A meeting of the **CABINET** will be held in **CIVIC SUITE (LANCASTER/STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **TUESDAY, 17 MARCH 2026** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

1. MINUTES (Pages 5 - 16)

To approve as a correct record the Minutes of the meeting held on 10 February 2026.

Contact Officer: Democratic Services - (01480) 388169

2. MEMBERS' INTERESTS

To receive from Members declarations as to disclosable pecuniary, other registerable and non-registerable interests in relation to any Agenda item. See Notes below.

Contact Officer: Democratic Services - (01480) 388169

3. SIGNING OF THE HUNTINGDONSHIRE DISTRICT COUNCIL ARMED FORCES COVENANT (Pages 17 - 30)

To receive a report seeking approval to sign the Huntingdonshire District Council Armed Forces Covenant, ensuring compliance with statutory duties and alignment with current best practice.

Contact Officer: A Turner
07810 637566

4. COMMUNITY INFRASTRUCTURE LEVY SPEND ALLOCATION (Pages 31 - 74)

To receive a report inviting the Cabinet to consider recommendations relating to infrastructure projects seeking funding of £100,001 or more in whole or in part from an amount of the Community Infrastructure Levy (CIL) monies.

Contact Officer: R Lyons
(01480) 388724

5. EMPTY HOMES STRATEGY (Pages 75 - 124)

To receive a report presenting the Draft Empty Homes Strategy 2026-2031 for consideration.

Contact Officer: S Hebblethwaite
(01480) 388037

6. PARKS & OPEN SPACES - COMMERCIAL SUSTAINABILITY PLAN (Pages 125 - 292)

To receive a report briefing and seeking endorsement on the work undertaken by Officers and T3, an external consultancy in the development of a new Parks & Open Spaces – Commercial Sustainability Plan.

Contact Officer: G Holland
(01480) 388157

7. CORPORATE PERFORMANCE REPORT, QUARTER 3 2025/26 (Pages 293 - 446)

To receive a report presenting the Council's progress against the Corporate Plan Actions and Corporate Performance Indicators during Quarter 3 (October to December 2025).

Contact Officer: G Moore (01480) 388850
S Gosling (01480) 388643

8. VARIATIONS TO THE MEMBERSHIP OF WORKING GROUPS

a) To review the membership of the Hinchingbrooke Country Park Joint Group in light of changes to the representation of political groups.
Current membership comprises; Councillors M L Beuttell, C A Lowe, J E Kerr, and D J Shaw.

b) To review the membership of the Local Plan Advisory Group in light of changes to the representation of political groups.
Current membership comprises; Councillors E Butler, K Gulson, J Neish, T Sanderson, M Hassall, D Dew and C Gleadow.

c) To review the membership of the Member Development Working Group in light of changes to the representation of political groups.
Current membership comprises; Councillors T Alban, C Lowe, T Sanderson, S Ferguson, J Harvey and S Wakeford.

d) To review the Membership of the One Leisure Huntingdon Advisory Group in light of changes to the representation of political groups.
Current Membership comprises; Councillors S Bywater, S Cawley, D Keane, S Taylor, S Howell, N Hunt and C Gleadow.

9. EXCLUSION OF PRESS AND PUBLIC

To resolve –

that the press and public be excluded from the meeting because the business to be transacted contains exempt information relating to the financial or business affairs of any particular person (including the authority holding that information).

10. AWARD OF CONTRACTS FOR THE PUBLIC ADVICE AND INFORMATION SERVICE AND INFRASTRUCTURE AND SUPPORT TO THE COMMUNITY AND VOLUNTARY SECTOR (Pages 447 - 456)

To receive a report providing information relating to the historical commissioning of the current grant agreements with CARC and Support Cambridgeshire which are due to expire on 31st March 2026, and requesting that new agreements be issued for 3 years commencing on 1st April 2026.

Contact Officer: C Deeth
(01480) 388233

9 day of March 2026

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.

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.

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in CIVIC SUITE (LANCASTER/STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN on Tuesday, 10 February 2026.

PRESENT: Councillor S J Conboy – Chair.

Councillors L Davenport-Ray, S W Ferguson, J E Harvey, J E Kerr, B A Mickelburgh, T D Sanderson and S Wakeford.

APOLOGY(IES): Apologies for absence from the meeting were submitted on behalf of Councillor Howell.

65. MINUTES

The Minutes of the meeting held on 20 January 2026 were approved as a correct record and signed by the Chair.

66. MEMBERS' INTERESTS

Councillor Ferguson declared a Disclosable Pecuniary Interest in respect of Minute No. 25/70 as he was employed by a large engine manufacturer which made static engines for industrial purposes, though to his knowledge the company had not been involved with the Council's vehicles. After seeking advice from the Head of Democratic Services and Monitoring Officer, he confirmed that he was involved in engine design and had no involvement in commercial matters and therefore participated in the debate and vote.

67. 2025/26 REVENUE BUDGET & MEDIUM TERM FINANCIAL STRATEGY (2026/27 TO 2029/30); INCLUDING THE CAPITAL PROGRAMME

A report by the Interim Corporate Director – Finance & Resources was submitted (a copy of which is appended to the Minute Book) providing the detail of the final Revenue and Capital Budget and Medium Term Financial Strategy (MTFS). The Executive Councillor for Finance and Resources, Councillor Mickelburgh introduced the report, noting that a balanced and robust budget had been produced despite significant economic pressures. He drew attention to the comments of the Overview and Scrutiny Panel (Performance & Growth), and advised that when the budget process was completed, the Head of Finance would look into the detail of earmarked reserves from the perspective of Local Government Reorganisation (LGR).

The Cabinet reflected on the value of the considerations from the Overview & Scrutiny Panel. The importance that the Council retained staff in a challenging period approaching LGR was noted, as well as it being well justified on a commercial basis. It was prudent to budget for the increase in staff salaries, and reference was made to the importance of pay rectification and treating staff with equity and recognising outstanding performance. The Cabinet recognised the pragmatic judgement made in terms of the length of the MTFS and

felt the report was robust and appropriate to the Council's circumstances. Furthermore, the Cabinet welcomed the work and detailed analysis of the Overview & Scrutiny Panel (Performance & Growth) and reflected that the Panel had not identified fundamental issues, which was reassuring.

In response to a question from the Cabinet, the Executive Councillor for Finance & Resources stated that when it came to LGR the ability to have some confidence over the Council's approach had made Option E possible. That put the Council in a better place in comparison to other Authorities. Furthermore, he reflected on the achievement of passing on good financial footings moving forward, particularly at a time where LGR was approaching. Whereupon it was

RESOLVED

that

(a) the updated Fees and Charges 2026/27 as introduced in Annexe B1 and B2 of the submitted report, be approved; and

(b) the proposals for the setting of future parking charges and proposals within the main body of the submitted report, be noted.

Recommended to Council

(a) the approval of the overall budget 2026/27 as set out in within the submitted report;

(b) the approval of the 2026/27 – 2029/30 Capital Programme as set out in Appendix 2b of the submitted report;

(c) to set the Band D Council Tax rate for Huntingdonshire at £170.86, representing a £5 (3.01%) increase to the current charge;

(d) the approval of the Medium-Term Financial Strategy 2027/28 – 2029/30, Capital Strategy, Investment Strategy, Treasury Management Strategy;

(e) the approval of the Council Tax Resolution as set out in Appendix 8 in the submitted report;

(f) to endorse the statement of the Section 151 Officer on the robustness of the budget and the adequacy of the Council's reserves as set out in Appendix 9 in the submitted report; and

(g) to note the fees and charges 2026/27 as set out in Annexe B1 and B2 in the submitted report.

68. CIL GOVERNANCE - PHASE 2 - STRATEGIC ALLOCATION

A report by the Deputy Chief Executive and Corporate Director (Place) and the Interim Corporate Director - Finance & Resources was submitted (a copy of which is appended to the Minute Book) seeking confirmation of the Council's updated approach to the

strategic allocation and use of Community Infrastructure Levy (CIL), ensuring decisions remain evidence-based, aligned with the strategic priorities, and responsive to planning reform and Local Government Reorganisation.

The Executive Councillor for Finance and Resources, Councillor Mickelburgh introduced the report, drawing attention to the comments of the Overview & Scrutiny Panel (Performance & Growth). He commented that the new plan improved on the existing arrangements that sometimes led to applications that the Council wanted to approve not being approved because the rules did not allow and therefore was a step forward. Although it would be desirable to ring-fence CIL funds at the point of Local Government Reorganisation, he advised that the Council could not bind another administration in the future, however it would be prudent to consider putting in place new governance that would allow the Council to make awards with Council funded money and apply that back to residents for schemes within the Huntingdonshire area.

The Cabinet noted that the policy was a much more robust way of distributing money and better met the Council's strategic purposes. Town and Parish Councils were encouraged to go through the process with officers and engage early with them. It was necessary to be satisfied that the money was being spent in ways the met the legal requirements but it was important to support Town and Parish Councils and steer them through accessing District Council CIL as well as accessing their own funding. The policy also set out terms for ensuring money was being used for its intended purpose as effectively as possible and more swiftly than had previously been the case.

The Executive Councillor for Finance and Resources made reference to a question from the Overview & Scrutiny Panel which had not been included in the Scrutiny Comments document, regarding how much money the Council would have saved if the policy change had been implemented sooner. He advised that the Council had not engaged in any external borrowing, therefore could not have avoided external borrowing costs. Whereupon it was

RESOLVED

that

(1) the paper and the alignment of the approach with the existing CIL Governance arrangement be noted;

(2) the approach to the Strategic Allocation of CIL funds as set out in the submitted report forms the Strategic Priority Programme to be delivered as part of the next stage of CIL Governance (approved in 2024) be agreed;

(3) the suggested approach in respect of use and assignment of CIL funding, or 'forward funding' towards projects which form part of the Councils wider Capital Programme, where those projects would align with the adopted CIL Governance be agreed;

(4) to retain a minimum level of CIL funding of £3-5m, in order to maintain a level of funding available to support future funding rounds be agreed;

(5) that the use of CIL funds does not preclude the Council from utilising other funding approaches for future projects should this be required in future; in all cases, this would be subject to detailed assessment at the relevant time be noted;

(6) authority be delegated to the Corporate Director (Place) and the Corporate Director (Finance and Resources and Section 151 Officer) in consultation with the Leader, Executive Councillor for Finance, and Executive Councillor for Planning to determine the level of allocation of CIL funding to be awarded towards projects which form part of the Councils agreed Capital Programme, based on the principles set out in the submitted report; and

(7) authority be delegated to the Corporate Director (Finance and Resources and Section 151 Officer) to undertake all necessary actions to ensure that appropriate governance and financial reconciliation measures are in place.

69. LETTINGS POLICY REVIEW

A report by the Housing Needs & Resources Manager was submitted (a copy of which is appended to the Minute Book) advising of necessary changes to the Lettings Policy in light of changes made to legislation and statutory guidance by the Secretary of State. As these changes were implemented immediately, they were introduced to staff by a management instruction whilst the necessary changes to Lettings Policies were agreed amongst the Home-Link partner councils. The proposed amendments to the Policy were to ensure that the risk of legal challenge was minimised.

The Executive Councillor for Resident Services and Corporate Performance, Councillor Ferguson introduced the report. Reference was made to the Council meeting on 15th October 2025 where a resident asked whether the Council would recognise being a Care Leaver as a Protected Characteristic. The amendments to the policy provided clarity as to how the Care Leavers funded by Cambridgeshire County Council were prioritised compared with Care Leavers funded by other authorities. This reflected the Council's corporate parenting responsibilities to those who deserved support, while maintaining fair and lawful access for all eligible applicants and removing barriers for people in crisis when stability mattered most. Reference was also made to the comments of the Overview and Scrutiny Panel (Environment, Communities and Partnerships) which were unanimously supportive, however he understood the concerns around what 'minor future changes' would be and advised any changes would be done in discussion with relevant officers and communicated to the Chair of the Scrutiny Panel.

The Cabinet commended the valuable change to the Policy which was right and proper and was testament to how the team of officers had worked. Whereupon it was

RESOLVED

that

(1) the amendments to the Lettings Policy, as shown in appendix 1 in the submitted report, be approved; and

(2) authority be delegated to the Corporate Director (Communities), in consultation with Executive Councillor for Resident Services and Corporate Performance, to make minor amendments and statutory changes to the Lettings Policy.

70. FLEET RENEWAL AND INFRASTRUCTURE IMPROVEMENT STRATEGY

A report by the Head of Operational Services was submitted (a copy of which is appended to the Minute Book) seeking adoption of the Fleet Renewal and Infrastructure Improvement Strategy, aligning with the Corporate Plan 2023–2028, Climate Strategy and Building Energy Strategy.

The Executive Councillor for Parks and Countryside, Waste and Street Scene, Councillor Kerr introduced the report and drew attention to the comments of the Overview & Scrutiny Panel (Environment, Communities and Partnerships), advising that the phasing of the Strategy and flexibility built into it would allay concerns regarding changes in legislation and technology.

The Cabinet noted that the Strategy was a pragmatic solution to the Council's position on solving the Climate Emergency, was a future proof, well-considered piece of work and reflected well on the work of officers. Whereupon, it was

RESOLVED

that

(1) the Fleet Decarbonisation Strategy be adopted as the strategic approach to transition the Councils fleet to net zero emissions in response to the Council's Climate Strategy commitments and the UK Government's confirmed phasing out of new petrol and diesel vehicle sales (2030) and non-zero-emission HGVs (2040), ensuring alignment with the Corporate Plan 2023–2028, Climate Strategy, and Building Energy Strategy;

(2) the phased delivery model and implementation plan (2025–2035) as set out in the HDC Fleet Programme Report (Appendix 1) be approved, including

- Phase 1 (2025–2028): Grid upgrade to 800–850kVA and modular charging infrastructure;
- Phase 2 (2028–2031): Accelerated vehicle roll-out aligned with business case viability; and
- Phase 3 (2031 onwards): Completion of full fleet transition to zero1emission vehicles to deliver a modern,

resilient, and cost-effective low1carbon fleet;

(3) the enabling infrastructure capital investment of approximately £600,000 for depot grid upgrade, trunking and cable installation and the incorporation of this figure for budget setting for the MTFS from 26/27, be approved, and that this investment represents a long-term enhancement to Council assets regardless of future service arrangements including Local Government Reorganisation (LGR), be noted;

(4) vehicle capital expenditure over the programme period (2025–2035) will be managed through the Council's existing fleet replacement programme and standard budget-setting cycles, with individual business cases approved annually by the Corporate Director of Finance (Section 151) Officer and Corporate Director for Place in accordance with the established Medium-Term Financial Strategy (MTFS) financial governance process, be noted; and

(5) authority be delegated to the Corporate Director for Place, in consultation with the relevant portfolio holder(s), to explore and develop commercially viable opportunities linked to depot infrastructure, fleet operations, or renewable energy generation that support long-term financial sustainability.

71. HABITAT BANKING

A report by the Biodiversity for All Project Manager was submitted (a copy of which is appended to the Minute Book) setting out the design, delivery and overall process that officers would use to deliver, launch and implement the Habitat Banking Programme in Phase 1 and Phase 2. The Executive Councillor for Parks and Countryside, Waste and Street Scene, Councillor Kerr introduced the report, highlighting that the Council would be one of the first in the country to undertake this Programme, giving the Council a significant advantage in being able to offer something for which there was a strong and growing demand.

The Cabinet were content with the report and noted that it helped ensure that Biodiversity Net Gain happened for planning applications approved in Huntingdonshire. Furthermore, it was important that Councils were entrusted with undertaking such Programmes. Whereupon, it was

RESOLVED

that

(a) the Bio4All programme and the partnership work between the Council and CPCA for Phase 1 and how this can be taken forward in an approach for Biodiversity Net Gain (BNG), be noted;

(b) the environmental, social and economic benefits of Habitat Banking across Huntingdonshire, alignment with existing policies/strategies, and the role of BNG and Habitat Banking in relation to development delivery within the District, be noted;

(c) the principle of and approach outlined to phased establishment of Habitat Banks on suitable Council owned land to generate (BNG) units, be approved;

(d) the inclusion of a £220,000 capital investment bid and associated income impact within the 2026-2027 MTFS to deliver Phase 1 & 2, be noted;

(e) the approach, governance, process, and timeline for full implementation across the district by April 2026 and embedding BNG delivery and management as part of business-as-usual activity, be approved; and

(f) it be noted that the appropriate delegations are in place to enable efficient and effective implementation, delivery of actions, and monitoring pertaining to BNG units as part of business as usual (BAU), and maximise the potential social, environmental and economic benefits of BNG on Council owned land.

72. 2025/26 FINANCE PERFORMANCE REPORT - FORECAST AT QUARTER 3

A report by the Corporate Director (Finance and Resources) was submitted (a copy of which is appended to the Minute Book) presenting details of the Council's financial performance for 2025/26 as at quarter 3. The Executive Councillor for Finance and Resources, Councillor Mickelburgh introduced the report, commenting that the Council was in a good, strong financial position, and he advised where some of the overspends and underspends had come from and what had caused them.

The Cabinet discussed the overspend by Communications, which considering the quality of work from a team which was small compared with neighbouring authorities, was money well spent. It was noted that some of the overspend was due to the response to the national emergency at Huntingdon Train station. The Cabinet also noted the small revenue saving as a result of the underspend on the rent for the St Neots Market as the Council now owned the charter. This allowed the Council to ensure the market square was thriving with regular markets and met the needs and ambitions of the local community.

In response to questions from the Cabinet, the Executive Councillor for Finance and Resources advised that in terms of the Commercial Investment Strategy (CIS), the entire market was still readjusting after the change the Covid-19 pandemic brought which had been significant. A new CIS had been produced which was an improvement on the previous one, but the ability to execute it may be limited by LGR. Whereupon, it was

RESOLVED

that

(1) the Cabinet considered and commented on the revenue

financial performance for the financial year 2025/26 quarter 3, as detailed in Appendix 1 and summarised in paragraph 3.2 in the submitted report; and

(2) the Cabinet considered and commented on the capital financial performance for 2025/26 quarter 3, as detailed in Appendix 3 and summarised in paragraph 3.3 in the submitted report.

