance



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APPENDIX 4 - Transformation Plan, Projects by Service



2

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)

33

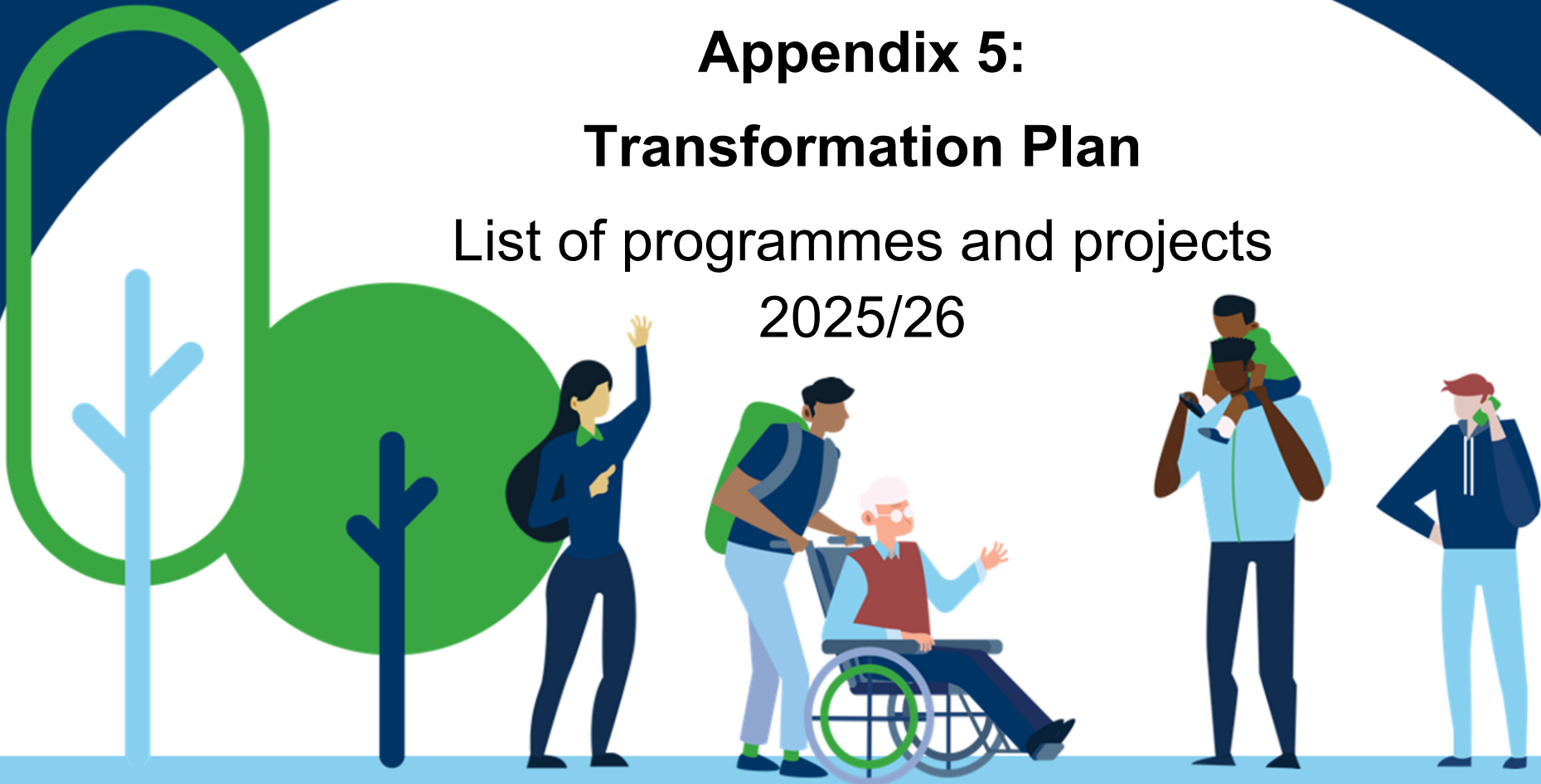
Operational
Projects
(not aligned to a programme)

- | | |
|----------------------------|---|
| ➤ Operations (3) | ➤ Finance (5) |
| ➤ Democracy (2) | ➤ Parking and Markets (3)) |
| ➤ Community Services (7) | ➤ Housing Needs (2) |
| ➤ Facilities & Estates (2) | ➤ Communications (1) |
| ➤ Parks & Countryside (3) | ➤ Regeneration and Housing Delivery (1) |
| ➤ Revenues & Benefits (1) | ➤ Corporate Accountability (2) |

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Appendix 5: Transformation Plan

List of programmes and projects
2025/26



Our Transformation Plan 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
Delivery Programme - One Leisure					
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
Delivery 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
Various Programme of works and projects across the Council					
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	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
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 programmes			
131	Revise the Parking Strategy	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

Focus - Pride in Place and Empowered Communities

Ref	Title	Description	Classification type	Sponsor	Delivery date
Various Programme of works and projects across the Council					
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-25
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 addresses increasing resident demand and new legislation.	Operational Project	Mike Gildersleeves	Mar-26

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 across 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

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

Focus - 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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