73. ONE LEISURE INDEPENDENT REVIEW UPDATE

A report by the One Leisure Business and Operations Manager was submitted (a copy of which is appended to the Minute Book) providing confirmation that One Leisure and the Council had either completed, were in the process of completing, or had deferred due to Local Government Reorganisation actions arising from the One Leisure Independent Review. The report provided Cabinet with an opportunity to review, consider and respond on One Leisure's and the Council's progress since the 12-month update in July 2025 and sought approval of the newly created One Leisure Vision, Customer Charter, and the new structure of One Leisure's 3-year business plan.

The Executive Councillor for Communities, Leisure and Health introduced the report and invited the One Leisure Business and Operations Manager, Leigh Allaker to deliver a presentation to the Cabinet.

The Cabinet paid tribute to the work that officers had undertaken, and commended the projects at Sawtry Leisure Centre and Huntingdon Sport and Health Hub, which were important to communities.

In response to a question from the Cabinet regarding securing the partnership arrangement with National Health Service Integrated Care Board (NHS ICB) for Huntingdon Sport & Health Hub, the Head of Leisure, Health and Environment advised that there had been a number of meetings with the NHS ICB in the last 12 months, with the discussion now moving away from a long-term lease. A meeting was scheduled the following day with NHS England to discuss the powers they had around longer-term funding, so progress would be made over the next few months. Officers were also working with a number of other stakeholders to conclude legalities. Whereupon, it was

RESOLVED

that

(1) the conclusion of all outstanding actions from the 12-month update report (July 2025) be agreed;

(2) the 7 new actions from within the Year 1 – Transformation Progress Report of Actions & Recommendations from the Long-Term Operating Model for One Leisure undertaken by First Point Management, be noted;

(3) the completion or on-going nature of the 7 actions identified within the Transformation Progress Report of Actions & Recommendations from the Long-Term Operating Model for

One Leisure undertaken by First Point Management, be noted;

(4) the One Leisure Vision, Customer Charter and the new structure of the One Leisure 3-year business plan, be approved; and

(5) authority be delegated to the Head of Leisure, Health and Environment in consultation with Portfolio Holder for Leisure & Health, to undertake all necessary actions required to implement the aforementioned strategies; and embed the vision for One Leisure and its continuous improvement.

74. CORPORATE PEER CHALLENGE UPDATE 2025/26 Q3

A report by the Business Performance and Transformation Manager was submitted (a copy of which is appended to the Minute Book) presenting progress against the actions identified from the Corporate Peer Challenge undertaken in May 2024 and a progress review in March 2025. With the formal recommendations and agreed actions being fully met and embedded, the report summarised ongoing oversight to ensure these remained upheld.

The Executive Leader, Councillor Conboy introduced the report, drawing particular attention to the eight formal recommendations which had all been fully met and transitioned into business as usual.

The Cabinet commented that the Council was in a much better place as a result of the Peer Challenge, and it was important to have the formal recommendations in place but also to think about the future. The Peer Challenge had made a significant difference to the Overview & Scrutiny Panels, who were more involved than ever before. Whereupon, it was

RESOLVED

that

(1) the Cabinet has reviewed and commented on progress made in Quarter 3 of 2025/26, and that all formal recommendations and suggestions have now been fully met and transitioned to business as usual, with ongoing oversight to ensure they are maintained, be noted; and

(2) the action for the Executive Leader and Chief Executive Officer to write to the LGA informing them of completion of the formal CPC action plan and to provide the necessary evidence to support this position be confirmed.

75. CORPORATE PLAN REFRESH 2026/27

A report by the Insights Coordinator was submitted (a copy of which is appended to the Minute Book) providing updates on the annual refresh of the Corporate Plan for 2023-2028 and presenting the actions and key performance indicators for 2026/27 for Council approval. The Executive Leader, Councillor Conboy introduced the report, highlighting the importance of having a good Corporate Plan for staff to work to through the Election period to the start of a new

administration, to ensure business as usual was maintained. Particular reference was made to the reduction of the Planning backlog by 92%, which was as a result of due diligence from staff, and attention was drawn to the number of Key Performance Indicators that had their targets stretched.

The Cabinet noted the responses made to the comments of the Overview & Scrutiny Panel (Performance & Growth). Regarding Key Performance Indicator (KPI) 1 and the change of circumstances regarding contracts, the Executive Leader reported that the Active Lifestyle Team bid on contracts every year, and one of the longstanding contracts had decided to go in a different direction for 2026/27, meaning there would be a reduction in the number of attendances compared to the previous 3 financial years.

Regarding KPI'S 12,13 and 14 not being raised for the coming year, she advised that the Performance Team would take this away and explore possible changes, however the Council was 5-10% above the national average on performance. The Planning Improvements Programme was underway, and a significant amount of change was already taking place in that service, but the ongoing commitment to continuous improvement was taken seriously.

Regarding KPI 16, reference was made to the strong performance of the Economic Development Team, which was hard to replicate, however until a budget was set it was difficult to confirm attendances at some of the business engagements in the coming year. There was a balance to be had in the number of engagements and the quality of the engagements. Regarding why the implementation of the Hybrid Working Policy would affect short term staff sickness, the change was informed via a report from the Chartered Institute of Personal Development which found hybrid working increased sickness, however there was a commitment to taking action to mitigate this, though it was noted that staff absence at the Council remained below the national average.

Regarding the North Huntingdon Growth Cluster, the Performance Team would reword KPI 18 to include reference to working with communities, which had been unintentionally not specifically referenced. In terms of whether KPI's would be created for the Empty Homes Strategy and the Food Waste Collection Service, this would be taken back to the Teams to look at what may be appropriate alongside work already being done. This would come back to the Overview & Scrutiny Panel's pipeline of work. Furthermore, at the request of the Overview & Scrutiny Panel, officers would explore whether rough sleepers could be part of the Homelessness KPI. Whereupon, it was

RESOLVED

that

(a) the refreshed Corporate Plan (Appendix A), be endorsed; and

(b) the Key Performance Indicator changes (Appendix D), be endorsed.

Recommended to Council

(a) the approval of the refreshed Corporate Plan (Appendix A); and

(b) the approval of the Key Performance Indicator Changes (Appendix D).

Chair

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Agenda Item 3

Public
Key Decision

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Signing of the Huntingdonshire District Council Armed Forces Covenant

Meeting/Date: O&S (Environment, Communities & Partnerships) – 5th March 2026
Cabinet – 17th March 2026

Executive Portfolio: Executive Councillor for Place- (Councillor Sarah Conboy)

Report by: Community Development Officer, Community Services –People Team (Amanda Turner)

Ward(s) affected: All Ward(s)

Executive Summary:

This report seeks approval to establish and sign the Huntingdonshire District Council Armed Forces Covenant. The Armed Forces Covenant is a national pledge that ensures serving personnel, veterans, and their families are treated fairly and do not experience disadvantage when accessing public services. The Covenant is underpinned by the Armed Forces Act 2021, which places a statutory duty on local authorities to have due regard to Covenant principles in key service areas, including housing.

Signing the Armed Forces Covenant is important to ensure that the Council's commitments reflect current legislation, best practice, and local delivery arrangements, and to demonstrate continued support to the Armed Forces community within Huntingdonshire. The Covenant will provide clarity on how the Council embeds Covenant principles across policy, service delivery, and employment practices, and will align the Council with neighbouring authorities and countywide partnership arrangements.

Huntingdonshire District Council is a signatory to the 2011 shared Community Covenant; however, the statutory duty introduced by the Armed Forces Act 2021, includes evolving expectations from the Ministry of Defence and Reserve Forces and Cadets Association (RFCA), and the Council's role within the Cambridgeshire and Peterborough Armed Forces Covenant Partnership.

There are no direct financial implications arising from establishing the Armed Forces Covenant. The primary risks relate to capacity and consistency of delivery, which will be mitigated through proportionate pledges, partnership

working, and officer oversight. Should any costs be anticipated in the future, Cabinet will be asked to review and sign off on such on a case-by-case basis.

Cabinet is asked to approve the Armed Forces Covenant and support its adoption and publication.

Recommendation(s):

Cabinet/Committee is

RECOMMENDED to:

a) Approve the Huntingdonshire District Council Armed Forces Covenant, superseding the previous Covenant.

b) Agree that the Council continues to embed Armed Forces Covenant principles across relevant policies, services, and employment practices, where appropriate and proportionate.

c) Agree that a member of Senior Leadership acts as strategic sponsor, and that the Council's appointed Armed Forces Champion acts as Chair of the Armed Forces Covenant Working Group, to support effective coordination and governance.

d) Agree that an annual progress report on delivery of the Armed Forces Covenant Action Plan is presented to the Overview and Scrutiny (Environment, Communities and Partnerships) Panel to provide assurance, transparency and ongoing oversight.

1. PURPOSE OF THE REPORT

1.1 The purpose of this report is to seek approval to sign the Huntingdonshire District Council Armed Forces Covenant, ensuring compliance with statutory duties and alignment with current best practice.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

2.1 This report is necessary to ensure that Huntingdonshire District Council remains compliant with the statutory duties introduced by the Armed Forces Act 2021 and aligned with evolving national expectations. It also provides the foundation for implementing a series of proportionate, voluntary pledges across relevant service areas, ensuring the Council keeps pace with current best practice and demonstrates a clear, up-to-date commitment to supporting the Armed Forces community.

3. ROLE OF CABINET

3.1 To support effective governance and organisational ownership of the Armed Forces Covenant, the following is proposed, subject to capacity and agreement:

3.2 That a member of Senior Leadership acts as strategic sponsor, and that the Council's appointed Armed Forces Champion acts as Chair of the Council's Armed Forces Covenant Working Group.

3.3 The Armed Forces Champion will provide Member oversight and support cross-directorate engagement through the Working Group to ensure relevant services can embed Covenant principles where appropriate.

3.4 That Heads of Service support cross-directorate engagement to help ensure relevant services (e.g. Housing, HR, Customer Services, Communities) can embed Covenant principles where appropriate.

3.5 That proportionate officer time is supported to coordinate activity, maintain partnerships, and represent the Council within countywide Armed Forces Covenant arrangements.

3.6 That Cabinet provides visible leadership endorsement of the Covenant to reinforce its importance internally and externally.

4. OPTIONS CONSIDERED/ANALYSIS

4.1 Option 1 – Do nothing: This option would risk misalignment with current legislation and best practice and would not clearly demonstrate compliance with the Armed Forces Act 2021.

4.2 Option 2 – Sign the Armed Forces Covenant (recommended): This option reflects statutory duties, local delivery arrangements, and partnership working. Ensuring compliance, clarity, and continued support for the Armed Forces community.

5. COMMENTS OF OVERVIEW & SCRUTINY

5.1 The Overview and Scrutiny (Environment, Communities and Partnerships) Panel discussed the report at its meeting on 5th March 2026.

5.2 Councillor Bywater thanked the Officer for sharing the report with him prior to it being brought through the democratic process and stated his strong support for the proposal to establish and formally adopt the Huntingdonshire District Council Armed Forces Covenant. He reflected on his experiences as a former serviceman and believed that such a Covenant was vitally important to enable the Council to do everything possible to support the district's Armed Forces communities. He stated that the covenant represented a clear and meaningful commitment to ensure the fair treatment of Service Personnel, veterans and their families and for them to not be disadvantaged when accessing public services. Aligning the Council's approach with the statutory duties set out in the Armed Forces Act was in his view timely and necessary. He welcomed the clarity that the Covenant would bring and felt that it was essential that this be embedded across Council policies and aligned with neighbouring authorities He was reassured by the Senior Leadership commitment detailed within the report as well as the commitment to report back regularly to Overview and Scrutiny and noted the accountability and transparency this would provide. He was fully in support of the proposal. Councillor Pitt echoed the comments of Councillor Bywater and deferred to his expertise on the subject and the knowledge of the Officers within the Council.

5.3 It was clarified to the Panel, following a comment from Councillor Shaw that the Working Group mentioned within the report would be made up of service area leads as identified by Heads of Service and that this group will meet quarterly. It was further noted that an Armed Forces Board would be established as a cross County group and would also meet regularly.

5.4 In response to a question from Councillor Lowe, it was clarified that staff training would be available and accessible for all Council staff through the Council's Learning and Development programme.

5.5 In conclusion, Councillor Hunt stated that he felt the report co-defined the things which the Council already did and that the comments of Councillor Bywater in support of the proposal greatly reassured him that this was the right thing to do.

5.6 Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for an informed decision to be made on the report recommendations.

6. KEY IMPACTS / RISKS

6.1 Capacity risk: There is a risk that service pressures may limit the ability to deliver all commitments. This will be mitigated by proportionate pledges and use of enabling language such as "where possible" and "encourage".

6.2 Reputational risk: Failure to sign the Covenant could undermine confidence among the Armed Forces community and partners. Establishing and signing the Covenant mitigates this risk.

7. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION FOLLOWING APPROVAL FROM CABINET:

7.1 Subject to approval, the Armed Forces Covenant will be signed and published.

7.2 Officers will ensure relevant policies and guidance reflect Covenant principles and will continue engagement through countywide partnership arrangements.

7.3 Following Cabinet approval on 17 March 2026, the Council will undertake the required due diligence process with the Reserve Forces and Cadets Association (RFCA), anticipated to take approximately eight weeks.

7.4 Upon completion of the due diligence process, an Armed Forces Covenant Working Group will be formally scheduled to coordinate delivery of the Action Plan and support cross-service implementation.

7.5 A formal signing ceremony will be arranged following completion of due diligence and establishment of the Working Group, anticipated to take place in May 2026.

8. LINK TO HUNTINGDONSHIRE FUTURES, THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES

(See Corporate Plan)(See Huntingdonshire Futures)

8A.1 The Huntingdonshire Futures Place Strategy is the Council's long-term vision to 2050, developed through extensive engagement with residents, businesses and partners. It sets out five transformational journeys: Pride in Place, Inclusive Economy, Health Embedded, Environmental Innovation and Travel Transformed, underpinned by a commitment to partnership and collective ambition.

8A.2 Huntingdonshire has a significant Armed Forces presence, including RAF Wyton and RAF Alconbury, alongside defence-sector employers. The Armed Forces Covenant aligns strongly with the Place Strategy by ensuring service personnel, veterans and their families are supported to integrate, thrive and contribute to the district's future.

8A.3 The Covenant supports the Place Strategy journeys as follows:

- Pride in Place– Supporting community cohesion and integration for Armed Forces families who may experience mobility and relocation challenges.

- Inclusive Economy– Enabling veterans and service leavers to transition into local employment sectors including engineering, logistics, digital and security, strengthening the district's skills base.

- Health Embedded– Supporting equitable access to services and recognising the specific health and wellbeing considerations associated with military life.

- Environmental Innovation– Aligning with the Armed Forces' commitment to Net Zero 2050 through partnership on sustainable estates, infrastructure and innovation.

- Travel Transformed– Supporting improved connectivity between bases, towns, education and healthcare provision, benefiting operational and family life.

8.A4 Establishing the Covenant therefore supports not only statutory compliance but also the Council's long-term placemaking ambitions and partnership approach.

8B STRATEGIC CONTEXT – DEFENCE FOOTPRINT IN HUNTINGDONSHIRE

8B.1 Huntingdonshire has a strong and growing Armed Forces footprint, centred on RAF Wyton and RAF Alconbury, with associated defence-sector employers contributing significantly to the local economy.

8B.2 The presence of the Armed Forces community brings both opportunity and responsibility. Service personnel and their families contribute to economic growth, community life and skills development. However, the nature of military service can create challenges linked to mobility, housing, employment transitions and access to services.

8B.3 Signing the Armed Forces Covenant ensures the Council recognises this strategic context and formalises its commitment to partnership working with the Ministry of Defence, the Reserve Forces and Cadets Association, and the Cambridgeshire and Peterborough Armed Forces Covenant Partnership.

8B.4 The Covenant provides a framework to support:

- Estate and land-use planning discussions around defence sites
- Alignment of skills and employment pathways for service leavers
- Partnership engagement in climate and infrastructure initiatives
- Enhancing Huntingdonshire's attractiveness for recruitment and retention of service personnel

8B.5 This strengthens the Council's role as a proactive place leader, working collaboratively to support both national defence priorities and local community wellbeing.

9. CONSULTATION

9.1 The Covenant has been informed by national guidance, partnership working across Cambridgeshire, and officer engagement.

10. LEGAL IMPLICATIONS

10.1 The Armed Forces Act 2021 places a statutory duty on local authorities to have due regard to the principles of the Armed Forces Covenant in housing-related functions. Signing the Covenant ensures compliance with this legal requirement.

10.2 It is also important to note that the forthcoming Armed Forces Bill 2026 is expected to extend this duty to additional service areas, including:

- Childcare
- Employment and service in the Armed Forces
- Personal taxation
- Welfare benefits
- Criminal justice
- Immigration
- Citizenship
- Pensions
- Service-related compensation
- Transport

Further details on these proposed extensions can be found in the official guidance here:
https://www.armedforcescovenant.gov.uk/covenant-legal-duty/armedforces-covenant-duty-toolkit/the-armed-forces-covenant-legal-dutyextension-what-it-means-for-armed-forces-families/

11. RESOURCE IMPLICATIONS

11.1 There are no direct financial implications arising from establishing the Armed Forces Covenant. The primary risks relate to capacity and consistency of delivery, which will be mitigated through proportionate pledges, partnership working, and officer oversight. Should any costs be anticipated in the future, Cabinet will be asked to review and sign off on such on a case-by-case basis

12. HEALTH IMPLICATIONS

12.1 None identified.

13. ENVIRONMENT AND CLIMATE CHANGE IMPLICATIONS

13.1 None identified.

14. OTHER IMPLICATIONS

14.1 Equalities: The Armed Forces community may experience disadvantage linked to mobility and service life. The Covenant supports fair access to services and positive equalities outcomes.

15. SUPPORT AND ADVICE OFFERED TO MEMBERS

15.1 Officers will provide proportionate advice and support to Members in relation to the Armed Forces Covenant, including:

15.2 Briefing Members on statutory duties under the Armed Forces Act 2021 and relevant developments.

15.3 Providing guidance and training, where appropriate, on how Covenant principles may be considered within casework involving serving personnel, veterans, and Armed Forces families.

15.4 Supporting Members with enquiries from residents connected to the Armed Forces community by signposting to appropriate internal services or external partners.

15.5 Providing briefing material for meetings, events, or public engagements involving Armed Forces-related matters.

15.6 Supporting ward-level engagement where Members wish to promote Covenant activity locally.

16. REASONS FOR THE RECOMMENDED DECISIONS

16.1 Establishing and signing the Huntingdonshire District Council Armed Forces Covenant ensures compliance with the statutory duties set out in the Armed Forces Act 2021 and anticipates the proposed extension of those duties through forthcoming legislation.

16.2 The Covenant formalises the Council's commitment to ensuring that serving personnel, veterans and Armed Forces families are not disadvantaged when accessing services, and that due regard is consistently embedded within relevant policy and operational decision-making.

16.3 Huntingdonshire has a significant Armed Forces and defence-sector presence, including RAF Wyton and RAF Alconbury. The Covenant recognises this strategic context and reinforces the Council's role as a place leader working collaboratively with defence partners, the Ministry of Defence and the Cambridgeshire and Peterborough Armed Forces Covenant Partnership.

16.4 Signing the Covenant strengthens alignment with Huntingdonshire Futures and the Corporate Plan by supporting inclusive communities, workforce transition, economic resilience and long-term placemaking objectives.

16.5 The recommended approach provides clarity of governance through strategic sponsorship and a coordinated working group, ensuring proportionate delivery, oversight and partnership engagement.

16.6 Failure to establish an updated Covenant would risk reputational impact, reduced partnership influence and misalignment with evolving national expectations. Approval therefore ensures the Council demonstrates visible leadership, statutory compliance and continued support for the Armed Forces community within Huntingdonshire.

17. LIST OF APPENDICES INCLUDED

Appendix 1 - Huntingdonshire District Council Armed Forces Covenant Action Plan

18. BACKGROUND PAPERS

- Armed Forces Act 2021
- Ministry of Defence Armed Forces Covenant guidance
- Cambridgeshire and Peterborough Armed Forces Covenant Partnership documentation

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Signing of the Huntingdonshire District Council Armed Forces Covenant

Action Plan

Action	Pledges	Responsible Service Area
Attend Armed Forces Covenant Working Group	Forming an Armed Forces Covenant & Community working group to manage and coordinate the Council's ongoing action plan	Finance; Democratic Services & Monitoring; Leisure Health & Environment; Planning Infrastructure & Public Protection; Property & Facilities; Policy, Performance & Energy Planning; Customer Change; Operations; Economy, Regeneration & Housing Delivery; HR & OD; Communications, Engagement & Public Affairs; AFC
Appoint Service AFC Lead	Appointing Service Team AFC leads to monitor the AFC work and attend the Armed Forces Covenant working group	Finance; Democratic Services & Monitoring Officer; Leisure Health & Environment; Planning Infrastructure & Public Protection; Property & Facilities; Policy, Performance & Energy Planning; Customer Change; Operations; Economy, Regeneration & Housing Delivery; HR & OD; Communications, Engagement & Public Affairs; AFC
Appoint Armed Forces Champion to Chair AFC Working Group	Establish Member oversight to support effective coordination and cross-directorate delivery of the Armed Forces Covenant Action Plan	Democratic Services; AFC
Promote AFC induction and frontline staff modules internally	Encouraging staff to undertake periodic Armed Forces Covenant Induction and Frontline Staff modules	Finance; Democratic Services & Monitoring Officer; Leisure Health & Environment; Planning Infrastructure & Public Protection; Policy, Performance & Energy Planning; Customer Change; Operations; Communications, Engagement & Public Affairs; AFC
Promote Forces Connect via internal communications and awareness	Making the Forces Connect app and web platforms available to all staff to provide signposting as appropriate and encouraging take up	Finance; Leisure Health & Environment; Planning Infrastructure & Public Protection; Policy, Performance & Energy Planning; Customer Change; HR & OD; Communications, Engagement & Public Affairs
Incorporate AF Question into customer engagement processes	Updating our systems and processes to ask and record the Armed Forces Question when engaging with our clients, where possible	Leisure Health & Environment; Planning Infrastructure & Public Protection; Policy, Performance & Energy Planning; Customer Change; HR & OD

Display AFC support information in public-facing service locations	Providing specific space for Armed Forces Covenant and other relevant support information in our public customer service areas	Leisure Health & Environment; Planning Infrastructure & Public Protection; Policy, Performance & Energy Planning; Customer Change
Review leisure membership conditions for AFC community	Reviewing membership conditions at council owned leisure facilities to ensure that the Armed Forces Community are not disadvantaged due to service requirements	Leisure Health & Environment
Develop targeted communications for AFC licensing and regulatory services	Promoting environmental services to the Armed Forces Community including Taxi and Private Hire licences and Food Businesses	Planning Infrastructure & Public Protection
Provide AFC e-learning and Forces Connect to partners and parish councils	Providing and promoting Armed Forces Covenant and Community e-learning and Forces Connect to partners	Planning Infrastructure & Public Protection; Communications, Engagement & Public Affairs
Develop links with local AFC groups and stakeholders	Developing links with all local Armed Forces Community groups and stakeholders to provide advice and engagement opportunities	Planning Infrastructure & Public Protection
Use AFC data to identify trends and target support	Using collected Armed Forces Community data to identify trends and opportunities to target support	Planning Infrastructure & Public Protection; Policy, Performance & Energy Planning; Economy, Regeneration & Housing Delivery; HR & OD
Promote and support AFC civic and support events	Promoting and supporting Armed Forces Community civic and support events	Planning Infrastructure & Public Protection; Communications, Engagement & Public Affairs
Consider AFC Community needs within Corporate Plan refresh	Working to identify and map the Armed Forces Community in Hunts and consider needs when refreshing HDC's Corporate Plan	Policy, Performance & Energy Planning
Engage with AFC community to shape services	Engaging with the AF Community to review their experiences of living in Hunts and shape services accordingly	Policy, Performance & Energy Planning

Provide employment and training information to service spouses	Targeting service spouses with education, training and employment opportunities through Invest in Hunts	Policy, Performance & Energy Planning
Target AFC community with revenues and benefits information	Working with partners to ensure that the Armed Forces Community are targeted with information about revenues and benefits	Customer Change
Review housing register and temporary accommodation data	Using collected AFC data to identify trends in housing need	Economy, Regeneration & Housing Delivery
Ensure compliance with AFC statutory duty toolkit	Ensuring service delivery aligns with statutory duty requirements	Economy, Regeneration & Housing Delivery
Advocate AFC to commercial partners	Advocating the Armed Forces Covenant to commercial partners through Economic Development team	Economy, Regeneration & Housing Delivery
Record AFC workforce data via HR systems	Updating internal systems to record Armed Forces Community workforce data	HR & OD
Support Armed Forces Community staff through ERS	Continuing work to support AFC staff and progress through the Employer Recognition Scheme	HR & OD
Identify AFC staff and provide internal support pathways	Identifying Huntingdonshire District Council staff that are members of the Armed Forces Community	HR & OD
Promote employment opportunities via CTP and FFJ	Promoting employment opportunities at HDC by partnering with Career Transition Partnership and Forces Families Jobs	HR & OD
Maintain and update AFC support webpage	Regularly reviewing and updating the HDC Armed Forces Community support page	Communications, Engagement & Public Affairs
Target AFC with grant funding information	Working with partners to ensure AFC community are targeted with grant funding information	Communications, Engagement & Public Affairs

Coordinate AFC Action Plan delivery and monitoring	Quarterly monitoring, support and feedback collection for AFC Action Plan	AFC

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Community Infrastructure Levy Spend Allocation
Meeting/Date:	Overview & Scrutiny (Performance and Growth) – 4th March 2026 **Cabinet – 17th March 2026**
Executive Portfolio:	Executive Councillor for Planning (TS)
Report by:	Head of Planning, Infrastructure & Public Protection (CK)
Ward(s) affected:	All Ward(s)

Executive Summary:

CIL is restricted in how it can be used through Legislation, and under Regulations 59 (1) and (3) of the Community Infrastructure Levy Regulations 2010 (as amended) local authorities must spend the levy on delivering infrastructure needed to support the development of their area through:

- increasing the capacity of existing infrastructure or
- repairing failing existing infrastructure, if that is necessary to support new development.

This report contains information on the CIL funding round that closed 19th December 2025.

The latest funding round was launched on 27th October 2025 with a closing date of 19th December 2025, a window of 8 weeks for submission. Bids received within that round for CIL funding towards infrastructure projects have been assessed by officers to reach the recommendations within this report. The outcomes of this round do not preclude applicants from submitting applications to future rounds, and they will be considered against the adopted criteria at the time of determination.

Recommendation(s):

The Cabinet is

RECOMMENDED

a) Note the updates on delivery in relation to the projects previously allocated or in receipt of CIL funding commitments (see Appendix 1).

b) Note any new allocated CIL projects for £100,000.00 or less approved by delegation on 5th February 2026 (see Appendix 2).

c) Note the project to be approved in accordance with Stage 2 CIL governance review with the level of funding to be agreed in line with delegated authority as stated at para 2.5 of this report.

d) Agree officer recommendations at Paragraph 4.3 to **APPROVE** funding for 3 Padel Courts in Huntingdon.

e) Agree officer recommendations at Paragraph 4.4 to **APPROVE** funding for a construction skills workshop in Huntingdon.

f) Agree officer recommendations at Paragraph 4.5 to **APPROVE** funding for enhancements and improvements to Paxton Pits.

g) Agree officer recommendations at Paragraph 4.6 to **APPROVE** funding for relocation of the 6th form college at Abbey College in Ramsey.

h) Agree officer recommendation at Paragraph 4.7 to **APPROVE** funding for reconfiguration and refurbishment of the fire station in St Ives.

i) Agree officer recommendation at Paragraph 4.8 to **APPROVE** funding for the SAPHIRE new constructional skills centre in St Neots

j) Agree officer recommendation at Paragraph 4.9 to **REFUSE** funding for the reconfiguration of a retail unit to become a youth centre in ST Neots.

k) Agree officer recommendations at Paragraph 4.10 to **APPROVE** funding for the increase of two classrooms for Warboys Primary Academy.

l) Agree officer recommendation at Paragraph 4.11 to **APPROVE** an extension of time for Wheatsheaf Road

PURPOSE OF THE REPORT

1.1 The purpose of the report is to invite the Cabinet to consider recommendations relating to infrastructure projects seeking funding of £100,001 or more in whole or in part from an amount of the Community Infrastructure Levy (CIL) monies.

WHY IS THIS REPORT NECESSARY/BACKGROUND

2.1 The strategic proportion of CIL is available for Huntingdonshire District Council as the charging authority to spend on the provision, improvement, replacement, operation, or maintenance of infrastructure to support the growth/development of its area.

2.2 Prior to this funding round, circa £31m of CIL has been allocated to funding 64 projects throughout the district supporting the delivery of over £104m worth of infrastructure. This has contributed to delivering infrastructure across the priorities in the Council's Corporate Plan 2023 – 2028 to meet Local Plan growth.

2.3 An update on the live projects allocated CIL funding previously can be found at Appendix 1 – projects previously reported as completed to Cabinet are not referenced again in the update.

2.4 Under the stage 1 governance arrangements approved by Cabinet in June 2024, Cabinet is to consider applications for CIL funding over £100,000.00. Any requests of £100,000.00 or less have been considered and approved in line with delegated authority and are detailed for information at Appendix 2. The total amount of funding to be considered for allocation in a financial year will not exceed £500,000 for allocations of £100,000.00 or less, including those for non-parished areas.

2.5 The stage 2 governance review was set out to Cabinet and approved by them in February 2026. This has set out the Strategic Allocation of CIL to form the Strategic Priority Programme for delivery along with the use of CIL funding, or 'forward funding', towards infrastructure projects that form part of the Councils wider Capital Programme. Within this the Corporate Director (Place) and the Corporate Director (Finance and Resources and Section 151 Officer) in consultation with the Leader, Executive Councillor for Finance, and the Executive Councillor for Planning have delegated authority to determine the level of allocation of CIL funding to be awarded towards projects which form part of the Councils agreed Capital Programme. This report relates to the second funding round for the 2025/26 financial year.

2.6 It is important to be able to demonstrate how a decision has been reached, with clear reasons, in order to uphold the integrity of the process, and ensure that the decision can be understood even if it is not agreed with. If Members are minded to reach alternative conclusions to those as recommended in this report, reasons for this should be clearly articulated and evidenced where possible.

2.7 An update to the Huntingdonshire Local Plan is underway and anticipated to be submitted to the Planning Inspectorate by December 2026. The Local Plan will be accompanied by an Infrastructure Delivery Plan highlighting the infrastructure needs to support the successful delivery of housing and economic growth for Huntingdonshire in the future to meet the growth aspirations for the area. With the Statement of Intent, see para 3.4, this will

provide updated evidence of need for consideration as part of the CIL funding assessment process.

2.8 In May 2025, a CIL funding enquiry form was launched online and promoted via a number of channels with partners and community groups. Applicants were encouraged to submit this form before completing a CIL strategic funding application in order for the Implementation team to be able to support any applications and prevent anyone completing an application for an ineligible project. Since its launch, 24 enquiry forms have been submitted, and the feedback received is that the responses have been helpful.

3 OPTIONS CONSIDERED/ANALYSIS

3.1 In October 2025, stakeholders were invited to submit on-line proforma applications for funding from the Strategic Proportion of CIL, in line with Council Guidance on Allocation and Spending webpage . Communications were issued to infrastructure providers including the County Council, NHS, Emergency Services, Town & Parish Councils and HDC Members. The Council website was also updated to announce a new round, plus social media posts were issued. The projects submitted during this funding round have been reviewed to ensure they meet the criteria for Strategic CIL funding.

3.2 CIL is intended to be used on the provision of new infrastructure and should not be used to remedy pre-existing deficiencies in infrastructure provision unless those deficiencies will be made more severe by new development. It can be used to increase the capacity of existing infrastructure or to repair failing existing infrastructure if that is considered necessary to support new development.

3.3 There is further information on CIL available on the HDC website Community Infrastructure Levy (CIL) - Huntingdonshire.gov.uk. This includes detail on the Statement of Intent key principles:

- the primary use of CIL is to fund infrastructure that is directly linked to supporting or mitigating the impact of growth and new development.
- CIL funded projects can also contribute towards achieving the outcomes identified in the council's Corporate Plan and Place Strategy
- CIL should be used in a way which leverages other sources of funding for greater impact.
- the use of CIL should be considered alongside other developer contributions to maximise site-specific benefits (for example: Affordable housing).
- a new approach to allocating CIL should follow a programme-led, evidence-based approach.
- a new approach to CIL should recognise the Importance of working with partners to deliver infrastructure.
- there should be greater alignment between local and district-wide priorities.

3.4 There is circa £38m of CIL receipts now currently available for allocation on further infrastructure projects.

4. PROPOSALS FOR FUNDING FROM STRATEGIC CIL FOR MORE THAN £100,000.00

4.1 Detail on the bids submitted in response to the current round for over £100,000.00 CIL funding, which require Cabinet approval, as outlined in paras 2.4 & 2.5 above, are stated below with the officer recommendations.

Four project bids for £100,000.00 or less were considered at a meeting on 5th February 2026, in accordance with delegated authority. Information on these can be found in Appendix 2 to this report, including the officer's recommendation, and it is for Members to note.

4.2 **Huntingdon Sports and Health Hub**.

Proposal: Improvements and extension to One Leisure Huntingdon to create a new Sport and Health Hub.

Applicant: Huntingdonshire District Council

Parish: Huntingdon

Total Project Cost: £30,500,000.00

CIL Ask: **In accordance with Stage 2 CIL governance review, this projects level of funding to be agreed in line with delegation stated at para 2.5.**

Scoring: 21+12 = Overall 33

RECOMMENDATION - DEEMED APPROVE

4.2 (a) **DESCRIPTION OF SUBMISSION**

The submission included a business plan and 33 supporting documents including letters of support from NHS and Huntingdon Town Council.

4.2 (b) **PROPOSAL**

The proposal is to improve the sport provision at One Leisure Huntingdon and to create a new health hub on the site. The full application details are available on Public Access under reference 25/02361/HDC, this application was approved at Huntingdon Development Management Committee 16th February 2026. Works include:

- New full-sized 3G Artificial Turf Pitch (ATP)
  Improvements to the sports provision on the site are aimed at resolving the sports pitch shortage in the district as identified in the HDC Playing Pitch Strategy. A new full sized 3G Artificial Turf Pitch will be installed on the St Peter's Academy land allowing students access during school hours, and all residents access outside school hours.

- New dedicated learner pool
  Installation of a learner pool onsite. This pool will be more suitable for learner swimmers and will also free up the bigger pool for more session spaces. Learning to swim benefits children and adults by improving their health and reducing numbers of deaths by drowning. There is an evidenced shortage of swimming lanes within the district, and this smaller pool will allow more learners access to swimming, a vital life skill.

- Refurbishment and extension to current 4 lane swimming pool
  The Built Facility Strategy (2023) and Swim England Aquatics Review (2025) both identified a shortage of swimming pool provision within the district. Alongside the learner pool freeing up pool access, this project

aims to double the number of lanes on the site to 8. The refurbished and extended pool is also fully accessible with pool pods allowing users with disabilities to access the pool themselves.

- Increase in the number of gym stations by 33%
  Currently there are 90 gym stations on this site, and this project aims to increase this number to 120. By increasing the number of stations, it will allow a wider range of programming and thus a better opportunity to increase provision and membership across full members, casual members, children and young people, low income and non-employed residents.

- New co-located health and well-being hub
  This project proposes to deliver a dedicated 800 sqm. Health and well-being space onsite which has support from the Cambridgeshire & Peterborough Integrated Care Board (ICB).

  The ICB is continuing to develop its operational plans and at this stage the space will either be used for a dedicated GP surgery or through the work they are doing with their neighbourhood teams the service provision may be multi-faceted to ensure the right provision is offered across Huntingdon.

  This project is reducing current shortfalls in sports provision within the district whilst also including a health and well-being hub to support the anticipated growth in Huntingdon. The need for improvements on this site was identified within the Local plan to 2036 within the infrastructure Delivery Plan – Infrastructure Schedule. HT55 and HT57 address the need for improvements on the site, with HT20 and HT21 recognising the need for more health provision in Huntingdon. Works are due to complete April 2028.

Existing site elevation



Proposed West elevation



Existing ground floor plan



Proposed ground floor plan



4.2(c) SUBMISSION HISTORY

This is the first submission for this project. The applicants, including the ICB, have engaged with the Implementation Team regularly over the last year prior to the submission of the application.

4.2 (d) CONSULTATIONS MADE BY OFFICER ON THIS PROJECT

HDC Local Plan team were consulted about this project meeting the needs of the draft Local Plan to 2046 and they confirmed:

'*Therefore, I can confirm that the need for the proposed level of swimming provision is clearly identified in the evidence documents that we have.* '

4.2 (e) ASSESSMENT

The main issues to consider in the assessment of this application are found in the Statement of Intent:

Principles of Statement of intent	Met?
The primary use of CIL is to fund infrastructure that is directly linked to supporting or mitigating the impact of growth and new development.	Yes – This project will part resolve the swimming pool shortage in place in the district but would also forward fund infrastructure for the planned growth in Huntingdon. Also, it increases the current offering and includes a health provision

CIL funded projects can also contribute towards achieving the outcomes identified in the Council's Corporate Plan and Place Strategy	Yes – Corporate Plan -Priority 1 Improving quality of life for local people and Priority 2 creating a better Huntingdonshire for future generations of the Corporate Plan. It also links to journey 1 pride in place and Journey 3 health embedded of the Place Strategy.
CIL should be used in a way which leverages other sources of funding for greater impact.	Yes – This project has a large amount of CIL requested at £10,000,000 but this at 33% of the project cost provides a good return on investment. HDC is also investing Capital Funding, if agreed, and potential S106 funding from NHS for the health hub part.
The use of CIL should be considered alongside other developer contributions to maximise site-specific benefits (e.g. Affordable housing).	Yes -This will enable infrastructure to be forward funded for new communities in the area, rather than waiting for the Section 106 financial obligations to be received.
A new approach to allocating CIL should follow a programme-led, evidence-based approach.	Yes – Supporting information provides evidence for need and support locally for the project, partnership working and the need for the additional facilities it will provide.
A new approach to CIL should recognise the Importance of working with partners to deliver infrastructure.	Yes – This is part of a wider project which included collaboration between HDC, Huntingdon Town Council, Huntingdon Tennis Club and the Integrated Care Board (ICB).
There should be greater alignment between local and district-wide priorities.	Yes – The need for leisure improvements is referenced in the Local Plan to 2036, which shows the recognised District priority for improved sports provision and swimming pool provision at this site. It also included a health hub, which is both a priority for the Council and residents.

Using the interim scoring system this project scored 33.

4.2 (f) **RECOMMENDATION - DEEMED APPROVE subject to:**

- Final costings approved by delegated authority by Corporate Director (Place) and Corporate Director (Finance and Resources and Section 151 Officer) in consultation with Head of Planning, Infrastructure and Public Protection
- Any contingency underspend, or project underspend to reduce CIL funding requirement by the amount of underspend.
- £1,000,000.00 S106 NHS funding from 18/01918/OUT to repay CIL forward funding spend.
- Should within the next 10 years the One Leisure site be sold, CIL funding will be returned from the receipts of the sale to the Strategic CIL fund, or its replacement.
- Should the project be delayed beyond the milestones agreed in the application form, full details will need to be provided to the CIL

Charging Authority on why and proposed new milestones to then initiate a funding review approved by delegated authority by Corporate Director (Place) and Corporate Director (Finance and Resources and Section 151 Officer) in consultation with Head of Planning, Infrastructure and Public Protection.

By forward funding this project, it will bring additional swimming lanes, a learner pool and an accessible pool to the district which is a key priority as evidenced in the Infrastructure Delivery Plan of the Local Plan to 2036. It will enable new communities to have access to key health and leisure infrastructure earlier enabling infrastructure to be in place when development in the area comes forward eradicating the need to wait due to timing of obligation payments. There is an evidenced shortage of swimming lanes within the district, so this is a key benefit.

The project also includes an additional 3G pitch, which means the current deficit will be fully addressed. This links the project to the Healthy Open Spaces Strategy, Indoor and Built Sports Facility Strategy and the Playing Pitch and Outdoor Sports Strategy.

The increase in the number of sports stations by 30, means the growing population will be able to use the facilities. Alongside this is an evidenced campaign to make fitness facilities at the site more accessible for women/ladies and minority groups, all key strategies for the Council.

The need for more sports provision at this site was evidenced in the Local Plan to 2036, and with additional potential allocated Sites in the draft Local Plan to 2046 the need will only increase.

There is also a proposed Health facility on this site, with the details of this to be agreed. NHS availability is key for residents where there is growth, so this inclusion is a significant benefit to the growing community and Town. With the growth in the draft Local Plan to 2046 showing a predicted housing allocation of 5,130 homes in Huntingdon, which is in addition to Alconbury Weald and Ermine Street existing commitments of 8,148 homes, (1,152 already built).

This project is linked to two other projects, one of which has CIL funding for £125,000 for King George V Pavilion, and the other of which has also applied for CIL funding of £300,000 for Padel Courts. This is evidence of the partnership working between HDC, the Town Council and local sports groups. The evidence supplied with all three projects shows the support for an improved sports provision locally. With local schools and colleges also benefiting from working with HDC in order to make sports accessible for local residents.

Through this being a Council run centre the local residents on low income will benefit by being able to access the facilities at a reduced concessionary amount.

Although the current growth in Huntingdon is limited, this site is also accessed by Alconbury Weald and Brampton residents, who have both experienced significant growth, with more due in Alconbury Weald. Huntingdon is also due to experience higher levels of growth with its new growth cluster in the preferred options draft Local Plan to 2046. The proposed allocated sites include industrial areas and around 8900 homes over two sites.

It is recognised that this is a significant project cost and CIL ask. However, this project has strong links to growth locally and is a good example of partnership working, including with the NHS to address shortfalls within the district and through forward funding enables a significant project to be implemented much earlier for the benefit of our local communities.

4.3 **Huntingdon Padel courts**.

Proposal: To install three covered and floodlit padel courts at King George V playing fields.

Applicant: Huntingdon Tennis Club

Parish: Huntingdon

Total Project Cost: £600,000.00

CIL Ask: £300,000.00

CIL Ask %: 50%

Scoring: 27+12 =39 Overall

RECOMMENDATION - APPROVE

4.3 (a) **DESCRIPTION OF SUBMISSION**

The submission included a business plan, copy of the lease for the site, estimated cost breakdown. It also included letters of support from:

- Abbots Ripton Church of England Primary School
- Cambridge Regional College
- Huntingdon Primary School
- Spring Common School
- District Councillors for Hemingford Grey & Houghton
- County Councillor for Brampton & Buckden
- Houghton and Wyton Parish Council
- Huntingdon Town Council

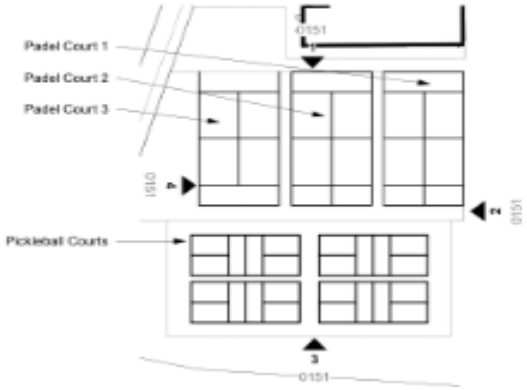
4.3 (b) **PROPOSAL**

Currently Huntingdonshire has two Padel courts, located in St Ives. The Huntingdonshire Playing Pitch & Outdoor Sports Strategy (PPOSS) reviewed the current sports revision within Huntingdonshire and identified Padel as a key area for growth, but that within the district there is a shortfall of 14 padel courts to meet the anticipated need.

There are a further 7 padel courts that have Planning Permission within the district, which cover locations from Huntingdon and St Neots. This project aims to reduce this shortfall by installing a further three covered courts. The letters of support received with this application confirm local need for further padel courts and the partnership working with local schools and colleges to support students using the courts.

This project has links to the already CIL improvements approved to the King George V Pavilion and proposed Huntingdon Sports and Health hub.

Proposed layout



4.3 (c) **SUBMISSION HISTORY**

This is the first submission for this project.

4.3 (d) **CONSULTATIONS MADE BY OFFICER ON THIS PROJECT**

No consultations were made on this project.

ASSESSMENT

The main issues to consider in the assessment of this application are found in the Statement of Intent:

Principles of Statement of intent	Met?
The primary use of CIL is to fund infrastructure that is directly linked to supporting or mitigating the impact of growth and new development.	Yes – Supporting information shows a shortage in the amount of Padel courts, which this would help address. A growing population only highlights the need for this to achieve necessary capacity for the community use.
CIL funded projects can also contribute towards achieving the outcomes identified in the Council's Corporate Plan and Place Strategy	Yes – Corporate Plan - Priority 1 improving quality of life for local people and Place Strategy - Journey 3 health embedded.
CIL should be used in a way which leverages other sources of funding for greater impact.	Yes – This has confirmed funding from the Tennis Club and potentially Capital funding from HDC.
The use of CIL should be considered alongside other developer contributions to maximise site-specific benefits (e.g. Affordable housing).	n/a
A new approach to allocating CIL should follow a programme-led, evidence-based approach.	Yes – Supporting evidence of shortage of courts and community support for the project.
A new approach to CIL should recognise the Importance of working with partners to deliver infrastructure.	Yes – Information supplied shows collaboration with local schools/clubs to provide potential access to Padel.

There should be greater alignment between local and district-wide priorities.	Yes – This incorporates the Strategic goals of increasing sports provision within the district for the health and wellbeing of residents.

Using the interim scoring system this project scored 39.

4.3 (f) **RECOMMENDATION - APPROVE subject to:**

- Full funding being achieved.

This project will help address a shortage of Padel courts within the district, which will only be worsened with the continued planned growth.

The supporting information shows interest in the use of the courts by local colleges, schools and Parish Councils. This links to creating a better Huntingdonshire, which is a clear strategic aim of the Corporate Plan and Place Strategy.

The project has anticipated match funding of £300,000 (50% project cost) in total, making it good value for money.

This project also has links to the previous King George V Pavilion, which has CIL funding allocated, and the Huntingdon Sports & Health Hub which has been submitted for Strategic CIL funding this round. Overall, the combined projects would support the growth in the Huntingdonshire Local Plan to 2036 and through forward funding enable this project, as part of the wider programme of sports and health strategic programme to be implemented much earlier for the benefit of our local communities.

4.4 **Construction workshop at Huntingdon campus of Cambridge Regional College**.

Proposal: Purchase and installation of a workshop for construction students at the Huntingdon Campus of Cambridge Regional College.

Applicant: Cambridge Regional College

Parish: Huntingdon

Total Project Cost: £350,540.00

CIL Ask: £150,000.00

CIL Ask %: 43%

Scoring: 34 + 12 = 46 Overall

RECOMMENDATION - APPROVE

4.4 (a) **DESCRIPTION OF SUBMISSION**

The submission included a business plan, full cost breakdown, quote for the works and a legal agreement for the site.

4.4 (b) **PROPOSAL**

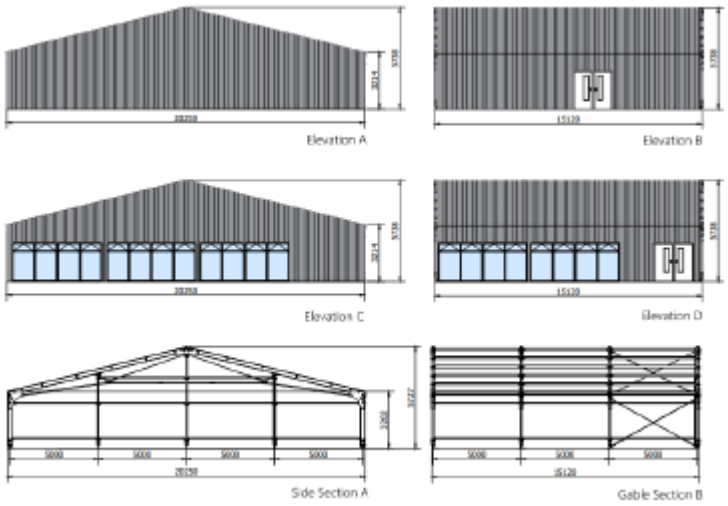
Following the successful CIL funding bid in the last funding round for a renewable skills workshop, this project aims to maintain the construction skills workshop on the site.

The current construction skills workshop onsite is being refurbished to create the renewable skills workshop, which then leaves a deficit in constructions skills workspace. This project will allow constructions skills training to continue in Huntingdon and increase the number of spaces for this type of training.

There has been a 40% increase in demand for these courses at the Huntingdon campus over the past four years, showing the need linked to both population growth through new housing and the increased need for these skills to continue new housing.

Huntingdon and its surrounding Parishes, including Brampton and Alconbury Weald, have seen significant growth in the last five years. Huntingdon, St Ives and Alconbury Weald are due to experience significant growth in the next 10 years. This project will support this growth by increasing the number of people with skills in the local construction industry. It is supported by the HDC Economic Development Team, as noted in their response to a consultation included below at para 4.4(d).

Proposed plans



4.4 (c) **SUBMISSION HISTORY**

This is the first submission for this project. The applicants completed a CIL funding enquiry form.

4.4 (d) **CONSULTATIONS MADE BY OFFICER ON THIS PROJECT**

The Huntingdonshire District Council Economic Development team were consulted on this project and their response is below:

'*This project proposes delivery of a new, purpose-built workshop facility, including installation, enabling works and specialist fit out.*

The project addresses a clear skills and employment infrastructure deficit arising from recent and planned housing and commercial development within the district. Growth has increased demand for skilled construction, engineering, and technical trades and we are seeing existing workshop and

training facilities at capacity and no longer fit for modern industry standards. This constrains workforce supply, productivity, and the ability of local employers to meet labour demand.

The Economic Development team supports the Construction Workshop at the Huntingdon Campus of Cambridge Regional College, recognising the significant economic benefits in addressing construction skills shortages, creating local employment and apprenticeship opportunities, reducing skills leakage to neighbouring areas, developing a workforce aligned with industry demand and supporting local employers and supply chains. By strengthening the local skills pipeline, the project will contribute to inclusive economic growth and support the delivery of development across the district.

The Construction Workshop meets key objectives in the Huntingdonshire Economic Growth Strategy, which emphasises fostering economic prosperity and creating employment opportunities. For reference, the strategy can be accessed here Economic Growth Strategy. From an economic inclusion perspective, this delivers significant social value by providing accessible training pathways for young people. This feeds directly into the 'inclusive economy' journey set out in The Future Place Strategy. It also aligns with the Corporate Plan for Huntingdonshire in creating a better Huntingdonshire for future generations.

4.4 (e) **ASSESSMENT**

The main issues to consider in the assessment of this application are found in the Statement of Intent:

Principles of Statement of intent	Met?
The primary use of CIL is to fund infrastructure that is directly linked to supporting or mitigating the impact of growth and new development.	Yes – This will allow additional spaces for students needed due to growth and to support and enable the growth.
CIL funded projects can also contribute towards achieving the outcomes identified in the Council's Corporate Plan and Place Strategy	Yes – for the Corporate Plan Priority 2 'Creating a better Huntingdonshire for future generations' and for the Place Strategy - Journeys 2 inclusive economy & 4 environmental innovation.
CIL should be used in a way which leverages other sources of funding for greater impact.	Yes – funding from the College
The use of CIL should be considered alongside other developer contributions to maximise site-specific benefits (e.g. Affordable housing).	n/a
A new approach to allocating CIL should follow a programme-led, evidence-based approach.	Yes – supporting evidence is clear and factual.
A new approach to CIL should recognise the Importance of working with partners to deliver infrastructure.	Yes – This project involves the College working with the construction industry.
There should be greater alignment between local and district-wide priorities.	Yes – this would support the district and education is a District priority.

Using the interim scoring system this project scored 46.

4.4 (f) **RECOMMENDATION - APPROVE**

This project will lead to a 20% increase in availability for Construction skills places for students in the District at CRC (Huntingdon campus).

This project fits well with the statement of intent and strategic needs for the district. There are clear links to the Corporate Plan priorities.

The project has match funding in place from the College, making it good value for money.

The supporting evidence is factual and shows the benefits of the project for the district clearly. Works on this project, if approved, are due to complete in April 2026.

4.5 **Paxton Pits Visitor Experience Project**.

Proposal: Enhancements and improvements to Paxton Pits.

Applicant: The Friends of Paxton Pits

Parish: Little Paxton

Total Project Cost: £375,000.00

CIL Ask: £200,000.00

CIL Ask %: 53%

Scoring: 21 + 11 = 32 Overall

RECOMMENDATION - APPROVE

4.5 (a) **DESCRIPTION OF SUBMISSION**

The submission included a business plan, copy of the lease, feasibility study, feasibility estimate and the HDC Cabinet report from September 2025.

4.5 (b) **PROPOSAL**

This project forms part of the works involved in extending the Paxton Pits Nature Reserve.

Paxton Pits is a key tourist attraction in the Little Paxton/St Neots area which has seen an increase in visitor numbers from 14,562 in 2021/2022 to 20,241 in 2024/25. There has been significant growth in St Neots and Little Paxton which can be linked to the increase in visitor numbers. This well-used attraction also holds an education centre run by the Bedfordshire, Cambridgeshire and Northants Wildlife Trust, showing partnership working.

This project will enhance the site by creating new pathways, new play features and additional shelters and seating. This will both support visitors to the site whilst maintaining the biodiversity on the site.

Proposed layout:



Key:

1. Main signage point in car park with existing road crossings;
2. Tramper storage;
3. New interpretative signage or community artwork along the existing north building wall;
4. Access across the front of the building from the footpath and crossing, to include signage;
5. Main signage and information;
6. New large covered shelter that can be used for events;
7. Pump access maintained;
8. Second shelter for dog walkers;
9. Picnic seating;
10. Upgraded pond safety;
11. Existing pond overlook retained;
12. Uncovered seating benches;
13. Explorer area;
14. Bird watching hide;
15. Nature garden;
16. Access from the public footpath;

4.5 (c) SUBMISSION HISTORY

This is the first submission for this project. A CIL funding enquiry form was not completed prior to submission.

4.5 (d) CONSULTATIONS MADE BY OFFICER ON THIS PROJECT

No consultations were made on this project.

4.5 (e) ASSESSMENT

The main issues to consider in the assessment of this application are found in the Statement of Intent:

Principles of Statement of intent	Met?
The primary use of CIL is to fund infrastructure that is directly linked to supporting or mitigating the impact of growth and new development.	Yes – Evidence supplied shows an increase in visitors linked to local growth, including St Neots.
CIL funded projects can also contribute towards achieving the outcomes identified in the Council's Corporate Plan and Place Strategy	Yes – Corporate Plan - Priority 1 'improving quality of life for local people' and Place Strategy - Journey 1 'Pride in Place'.
CIL should be used in a way which leverages other sources of funding for greater impact.	Yes – This includes funding from the Friends of Paxton Pits (£75,000) and potentially a Capital Bid from HDC, which is due a decision in February 2026.
The use of CIL should be considered alongside other developer contributions to maximise site-specific benefits (e.g. Affordable housing).	N/A
A new approach to allocating CIL should follow a programme-led, evidence-based approach.	Partial – Evidence shows increase in visitor numbers and the benefits of the works. It did not include public support, or any indication the Parish/Town Councils had been approached,
A new approach to CIL should recognise the Importance of working with partners to deliver infrastructure.	Yes – On site there is partnership between the Friends of Paxton Pits, HDC and the Bedfordshire, Cambridgeshire and Northants

	Wildlife Trust. The Wildlife Trust maintain an education centre at Paxton Pits
There should be greater alignment between local and district-wide priorities.	Yes – This aligns with Corporate Policy for health, environment and creating a better Huntingdonshire. It also links to tourism.

Using the interim scoring system this project scored 32.

4.5 (f) **RECOMMENDATION - APPROVE**

This project is to improve the strategic infrastructure at Paxton Pits. Paxton Pits also has strong links to tourism in the Little Paxton/St Neots area and the data provided shows an increase in visitor numbers.

This project fits many of the Strategic Priorities for Huntingdonshire District Council with links to Biodiversity, health and open spaces. It is an area of particular importance within the Great Ouse area, which is one of the nature corridors identified in the Huntingdonshire Nature Recovery Network report. As such using CIL to improve the infrastructure for the growing population in Little Paxton/St Neots fits well with Huntingdonshire District Councils strategic priorities.

4.6 **Relocation of Abbey College, Ramsey, Sixth Form**.

Proposal: To move the 6th Form College onto the Cambridgeshire County Council-owned part of the site through repurposing/refurbishing an existing building.

Applicant: Cambridgeshire County Council

Parish: Ramsey

Total Project Cost: £2,620,065.65

CIL Ask: £1,310,032.80

CIL Ask %: 50%

Scoring: 28 + 12 = 40 Overall

RECOMMENDATION - APPROVE

4.6 (a) **DESCRIPTION OF SUBMISSION**

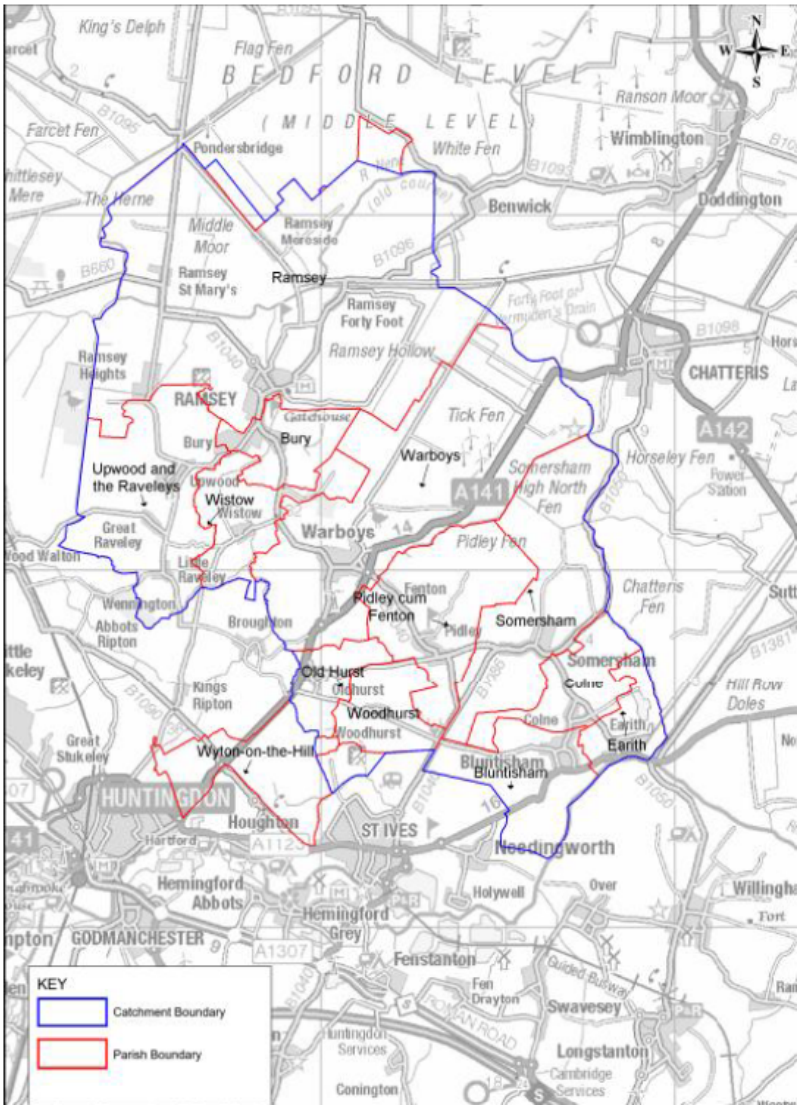
The submission included a business plan, full cost breakdown, funding agreement with the Academy and letters of support from the Town Council and Councillor Lowe, Ward Councillor for Warboys.

4.6 (b) **PROPOSAL**

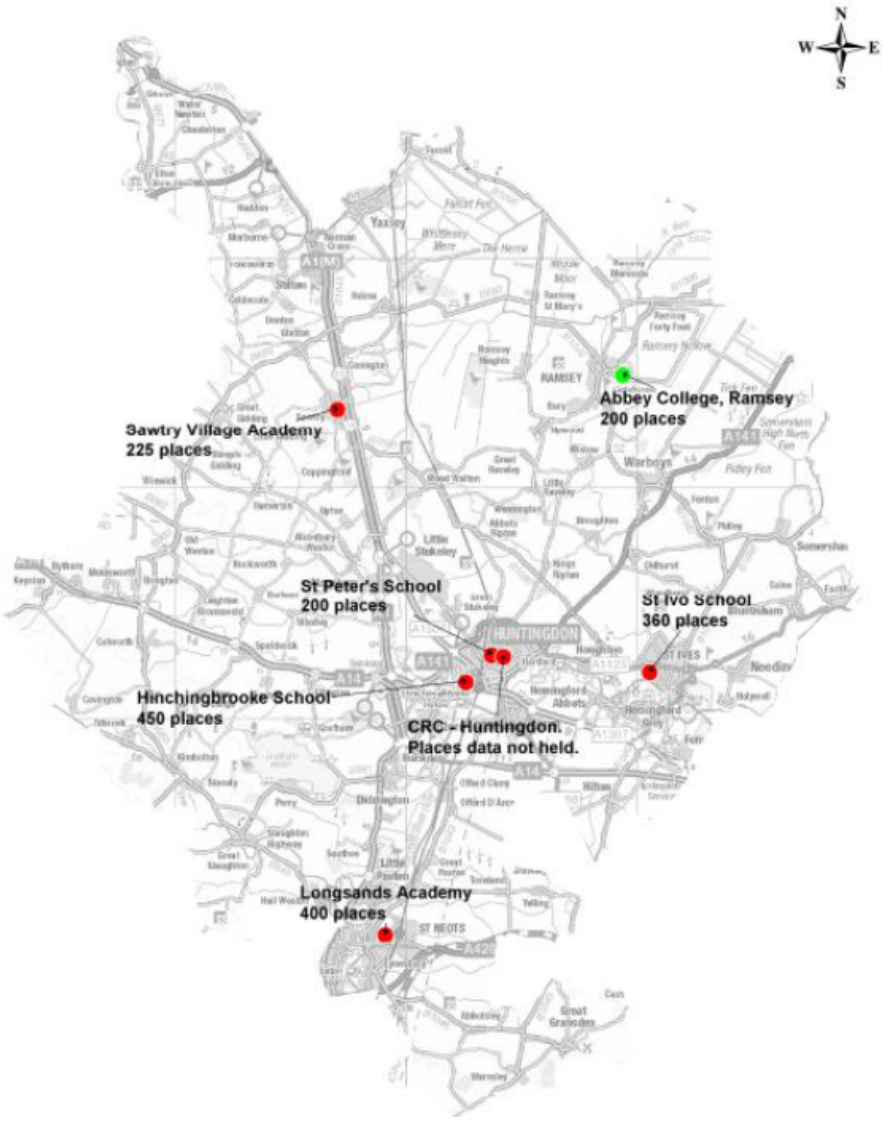
This project would retain the 6th Form at Abbey College in Ramsey. Currently Abbey College is split into two parts, the North site which is leased from a third party and the South Site which is owned by CCC and leased to the Meridian trust.

The North site fees are due to increase in 2027 and it has increasing maintenance needs, with the buildings being condition expired and the repair being unaffordable. CCC are investing £8,588,675.43 into moving all of the Secondary College onto the South site. There is no provision though for moving the 6th form College onto this part of the site, and County does not hold the responsibility for providing 6th form education but for securing sufficient places by working with the market for delivery of them. This project would involve refurbishing an existing, recently unoccupied, building on the South Site for the new 6th form provision in the locality.

There is currently a provision for 300 6th form spaces on the North site for the Abbey College catchment area which includes Bury, Colne, Earith, Old Hurst, Pidley, Ramsey, Somersham, Bluntisham, Upwood, Warboys, Wistow and Woodhurst, as shown below.



There are currently 7 6th form colleges within Huntingdonshire, with Abbey College covering the Northwest area of the district (see map below)



The current curriculum for the College includes Art, Biology, Chemistry, English Literature, Further Math's, Law, ICT and Business and was rated as 'Outstanding' in its most recent Ofsted report.

4.6 (c) **SUBMISSION HISTORY**

This is the first submission for this project. The applicants completed a CIL funding enquiry form and spoke to the Implementation team prior to submission of an application.

4.6 (d) **CONSULTATIONS MADE BY OFFICER ON THIS PROJECT**

No consultations were made on this project.

4.6 (e) **ASSESSMENT**

The main issues to consider in the assessment of this application are found in the Statement of Intent:

Principles of Statement of intent	Met?
The primary use of CIL is to fund infrastructure that is directly linked to supporting or mitigating the impact of growth and new development.	Yes – The catchment for the College has seen growth and this is reflected in an increase in demand for further education places.

CIL funded projects can also contribute towards achieving the outcomes identified in the Council's Corporate Plan and Place Strategy	Yes – Corporate Plan - Priority 2 'creating a better Huntingdonshire for future generations' and Place Strategy - Journey 2 'Inclusive Economy' by supporting young people with their education and skills.
CIL should be used in a way which leverages other sources of funding for greater impact.	Yes – this is a 50% CIL ask, with the remaining funds potentially being funded by CCC, the decision is due February 2026.
The use of CIL should be considered alongside other developer contributions to maximise site-specific benefits (e.g. Affordable housing).	n/a
A new approach to allocating CIL should follow a programme-led, evidence-based approach.	Yes – a good business plan was submitted which evidences local growth and the need for this project.
A new approach to CIL should recognise the Importance of working with partners to deliver infrastructure.	Yes - This would be partnership working between the College as part of the Meridian Trust and CCC.
There should be greater alignment between local and district-wide priorities.	Yes – This benefits the wider district with the catchment area including Ramsey, Warboys and Somersham. Bury, which also sits in the catchment is due large amounts of growth.

Using the interim scoring system this project scored 40.

4.6 (f) **RECOMMENDATION - APPROVE**

This project would ensure the retention of the 6th form college in Ramsey. Currently the college is located on the part of the campus not owned by CCC and the rent is due to be increased in 2027, alongside the site lease expiring. Also, the current facilities have been neglected by the landlord and needing money investing in. All together it has made this the right time to explore other opportunities on the site.

This project would mean that local students can still receive a 6th form education, with the majority going onto university. There is due to be an increase in houses in the catchment area of the college, which will likely bring further demand for 6th form places. In the 2023 Ofsted inspection the 6th form was rated as 'Outstanding'.

This project links to the wider suite of works at the College being funded by CCC but crucially means the sixth-form college can stay open. The catchment area for this college includes Warboys and other local areas which have seen large growth. If approved for funding, works are due to complete August 2027.

4.7 **Reconfiguration and refurbishment of St Ives fire station**.

Proposal:	The reconfiguration and refurbishment of the fire station.
Applicant:	Cambridgeshire and Peterborough Fire Authority
Parish:	St Ives
Total Project Cost:	£962,700.00
CIL Ask:	£400,000.00
CIL Ask %:	42%
Scoring:	21 + 12 = 33 Overall

RECOMMENDATION - APPROVE

4.7 (a) **DESCRIPTION OF SUBMISSION**

The submission included a business plan, full cost breakdown, Reports from the Fire Service, a preliminary programme, sketches and letter of support from Councillor Burke and the Town Council.

4.7 (b) **PROPOSAL**

This project aims to modernise the fire station in St Ives. The works will include:

- Improvements to the layout of the station to improve decontamination controls.
- A new gym.
- Improvements to disabled access to key areas.
- Upgraded welfare provisions including showers and kitchen area.

The aim is to make this fire station able to maintain the appropriate crewing levels to support the growth in St Ives. Currently the Huntingdon fire service attends approximately 70% of the St Ives incidents, so by improving the offering in St Ives it is also supporting the growth in Huntingdon.



4.7 (c) **SUBMISSION HISTORY**

This is the first submission for this project and a CIL funding enquiry form was completed prior to submission of this application and a meeting was held between the Fire Service and the Implementation team.

4.7(d) **CONSULTATIONS MADE BY OFFICER ON THIS PROJECT**

No consultations were held for this project.

4.7 (e) **ASSESSMENT**

The main issues to consider in the assessment of this application are found in the Statement of Intent:

Principles of Statement of intent	Met?
The primary use of CIL is to fund infrastructure that is directly linked to supporting or mitigating the impact of growth and new development.	Yes – evidence of the need for this project due to growth has been supplied. Evidence shows increased population increases demand on the fire service and the improvements will support this.
CIL funded projects can also contribute towards achieving the outcomes identified in the Council's Corporate Plan and Place Strategy	Yes – Corporate Plan – Priority 1 'improving quality of life for local people' and Place Strategy – Journey 1 'pride in place'.
CIL should be used in a way which leverages other sources of funding for greater impact.	Yes – this is a 42% CIL ask. The additional funding is from the Fire Service.
The use of CIL should be considered alongside other developer contributions to maximise site-specific benefits (e.g. Affordable housing).	N/A
A new approach to allocating CIL should follow a programme-led, evidence-based approach.	Yes – the supporting evidence shows how housing growth increases pressure on the fire service.
A new approach to CIL should recognise the Importance of working with partners to deliver infrastructure.	Yes – evidence of working with community groups.
There should be greater alignment between local and district-wide priorities.	Yes – this is a district priority for the health and wellbeing of our residents.

Using the interim scoring system this project scored 33.

4.7 (f) **RECOMMENDATION - APPROVE**

The evidence supplied shows the links between local growth and the need for this project. The modernisation will improve the building and increase capacity for retained crews and those supporting from other units.

The improvements will also increase the capacity for local training and community work. This means that fire prevention priorities will also be supported.

In terms of HDC Net Zero aims the evidence supplied is that St Ives is currently one of the worst performing stations for this and the works will drastically improve this.

The designation of St Ives has changed from rural to urban, this project will address issues within the community around fire, road safety and health and wellbeing.

Overall, due to the changing practices of the fire service the evidence shows that there is a link to growth and an increased capacity need for stations. Currently 2/3rds of call outs in St Ives are covered by Huntingdon fire station, so by improving St Ives this will also support the forecast growth in Huntingdon. If approved works would complete December 2026.

4.8 SAPHIRE project, St Neots.

Proposal: Installation of a new occupational skills training facility within a new Skills Build Centre.

Parish: St Neots

Total Project Cost: £1,748,000.00

CIL Ask: £450,000.00

CIL Ask %: 26%

Scoring: 28 + 12 = 40

RECOMMENDATION - APPROVE

4.8 (a) **DESCRIPTION OF SUBMISSION**

The submission included a business plan, copy of part of the CPCA Cold Spot funding application and letters of support from Ward Councillor Pitt, County Councillor Seef, County Councillor Caine and Ian Sollom MP.

4.8 (b) **PROPOSAL**

This project is to create a new occupational skills area within a new Skills Build Centre in Wintringham. The applicant already has partnerships in place for this project with Urban and Civic (the developers at Wintringham), large-scale construction partners through the Cambridgeshire Construction Consortium, DWP and Constructed Pathways CIC.

This project already has £1,298,000.00 funding from the CPCA (Cambridgeshire & Peterborough Combined Authority) 'Cold Spot' capital investment to help build the Skills Centre hub. Alongside this funding the land for the Skills Centre is being donated by Urban and Civic.

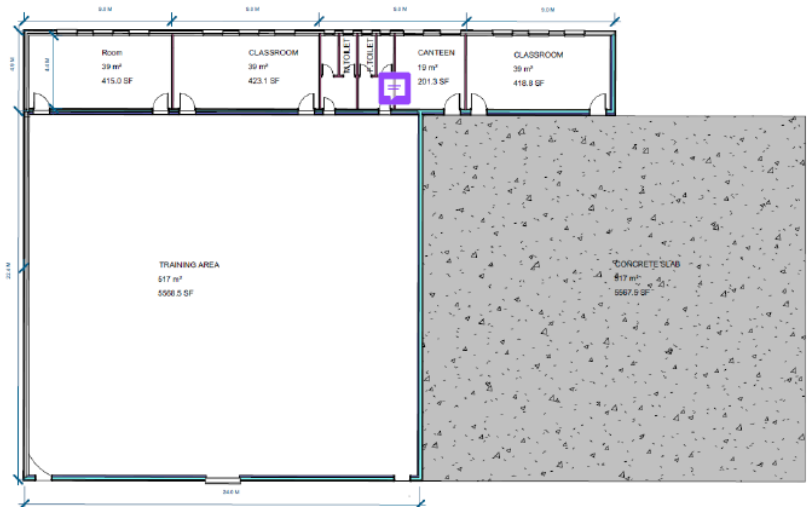
The expectation for numbers to enroll in these courses is 1400 adult learners over the first three years. The average age range for learners is 19-49, although they are anticipating a number of over 50s to enroll too.

The anticipated outcome from the courses is for the students to be placed into the local construction industry, and the College has established links within the industry, and the DWP, to support this.

Courses being offered will include:

- Plumbing & Heating
- Green Technology
- Apprenticeships
- Construction & Housing

Proposed site plan



4.8 (c) SUBMISSION HISTORY

This is the first submission for this project, an enquiry form was completed prior to submission.

4.8 (d) CONSULTATIONS MADE BY OFFICER ON THIS PROJECT

The Huntingdonshire District Council Economic Development team was consulted about this project and their response was:

From an Economic Development perspective, we are pleased to offer our support for this funding application. The Sapphire Project represents a strong economic investment that directly supports the delivery of sustainable growth across Wintringham and the wider St Neots area. The proposed training facility will meet key objectives of the ***Huntingdonshire Economic Growth Strategy****, which emphasises fostering economic prosperity and creating employment opportunities. For reference, the strategy can be accessed here Economic Growth Strategy. From an economic inclusion perspective, The Sapphire Project delivers significant social value. By providing accessible training pathways for young people and career changers the project helps ensure that the benefits of development are shared more widely across the community. This inclusive approach supports reduced dependency on public services, strengthens local economic participation and aligns with the 'inclusive economy' journey set out in The Future Place strategy. It also aligns with the Corporate plan for Huntingdonshire in creating a better Huntingdonshire for future generations.*

The Economic Development team supports The Sapphire Project and St Neots Construction Training Hub, recognising their significant economic benefits in addressing construction skills shortages, creating local employment and apprenticeship opportunities and developing a workforce aligned with industry demand. By providing modern training in construction and green technologies, these initiatives support high-quality housing delivery, sustainable building practices, and local industry growth. They also strengthen career pathways, boost community wellbeing, support market town regeneration, and establish long-term skills assets that enhance economic resilience and prosperity for Huntingdonshire.

4.8 (e) **ASSESSMENT**

The main issues to consider in the assessment of this application are found in the Statement of Intent:

Principles of Statement of intent	Met?
The primary use of CIL is to fund infrastructure that is directly linked to supporting or mitigating the impact of growth and new development.	Yes – this opens up opportunities for education in a high growth area and the skills learnt will enable and benefit future growth.
CIL funded projects can also contribute towards achieving the outcomes identified in the Council's Corporate Plan and Place Strategy	Yes - this meets objectives in both. For the Corporate Plan – Priority 2 'Creating a better Huntingdonshire for future generations' and for the Place Strategy Journey 2 'inclusive economy'.
CIL should be used in a way which leverages other sources of funding for greater impact.	Yes - this has match funding from CPCA, land donated for occupation by a developer, and the running costs of £450,000 from the College.
The use of CIL should be considered alongside other developer contributions to maximise site-specific benefits (e.g. Affordable housing).	N/a
A new approach to allocating CIL should follow a programme-led, evidence-based approach.	Yes - supporting business plan is factual and shows the benefits of the project.
A new approach to CIL should recognise the Importance of working with partners to deliver infrastructure.	Yes – there are wide partnerships within the construction industry.
There should be greater alignment between local and district-wide priorities.	Yes – this supports Strategic District priorities with education and supporting the construction industry.

Using the interim scoring system this project scored 40.

4.8 (f) **RECOMMENDATION - APPROVE**

Subject to:
1. Confirmation of lease including terms and timescale.
2. Full planning permission being obtained.

This project fits the criteria for Strategic CIL due to its links to education, allowing additional people to gain skills. As an additional benefit the skills will be used in the construction industry supporting both District and National ambitions for growth in housing.

There are very good levels of match funding, making this project good value for money. Also, the partnership working within the construction industry will support local apprenticeships and help local growth. It will also complement the scheme being offered at Huntingdon Regional College for 6th form students.

4.9 Youth Centre, St Neots.

Proposal: Funding to renovate a retail unit on the Market Square and create a Youth Centre.

Applicant: St Neots Town Council

Parish: St Neots

Total Project Cost: £998,819.00

CIL Ask: £500,000.00

CIL Ask %: 50%

Scoring: 25 + 5 = 31 Overall

RECOMMENDATION - DECLINE

4.9 (a) **DESCRIPTION OF SUBMISSION**

The submission included a business plan, indicative cost plan, ONS data of population, the Town Council Standing Orders, Town Council Minutes for December and details of a public survey. The following Councillors wrote in support of the project – Councillor Ian Taylor (Ward Councillor for Eynesbury and St Neots), Councillor Lara Davenport-Ray (Ward Councillor St Neots East), Councillor Robin Wyatt (County Councillor for St Neots Priory Park & Little Paxton) , Councillor Sarah Caine (County Councillor for St Neots East and Gransden) and Councillor Geoffrey Seef (County Councillor for St Neots Eatons).Letters of support were also received from Ian Sollom MP, James Lewis (Places for People) and Kerrie Tonks (Community Coordinator (Youth) Cambridgeshire County Council)

4.9 (b) **PROPOSAL**

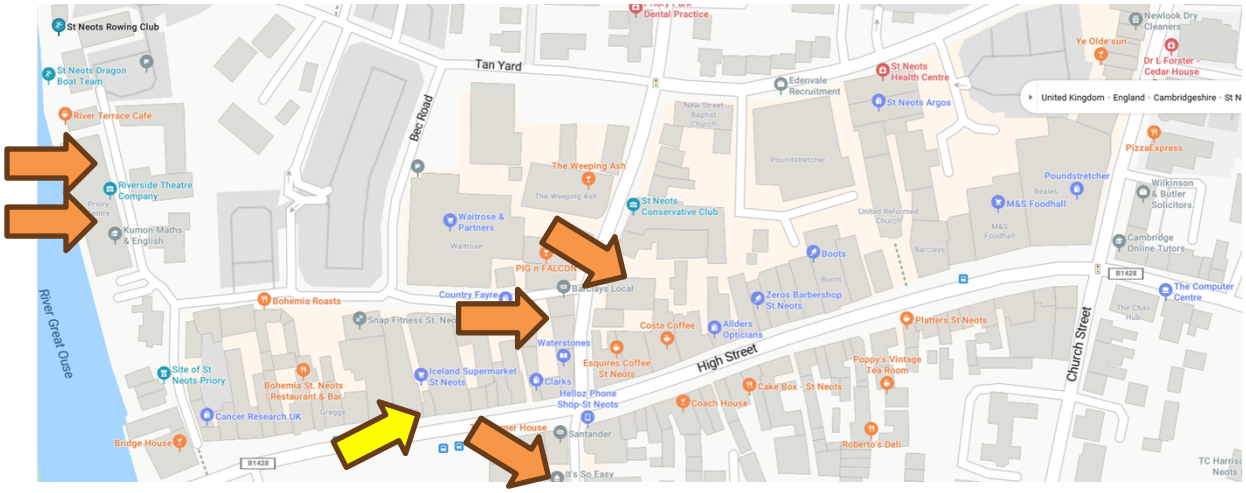
This project would be for the re-fit of a 3000sq.ft. retail unit within the St. Neots Conservation Area, at the western end of High Street, opposite St Neots Market Square to be a youth centre. The Town Council is proposing to purchase the building and pay for the running costs. The CIL bid is for fit out costs only. The building sits between a coffee shop and a retail shop.

The youth centre layout is yet to be agreed, and planning permission has not been sought, nor has there been any pre-application engagement with the LPA. This unit is in a prime retail position near the recently improved Market Square. The last use of the building was a clothes shop, and being a larger retail unit, it has the potential to be split into smaller units like Beales and Brittains were at the other end of the High Street. The building sits within the defined Primary Shopping frontage, as identified in in the Huntingdonshire Local Plan to 2036, and specific policies apply when a change of use is considered.

A public survey was launched regarding potential uses of the youth centre and the responses suggested various inclusions like a tuck shop, café, a Ping pong table and wellbeing support. DJ facilities and games consoles were other options.

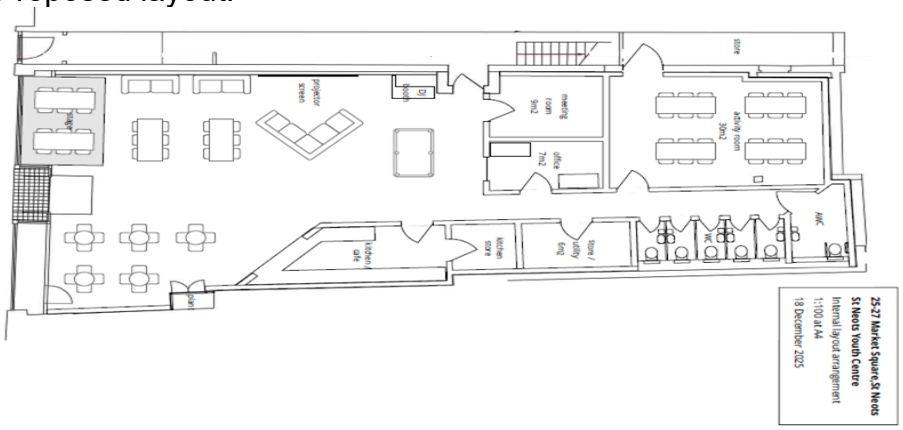
As this is early days for the project there is no confirmation of opening hours, possible noise issues or conflict with existing shops/coffee shops. Within the

supporting information the Town Council have confirmed they feel that it is key that the youth centre be in the centre of the town but have not provided any evidence to support why existing community spaces, such as the Priory Centre cannot meet this need. They have not included the geography of the users, and it is noted that the largest growth in St Neots has been around Loves Farm and Wintringham, which have had land for community uses which could include youth centre provision secured within the associated S106 agreements



Yellow arrows show the location of the proposed youth centre, and in orange and current community spaces.

Proposed layout:



4.9 (c) **SUBMISSION HISTORY**

This is the first submission for this project, a CIL funding enquiry form was not completed.

4.9 (d) **CONSULTATIONS MADE BY OFFICER ON THIS PROJECT**

A consultation was made to the Huntingdonshire District Council Economic Development team. The team confirmed their support for a youth centre but highlighted concerns about the loss of a large retail unit in a prime position on the Market Square.

4.9 (e) **ASSESSMENT**

The main issues to consider in the assessment of this application are found in the Statement of Intent:

Principles of Statement of intent	Met?
The primary use of CIL is to fund infrastructure that is directly linked to supporting or mitigating the impact of growth and new development.	Not met – Growth in St Neots has already been mitigated through other developer contributions for community space.
CIL funded projects can also contribute towards achieving the outcomes identified in the Council's Corporate Plan and Place Strategy	Yes – Corporate Plan Priority 1 'improving quality of life for local people' and Place Strategy Journey 1 'pride in place'. However, this would conflict with Priority 2 'inclusive economy' by removing retail units.
CIL should be used in a way which leverages other sources of funding for greater impact.	Yes – this is a 50% CIL ask.
The use of CIL should be considered alongside other developer contributions to maximise site-specific benefits (e.g. Affordable housing).	N/A
A new approach to allocating CIL should follow a programme-led, evidence-based approach.	Not met – there is a lot of evidenced community support but due to this being early stages not a lot of evidence of how the space could be used for wellbeing (NHS) and the loss of a prime retail space.
A new approach to CIL should recognise the Importance of working with partners to deliver infrastructure.	Yes – there are several partnerships including the Town Council, Youth Council and other organisations.
There should be greater alignment between local and district-wide priorities.	Not met – although community spaces are supportive of District priorities, for the new housing in St Neots these have been provided within Loves Farm (1&2) and Wintringham Park

Using the interim scoring system this project scored 31.

4.9 (f) **RECOMMENDATION - DECLINE**

This project scored only 6 out of 12 on the Statement of Intent scoring.

This project seeks to utilise a large retail unit in a prime location on the High Street in St Neots as a Youth Centre. So far it has not been determined how exactly the space would be used, but local suggestions include a tuck shop, café, table tennis, advice centre and DJ space.

The supporting evidence links the need for this space with the increased youth population due to Loves Farm and Wintringham. It is true the population of St Neots has increased, and will continue to do so, due to new housing, but this has been mitigated on these sites through community provision at both Loves Farm and Wintringham.

Looking at wider growth and community space HDC has invested £4.83m of CIL funding on works to St Neots as part of the Future High Streets Fund programme including the Priory Centre. A further £1,170,500 CIL funding has been allocated to other infrastructure projects within the town. St Neots Town Council have also used their Local CIL ('meaningful proportion) funding to purchase the Oast House for community use.

On reviewing available community spaces within St Neots there is also the Citizen Hub, St Neots Museum courtroom, Eatons Community Centre and Loves Farm House amongst others. The supporting information did not address why these spaces could not be used. There was also no information provided as to why the town centre unit stated was considered the best location across the whole of St Neots for such a provision, noting detail of other facilities and location of growth. Other commercial buildings are also available to rent or buy in a less prime location.

The aims of supporting the community does link to the Corporate Plan (Priority 1) and Place Strategy (Journey 1) and so we support the principle of a space for the youth to use for social engagement and potentially other uses.

However, balanced against this is understanding the long-term viability of a large quantum of community space having regard to the existing and future community spaces at Loves Farm 1 & 2 and Wintringham Park, in addition to the town centre availability within the Priory Centre and Oast House. Also, there would need a better understanding of how this facility would work alongside existing youth and community ventures like the Citizen Hub.

The loss of the prime retail space, 3000 sq. ft. and the Town & District and CPCA aims for regeneration of the high street to meet a growing population also have to be considered. This application fails to demonstrate how the loss of a large retail space, one that has opportunity as a large or two smaller units, how this will affect the regeneration aims for the High Street is not fully explored. St Neots has had great success in recent years in attracting new businesses to the town centre which has attracted a discount shop, gym, barbers, nail bar, dog grooming salon and local supermarket into what was two large retail spaces. The concerns about losing this prime retail unit are confirmed by the HDC Economic Development team.

In order to support this application, there would need to be a fuller understanding of the project, including:

- a planning application to demonstrate that a change of use from retail to a community use is acceptable in principle in this prime location.
- the geography of the expected users to understand why the selected location is the best fit. The geography of growth, including schools in St Neots is linked to the Eastern expansions and CIL legislation requires funding to mitigate growth or enable it.
- an understanding of the effects the removal of the large retail unit in a central High Street location will have.
- a complete assessment of existing and future community spaces (including those secured via S106) in and around the town to demonstrate long term viability of the proposal.

If planning permission is granted, the applicant is welcome to apply to future CIL funding rounds supported by the additional information referenced above. Any future application will be considered on its own merits.

4.10 Expansion of Primary Academy, Warboys.

Proposal: Increase of two classrooms for Warboys Primary Academy.

Applicant: Cambridgeshire County Council

Parish: Warboys

Total Project Cost: £2,758,266.00

CIL Ask: £828,000.00

CIL Ask %: 30%

Scoring: 24 + 12 = 36 Overall

RECOMMENDATION - APPROVE

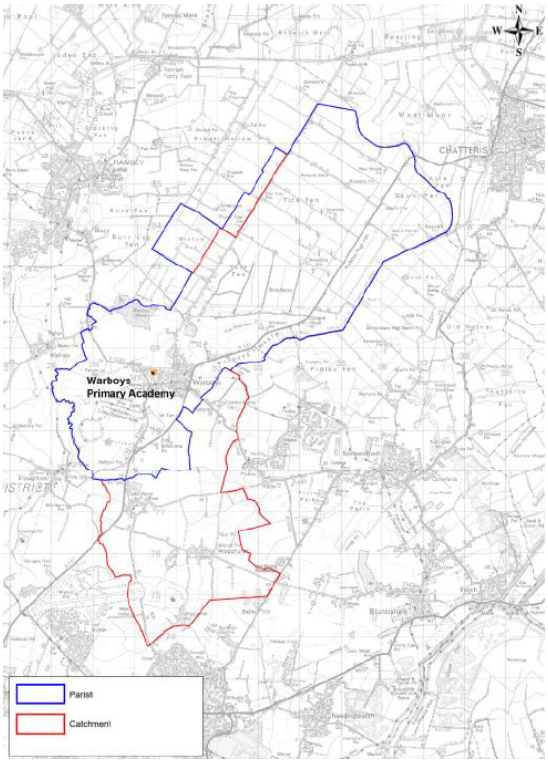
4.10 (a) **DESCRIPTION OF SUBMISSION**

The supporting documents for this application included a business plan, breakdown of costs and a letter of support from Warboys Parish Council.

4.10 (b) **PROPOSAL**

This project is to expand Warboys Primary Academy. Currently there are twelve mainstream use classrooms in use and one is used for children with special educational needs and/or disabilities (SEND). Due to growth the school has increased their PAN (Published Admissions Number) to 60, which will require two new classrooms.

The catchment area for this school is shown below:



There is already £653,000 S106 funding in place for this project which evidences the recognised need for investment in Primary Education in this location. Cambridgeshire County Council are making a decision at Full Council in February to part fund this too, with a £1,277,000.00 investment.

Through creating the two new classrooms at Warboys it means their growing population will be able to stay within their location for education, reducing trips to other schools in the District. It also means the school will be able to continue its SEND provision, which will support both the Parish and wider District.

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4.10 (c) **SUBMISSION HISTORY**

This is the first submission for this project and a funding enquiry form was completed before submission.

4.10 (d) **CONSULTATIONS MADE BY OFFICER ON THIS PROJECT**

No consultations were made by the Officer for this submission.

4.10 (e) **ASSESSMENT**

The main issues to consider in the assessment of this application are found in the Statement of Intent:

Principles of Statement of intent	Met?
The primary use of CIL is to fund infrastructure that is directly linked to supporting or mitigating the impact of growth and new development.	Yes – the need for more places at the primary school had been linked to local housing growth.
CIL funded projects can also contribute towards achieving the outcomes identified in the Council's Corporate Plan and Place Strategy	Yes – for the Corporate Plan – Priority 1 'improving quality of life for local people'. For the Place Strategy – Journey 2 'inclusive economy'.
CIL should be used in a way which leverages other sources of funding for greater impact.	Yes – There is S106 funding and CCC, if it is approved.
The use of CIL should be considered alongside other developer contributions to maximise site-specific benefits (e.g. Affordable housing).	N/A
A new approach to allocating CIL should follow a programme-led, evidence-based approach.	Yes – there is a factual and well evidenced business plan.
A new approach to CIL should recognise the Importance of working with partners to deliver infrastructure.	Yes – this is partnership working with Cambridgeshire County Council and the local residents wishing to attend the school.
There should be greater alignment between local and district-wide priorities.	Yes – this is a District priority for education.

Using the interim scoring system this project scored 36.

4.10 (f) **RECOMMENDATION - APPROVE subject to:**

- Full funding being achieved.
- Planning permission being obtained.

As this project would increase the number of spaces at a Primary School, where there has been growth, this is a Strategic priority. Also, this means there can be a continued local SEND provision.

There is a good level of match funding, including S106. The supporting information shows the need for this in the local catchments area and how it is linked to growth. If funding is approved works will complete in June 2028.

4.11 Extension of time for allocated CIL funding for Wheatsheaf Road improvements.

RECOMMENDATION - APPROVE

An up to £500,000 allocation was approved in principle towards the B1040 Wheatsheaf Road / Somersham Road, St Ives Accident Reduction Scheme at the 18th March 2021 Cabinet meeting. The scheme addresses road safety at one of the most significant accident cluster sites in Cambridgeshire. The Strategic CIL allocation was subject to:

- Final costings, as detailed design work is still underway.
- Full business plan.
- Confirmation that all the land required for the project is available; and
- Confirmation of the match funding by CCC and other sources.

The offer was time limited (12 months) to enable the above matters to be addressed. This period ended 17th March 2022.

At HDC Cabinet 17th March 2022 an extension of time was agreed due to delays in the works, which expired on 24th March 2024. Following legal issues there were further delays to this project and at Cabinet 12th December 2023 a further extension of time was agreed until 30th September 2025.

This project has been delayed due to ongoing legal issues with land purchasing. Officers have reached out to the Complex Infrastructure team at Cambridgeshire County Council and have had the following update:

'*The proposed new junction arrangement requires additional land, which the Council is seeking to purchase. Officers are working alongside our legal advisors to progress this land acquisition but it has, unfortunately, been delayed for reasons beyond our control. CCC officers and our legal team continue to engage regularly with the parties involved. Earlier this year we introduced the 50 mph speed limit at the junction as an early measure whilst we await the conclusion of the land purchase.*

Current milestones as follows:
By April 2026 – Conclude Land Purchase
May-June 2026 – Utility diversions (advanced works)
May-July 2026 – Procurement of Principal Contractor
July 2026 – March 2027 - Construction

The programme very much depends on the conclusion of the land purchase, if we are able to finalise this sooner then we can bring forward activities.'

Further updates on this project are available on the CCC website . Our projects and programmes | Cambridgeshire County Council

RECOMMENDATION - APPROVE

Given the delays, beyond the control of CCC, and the ongoing need for the project to address this accident cluster site a further extension of time until **31st December 2027** is recommended. As above construction is anticipated to complete in March 2027, but this would give the project a slightly longer time for any further delays.

5. COMMENTS OF OVERVIEW & SCRUTINY

5.1 The Panel discussed the Community Infrastructure Levy Allocation Report at its meeting on 4th March 2026.

5.2 Councillor Pickering raised concern that the proposed Youth building was being treated in the same way as a general community facility. He emphasised that young people require a dedicated space rather than hired rooms within other buildings, noting that no such provision currently exists in St Neots. He referenced the Huntingdonshire Futures Place Strategy—particularly its focus on Youth Provision—and considered the application to be well aligned with its objectives. Councillor Pickering further highlighted that the proposal would bring a unit vacant for three years back into use and that its town-centre location was preferable, as out of town sites could increase the risk of anti social behaviour.

5.3 It was explained that the query in the report relates to current community facilities and their use needing a fuller explanation. The principle of youth space is recognised, and the Town Council were invited to work with the Implementation and Planning teams to explore and progress this project for a future round.

5.4 Councillor Jennings expressed his support for the points raised by Councillor Pickering, noting that the proposal represented a positive opportunity to bring a currently vacant unit back into productive use. He emphasised that repurposing the unit for a community focused initiative would provide clear benefits to local residents.

5.5 It was noted that Section 4.9 (f) highlights the concern that this is a prime retail space. There are conflicts with Local Plan policy for prime retail spaces that would need to be investigated and Planning Permission granted for this project to be considered deliverable. Due to this this needs resolution first. To date there have been no discussions with the Planning Department about this and this is the first step needed to ensure deliverability.

5.6 The Panel were reminded that there was an error in the published paper and attention was drawn to the Supplement which had since been provided.

5.7 Councillors Jennings and Martin highlighted queries around the scoring mechanism.

5.8 The scoring system is an indicative one at present. In Overview & Scrutiny 8th October 2025 Officers highlighted that scoring was being reviewed and Members were invited to volunteer by the Chair. No requests have been received to date. All applications are assessed against Legislation and CIL governance. It was explained that the Team would not be comfortable using

it as the basis for approval or rejection of applications at this stage.

5.9 Councillor Martin commented on the application for the Huntingdon Sports and Health hub, noting that while he welcomed the prospect of enhanced facilities, he had reservations about the level of expenditure involved.

5.10 The amount of funding assigned to the project is to be agreed under delegated authority by the S151 Officer as per governance agreed at HDC Cabinet in February 2026.

5.11 Councillor Chapman noted that St Neots has a significant youth population and expressed the view that a dedicated facility would be of benefit to the community. He acknowledged the high cost associated with the proposed location and remarked that other retail sites had been used for development. He added that he would have welcomed consideration of an alternative site. Councillor Chapman also noted that the use of the Oast House has not been agreed yet.

5.12 Councillor Corney noted he was pleased to see the high number of approvals this round and asked if the next funding rounds dates had been agreed.

5.13 It was confirmed that the next dates would be post Elections.

5.14 Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for an informed decision to be made on the report recommendations.

6. KEY IMPACTS / RISKS

6.1 The key impact from not considering the CIL spend will be the potential for certain infrastructure projects not being delivered and match funding lost.

7. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

7.1 Project bids submitted will be notified of the outcome of the decision made by Cabinet. Next steps as appropriate are noted below:

- Notify applicants of the outcome of the Cabinet meeting and provide feedback.
- Prepare and initiate contracts for approved projects once any additional requirements have been met.
- Issue funds in accordance with agreed milestones set out in the contract.
- Commence quarterly monitoring of projects approved.
- Provide an update for members at the next funding round.

8. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES

(See Corporate Plan)

8.1 CIL helps to deliver across the priorities in the Council's Corporate Plan 2023 - 2028 specifically Creating a better Huntingdonshire for future generations by:

- Improving housing - 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).

- Forward-thinking economic growth - 39. Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies.

9. LEGAL IMPLICATIONS

9.1 Regulation 59 (1) of the Community Infrastructure Levy Regulations 2010 (as amended) requires a charging authority to apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area. It may also, under Regulation 59 (3), support infrastructure outside its area where to do so would support the development of its area.

9.2 Passing CIL to another person for that person to apply to funding the provision, improvement, replace, operation and maintenance of infrastructure is also permitted under Regulation 59 (4).

9.3 Section 216 (2) of the Planning Act 2008 as amended by Regulation 63 of the Community Infrastructure Regulations 2010 (as amended) stated that infrastructure 'includes [and is therefore not limited to]:

(a) roads and other transport facilities,
(b) flood defenses,
(c) schools and other educational facilities,
(d) medical facilities,
(e) sporting and recreational facilities,
(f) open spaces.'

9.4 The levy may not be used to fund affordable housing.

10. RESOURCE IMPLICATIONS

10.1 CIL money can only be spent on delivering infrastructure, in accordance with the legal restrictions on the spending of CIL receipts.

10.2 Staff resource to administer and monitor the allocation of the CIL. This is funded, in part, by the administration costs permitted from the CIL receipts.

10.3 Staff resource from elsewhere in the Council will be used in preparing funding bids and implementing successful cases.

11. REASONS FOR THE RECOMMENDED DECISIONS

11.1 The recommendations for individual funding awards for projects (as stated in section 4) have been considered in accordance with the Council's governance framework for CIL, as well as the wider legislative context as set out in the report. For each project award, or decline, a reason has been provided which would be communicated to the applicant.

LIST OF APPENDICES INCLUDED

Appendix 1 – Update on 'live' projects previously approved CIL funding to-

date.

Appendix 2 - Huntingdonshire Infrastructure Project Bids submitted for consideration in 2025/26 round 1 for £100,000.00 or less – Decisions.

BACKGROUND PAPERS

Section 216 of Planning Act 2008
Huntingdonshire Infrastructure Delivery Plan
http://www.huntingdonshire.gov.uk/media/2694/infrastructure-delivery-plan.pdf
Huntingdonshire Infrastructure Delivery Plan – Infrastructure Schedule
http://www.huntingdonshire.gov.uk/media/2693/infrastructure-schedule.pdf
Huntingdonshire Infrastructure Delivery Plan Addendum
http://www.huntingdonshire.gov.uk/media/2861/infrastructure-delivery-plan-addendum.pdf
Community Infrastructure Levy Governance Review June 2024
https://democracy.huntingdonshire.gov.uk/moderngov/documents/s134148/7.%20Community%20Infrastructure%20Levy%20Governance%20Review%20Report.pdf
Community Infrastructure Levy Governance Review June 2024 Appendix 1
https://democracy.huntingdonshire.gov.uk/moderngov/documents/s134149/7.%20Community%20Infrastructure%20Levy%20Governance%20Review%20Appendix%201.pdf
Huntingdonshire Infrastructure Funding Statement 2024/5
https://www.huntingdonshire.gov.uk/media/nuvp0izy/infrastructure-funding-statement-2024-25.pdf

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APPENDIX 1 - Update on 'live' Projects previously approved to-date.

Project Name	Description	Project cost at allocation	CIL funding offered	Update
Fenstanton Village Hall Approved by Cabinet - 16th July 2020	Funding towards a new village hall in Fenstanton	£880,000.00	£75,000.00	Works have commenced on site and completion is due September 2026.
B1040 Wheatsheaf Road/Somersham Road Accident Reduction Scheme Approved by Cabinet - 18th March 2021	Junction safety improvements	£1,200,000.00	£500,000.00	See report 4.11 for update.
St Neots Future High Street Fund **Approved by Cabinet 28 July 2020**	A comprehensive programme of schemes designed to enable the redevelopment of several strategically chosen areas of St Neots town centre and bring change to strengthen the economy of St Neots.	£15,422,033.00 (funding envelope as project details developed)	£4,830,000.00	The updated position in relation to the Future High Street Fund is set out in the Market Towns Programme https://www.huntingdonshire.gov.uk/people-communities/market-towns-programme/investment-in-st-neots/latest-updates/

Hinchingbrooke Country Park Improvement Project Approved at Cabinet 17th March 2022	Part of larger project, the bid seeks funding for: •Pathway improvements and associated lighting and signage. • Upgrading the existing car park. • 5 new play zones Associated management costs	£2,995,184.00	£1,495,184.00	A Pre-Services Contract Agreement (PCSA) has been signed with a preferred contractor (Dec 2025) to allow them to finalise the project design and costs inclusive of the Countryside Centre A Letter of Intent is being finalised to utilise the same contractor to begin on site enablement works including widening the main access road and which will support construction traffic and the overall project and a light strip out of the Countryside Centre. The Letter of Intent is due to be signed shortly. and for these works to start from mid-February 2026 The main contract terms are being finalised, and it is hoped the final contract will be in place by late March 2026, and the wider project works will start in early April 2026 The current project plan forecasts for the overall project to be completed by December 2026

Project Name	Description	Project cost at allocation	CIL funding offered	Update
Glatton Village Hall Agreed by delegation 3rd October 2022	Replacement of an asbestos roof for the Glatton Village Hall.	£64,750.00	£49,750.00	Roof project was **COMPLETED** December 2025.
Alconbury Weald Health Facility Approved at Cabinet 18th October 2022	New primary health care facility at Alconbury Weald.	£7,888,400.00	£6,013,388.00	Approval and funding have been confirmed by the ICB Board to proceed with the design and scoping phase for the proposed new health building. This work will enable submission of a planning application and the resubmission of the CIL application for consideration and ratification by HDC. Upon completion the design project will deliver proposals for a modern, flexible health facility, capable of being fitted out in accordance to NHS building regulations, and designed to support the delivery of a safe efficient medical and integrated community health provision both now and in the years to come.

Project Name	Description	Project cost at allocation	CIL funding offered	Update
Godmanchester Astro turf football pitch Approved at Cabinet 18th October 2022	Installation of a full-sized football pitch all weather (Astro turf) football pitch	£800,000.00	£150,000.00	Project was **COMPLETED** December 2025.
Somersham Car Park Extension Approved by delegation 7th February 2023	Community car park extension	£20,480.90	£15,480.90	Project still requires Planning Permission. The Parish agreed in December to commission the outstanding reports for their planning application.
Monks Wood Police Training Site Approved at Cabinet 18th April 2023	New facility to meet the statutory requirements to train police across Cambridgeshire, Bedfordshire and Hertfordshire.	£12,300,900.00	£641,492.00	Project was **WITHDRAWN**
Community Centre Extension, Ramsey Approved at Cabinet 16th April 2024	Extend and re-configure the layout of the Ramsey Community Centre including a commercial sized kitchen. The re-configuration from one to three rooms will allow more groups access to an oversubscribed building.	£260,000.00	£100,000.00	Completion now due March 2026.
Guardroom community hub, Bury Approved at Cabinet 15th April 2025	To transform the former RAF Guardroom building into a multifunctional hub including the Parish Council, hot desk space, and community space for sports and social activities.	£2,359,900.00	£1,500,000.00	Meeting held with Parish and Architects/Project Manager in December to agree contract payment dates. Awaiting further email to confirm details.

Project Name	Description	Project cost at allocation	CIL funding offered	Update
				Completion due Summer 2027.
Leisure improvements, Sawtry Approved at Cabinet 15th April 2025	Replacement & reinstatement of the pool plant and reconnecting the heating, air handling and water, replacement of the pool cover and disabled hoist.	£600,000.00	£360,000.00	Contractors appointed in December 2025. Works on track for Spring opening.
Huntingdon Campus 'Retrofit' skills training facility Approved at Cabinet 14th October 2025	A training centre at Huntingdon Campus to provide for retro fit skills, including solar panel installation, various insulation techniques, heat pump installation and associated electrical skills.	£725,912.00	£200,000.00	Slightly delayed but on course to complete by August 2026.
Kimbolton replacement playground. Approved at Cabinet 14th October 2025	Replacement play equipment at Mandeville Hall Community playground.	£106,115.56	£61,632.81	Project on track to complete
New 3G Pitch, HDC One Leisure St Ives. Approved at Cabinet 14th October 2025	Installation of a second full size third generation floodlit artificial turf pitch at One Leisure, St Ives.	£1,400,031.26	£300,000.00	Planning application and Football Foundation application submitted Dec 2025. Still on track to complete Feb 2027.
Cromwell Museum Expansion Project, Huntingdon. Approved at Cabinet 14th October 2025.	Funding to restore, convert and fit out a new museum.	£6,308,000.00	£1,000,000.00	CIL funding offer accepted and now RIBA Stage 2 is due to complete September 2026.

Project Name	Description	Project cost at allocation	CIL funding offered	Update
King George V Pavilion redevelopment, Huntingdon. Approved at Cabinet 14th October 2025	Demolish the existing structure and build a new pavilion with compliant changing rooms, modern support facilities, social space and equipment storage.	£1,000,000.00	£125,000.00	Project has been delayed by wider works to Huntingdon Hub and new quotes are higher than previously received.

APPENDIX 2 - Huntingdonshire Infrastructure Project Bids submitted for consideration in second funding round 2025/26 for £100,000.00 or less – Decisions.

Further detail on the reason for decline has been provided to the applicants.

Project proposed	Location	CIL funding requested	Total project cost without VAT	CIL as a % of total	Score	Recommendation	Decision
Repair and improvements to car park	Abbotsley	£15,000.00	£30,000.00	50%	21	Decline – fundamentally this is a maintenance project not related to growth and so ineligible for Strategic CIL.	Decline
Design, supply and construction of a 13 x 3M steel framed building.	Godmanchester	£47,236.03	£120,000.00	39%	25	Decline – supporting information does not support links to growth so ineligible for Strategic CIL.	Decline
A permanent replacement for the temporary building used by Grafham Community Shop	Grafham	£46,415.00	£77,357.00	60%	28	Accept Subject to – • Full funding being confirmed • 12 months to achieve full funding from approval • Clarification of why lease is so short term and satisfactory evidence of likely extension of this. • Evidence of a fund for maintenance, funding contribution to car park and future fund for replacement at end of building life.	Approve
Upgrade of 1 existing streetlight column.	Hemingford Grey	£3836.54	£3836.54	100%	2	Decline - As confirmed in the application form this project has no links to growth and so fails to meet the gateway criteria to make it eligible for Strategic CIL funding.	Decline

Public/Confidential
Key Decision – Yes
* Delete as applicable

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Empty Homes Strategy

Meeting/Date: Overview and Scrutiny Panel – 22/01/26
Cabinet – Date – 17/03/26

Executive Portfolios: Executive Councillor for Resident Services & Corporate Performance and Executive Councillor for Economy, Regeneration and Housing

Report by: Private Sector Housing Officer – Sarah Hebblethwaite

Ward(s) affected: All Ward(s)

Executive Summary:

This report introduces the Draft Empty Homes Strategy 2026–2031. The draft strategy is set out at Appendix 1 and is submitted for consideration, review and scrutiny, with associated recommendations invited.

The overall aim of the strategy is to bring empty homes in Huntingdonshire back into use. The intention is to work with empty homeowners and our key partners to offer solutions and in turn increasing available housing across Huntingdonshire.

Huntingdonshire's Draft Empty Homes Strategy 2026-2031 focuses on residential properties in the district that have been unoccupied for 6 months or more and on those that are causing significant problems to the local community. Whilst adopting a preventative approach to those that have been empty for less than 6 months.

The council is committed to ensuring housing is available throughout the district and recognises the importance of making best use of existing resources alongside delivering new provision; bringing back in to use existing long term empty homes supports this ambition.

The Strategy builds on our commitment of tackling the issue of empty homes in a proactive, co-ordinated and strategic approach. Drawing on national guidance, including the Empty Homes Network 3-point plan (2025-2030), The Local Government Associations Practical Toolkit, and examples of good practice from other Local Authorities.

The strategy has five key objectives

1 To maintain accurate information on empty homes in the district

2 To raise awareness of empty homes and promote the strategy

3 To provide advice, assistance and guidance to landlords and property owners to prevent properties from becoming long term problematic empties.

4 Reduce the number of long-term empty homes in the district and return problematic empties back into use.

5 To maximise income opportunities including council tax and debt recovery.

Recommendation(s):

The Committee is recommended to:

- Consider the Draft Empty Homes Strategy (Appendix 1) and provide comments to inform the final version to be considered by Cabinet.

1. PURPOSE OF THE REPORT

1.1 To consider, review and scrutinise the Draft Empty Homes Strategy 2026-2031 and make any associated recommendations.

2. BACKGROUND

2.1 The Draft Empty Homes Strategy 2026-2031 details the current position with empty homes across Huntingdonshire and the tools available to the Local Authority to bring them back into use.

2.2 The strategy reinforces the Council's wider objective to maximise housing supply in the district encouraging more affordable, energy efficient and decent homes.

2.3 The Council recognises the importance of bringing empty homes back into use and the strategy aims to build on the work done by the Environmental Health team with long term empty homes.

2.4 In September 2025 the Council employed a Private Sector Housing Officer (Empty Homes) to focus on reducing empty homes across the district alongside maximising the opportunities to work with empty homeowners to bring their properties back into use.

2.5 Prior to September 2025 the Environmental Health team responded to service requests relating to empty homes within the district, however, their input was focussed around dealing with the impact the property was having on immediate neighbours and the local community e.g. requiring an overgrown garden to be cut back or a pest infestation to be treated. Typically, this would include taking action under the Environmental Protection Act 1990, Prevention of Damage by Pests Act 1949 or Anti-social Behaviour, Crime and Policing Act 2014. Their resourcing did not allow for further engagement with the property owner to discuss bringing the property back into use and there was no proactive management of empty homes. Therefore, there would often be repeated service requests about the same properties as, for example, gardens grew back and they caused an impact again.

2.6 In 2024/2025 the Environmental Health team received 3078 service requests of which 143 related to 'nuisance premises' or 'nuisance accumulations or deposits', and from 1 April 2025 to 31 August 2025 there were 64 of the same requests type recorded. Whilst it has not been historically recorded it is estimated that 10% of these requests relate to empty homes.

2.7 This work has provided a firm base for the development of the Draft Empty Homes Strategy 2026-2031 and the future work of the Private Sector Housing Officer. The development of an Empty Homes service alongside the Strategy will facilitate a fresh casework approach to bringing empty homes back into use alongside enforcement action when required whilst supporting the council tax premiums to encourage empty homeowners to utilise their properties as homes.

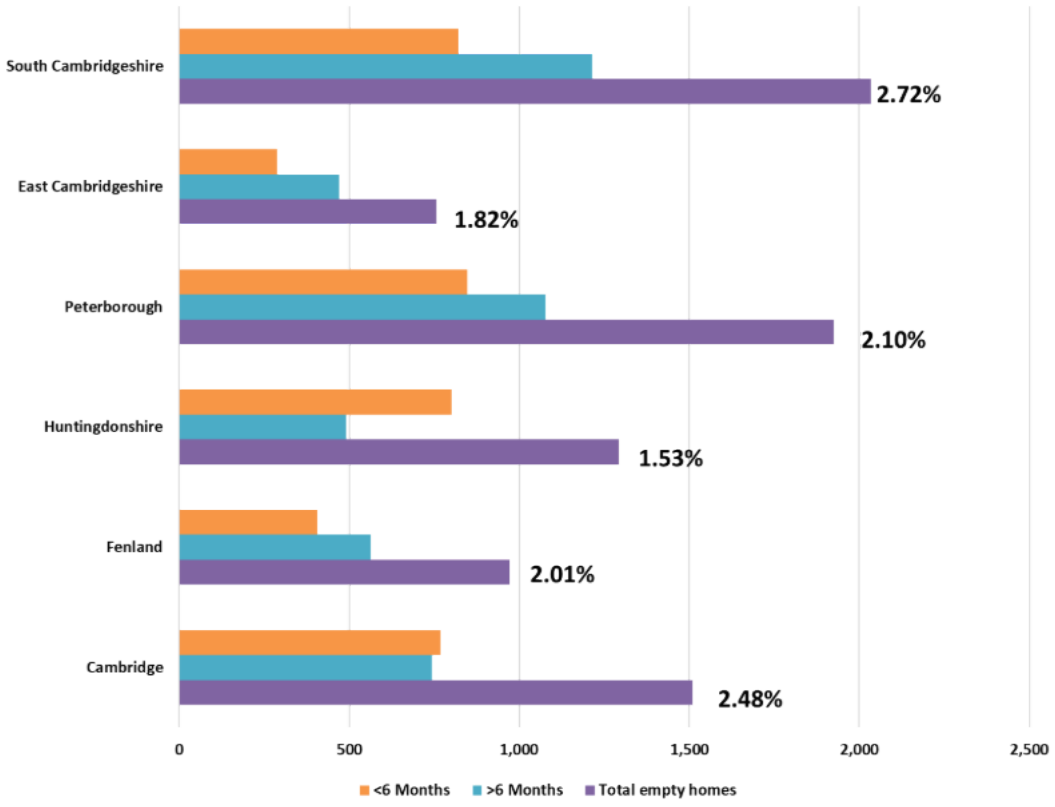
The National Context

2.8 Empty homes represent a critical challenge in a country facing a national housing crisis, with over 1 million (1,022,433) properties not in use in 2025, representing 3.96% of England's housing stock. This number includes homes left vacant for over six months, second homes, and properties under council tax exemptions.

The Local Context

2.9 In the Cambridgeshire and Peterborough region empty homes present considerable challenges and opportunities, each district and both cities employ an Empty Homes Officer and there has been considerable success through various initiatives. The highest numbers of empty homes can be found in South Cambridgeshire and Peterborough.

2.10 Graph 1 Total empty homes in September 2025 in Cambridgeshire and Peterborough by time empty and percentage of overall housing stock



2.11 In September 2025 of the 84,172 homes in Huntingdonshire, of these 1292 were empty homes of which 801 were empty for less than 6 months, and 491 over six months.

2.12 This represents 1.53% of all housing stock, meaning approximately 1 in every 66 homes in Huntingdonshire sits empty or is used in part as a

second home. It is important to note that this figure includes homes that have been empty for less than 6 months.

2.13 The Empty Homes Strategy sets out five clear objectives that aim to facilitate bringing empty homes across the district back into use.

Objective 1 – To maintain accurate information on empty homes in the district

2.14 The ongoing development and maintenance of the empty homes database will be the cornerstone of the Council's approach to tackling empty homes across the district. This database will hold the essential information that enables targeted engagement and supports cyclical data cleansing exercises, ensuring records remain accurate and up to date.

Objective 2 – To raise awareness of empty homes and promote the strategy

2.15 With housing demand continuing to rise, the issue of empty homes is receiving growing attention. Having remained high on the political agenda for some time, recent developments, media coverage, and calls for stronger action have elevated its profile.

2.16 In response to this growing awareness, the Council is committed to maintaining visibility of the issue locally, using all appropriate and available channels to raise awareness. Internally, ensuring that staff and members understand the challenges posed by empty homes, and the support the Council can offer to empty homeowners.

2.17 Externally the council will continue to promote the benefits of bringing empty homes back into use, while also exploring new opportunities to enhance the support available to owners. The dual approach will help ensure that both awareness and action continue to grow.

2.18 The public, our partners and internal colleagues will be encouraged to report all empty homes and will be given advice of the tell-tale signs to look out for.

Objective 3 – To provide advice, assistance and guidance to landlords and empty property owners to prevent properties from becoming long term problematic empties.

2.19 We are committed to developing financial support that maximises the opportunities to bring empty homes back into use.

2.20 In the meantime, the Council will continue to develop, explore and implement non-financial forms of assistance. These will include signposting to relevant services, facilitating access to advice, or brokering partnerships with local organisation's and developing options that will ensure a swift and proportionate response, including the service of statutory notices if required. Whilst enforcement is viewed as the last resort, it remains a consideration throughout the investigation and support

stages to demonstrate that all reasonable opportunities for a voluntary resolution have been exhausted.

Objective 4 – Reduce the number of long-term empty homes in the district and return problematic empties back to use.

2.21 The process of returning empty homes to use and reducing the overall number of long-term vacant properties begins with the effective investigation and prioritisation of referrals, accurately recorded within the council's empty homes database.

2.22 To build trust and strengthen the reputation of the service, all complaints will be followed up, with complainants kept informed about the process and the priority status of the property in question. Following the initial information-gathering stage, the Council will maintain regular and persistent engagement with empty homeowners using existing resources, including tailored correspondence. This approach ensures owners are given every opportunity to respond and work collaboratively with the Council.

2.23 The strategy also aims to inform and align with wider Council policies and initiatives, encouraging cross-departmental support for efforts to bring empty homes back into use. The property database will be used to regularly assess enforcement options for all cases, with appropriate action pursued for priority properties, especially where urgent attention is required due to a referral or complaint.

Objective 5 - To maximise income opportunities including Council Tax and Enforcement Debt recovery

2.24 There are considerable opportunities for the development of the working relationship between council tax colleagues and private sector officer (empty homes). Through this developing partnership this strategy aims to identify and maximise debt recovery through council tax charges, arrears and land registry charges due to default works.

2.25 In circumstances that enforcement action has been carried out we will pursue these with the support of our colleagues and where appropriate recommend subsequent action in collaboration with legal services and consider enforced sales.

2.26 Working with Revenue and Benefits current empty homes with large amounts of council tax arrears should be evaluated using the scoring tool and prioritised accordingly.

Strategic Priorities

2.27 Huntingdonshire District Council recognises that empty homes represent a missed opportunity to deliver on key priorities within the Corporate Plan, Local Plan, and Climate Action Plan.

2.28 Under Priority 2 of the Corporate Plan, The Council aims for everyone to live in a safe, high-quality home while also taking positive action to reduce carbon emissions and become a net zero carbon council by 2040. Empty properties undermine these ambitions by wasting housing resources during a housing crisis and increasing pressure for greenfield development, which conflicts with sustainability goals.

2.29 The Climate Strategy commits to enabling communities to adapt to climate change, and bringing empty homes back into use supports this by reducing embodied carbon and promoting energy-efficient retrofits.

2.30 A joined-up approach between Climate, Place, and the Empty Homes Officer will raise awareness of the social, economic, and environmental impacts of empty homes, encourage owners to act, and promote available support, incentives, and enforcement options. This partnership will also engage councillors, developers, housing associations, and community groups, aligning housing delivery with climate objectives and ensuring that tackling empty homes becomes a core part of the Council's wider housing and sustainability strategy.

2.31 Whilst returning empty homes back in to use will not, in isolation, resolve the wider housing supply challenges, it can often be the quickest and most cost-effective way to increase the availability of good quality, safe, and affordable housing. By reducing the pressure to build on undeveloped land, supporting the regeneration of brownfield sites, and reinvigorating local communities, the reuse of empty properties plays a significant role in meeting the Council's broader corporate objectives. This approach delivers tangible benefits to residents and neighbourhoods across Huntingdonshire, contributing to a more sustainable and inclusive approach.

3. OPTIONS CONSIDERED/ANALYSIS

3.1 The Council has chosen to appoint an Empty Homes Officer to deal with the issue of long term Empty Homes, this strategy has been developed with the benefit of advice from the Empty Homes Network and other Empty Homes Officers Good Practice guidance.

3.2 The report asks that the Draft Empty Homes Strategy 2026-2031 be recommended to go out to consultation and that any changes from feedback received will be considered and taken to the Council's Cabinet in March 2026.

3.3 The Council could choose not to adopt an Empty Homes Strategy, but this would prevent the Council taking action on empty homes and using powers open to Local Authorities.

4. COMMENTS OF OVERVIEW & SCRUTINY

4.1 The Overview & Scrutiny (Performance & Growth) Panel discussed the report at its meeting on 21st January 2026.

4.2 Councillor Pickering asked how much consideration had gone into measuring the success of the new Strategy and what this would be.

4.3 Councillor Gardener expressed concern regarding homes that would be empty due to a death of the owner and the Panel urged caution around these sensitive cases.

4.4 Councillor Catmur requested that a table of definitions be included in the Strategy for clarification.

4.5 Councillor Blackwell suggested that the Strategy not name the other Authorities the examples had been drawn from and instead, tailor it for Huntingdonshire District Council (HDC).

4.6 Councillor Taylor sought further clarification regarding consultation with homeowners on Point 8 of the Strategy, wondering if it would go beyond homeowners.

4.7 Councillor Martin raised concerns around the use of enforcement action and it was suggested that the Council hold off on this until they see the impact of the Premiums.

4.8 Further information regarding the target for empty homes was sought from the Panel, referencing Huntingdonshire as already having the second lowest amount of empty properties over 6 months in the County.

4.9 Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for an informed decision to be made on the report recommendations

5. KEY IMPACTS / RISKS

5.1 If the council do not implement this policy and continues without engaging with empty homeowners and when necessary, carrying out enforcement action there will be no incentive to owners to bring their properties back into use. This will result in a failure to utilise existing empty homes for households within the district.

5.2 The Council has opted to charge the maximum council tax premiums on empty properties and second homes to incentivise owners to bring them back into use

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

6.1 The Draft Empty Homes Strategy will proceed with any amendments to Cabinet on 17/03/26.

7. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES

7.1 This strategy supports Priority 2 of the Corporate Plan, by creating a better Huntingdonshire for future generations by bringing long term empty homes back into use.

7.2 It also supports Priority 1 by improving the happiness and wellbeing of residents by bringing empty homes back into use that are impacting the attractiveness of an area.

7.3 This strategy also supports the Council's Futures Strategy with the Pride in Place journey and our Climate Strategy in bringing existing property back into use.

8. CONSULTATION

8.1 A consultation with empty homeowners will commence in January via the commonplace platform. The information gained from the consultation will be fed into the strategy.

9. LEGAL IMPLICATIONS

9.1 There is no legal requirement to produce an Empty Homes Strategy although the council does have strategic housing responsibilities, and these documents support the continued delivery of statutory duties. The Council's power and duties to enforcement action are contained within various statues including those detailed in Appendix B of the Draft Empty Homes Strategy 2026-2031.

10. RESOURCE IMPLICATIONS

10.1 The Private Sector Housing Officer for empty homes is funded through existing resources until September 2027. Allocated budget of £30k to support empty homeowners to bring their properties back into use.

11. HEALTH IMPLICATIONS

11.1 We aspire for all our residents to live in homes that meet their needs and acknowledge that quality housing creates the foundation for good health, education, employment, and overall well-being.

11.2 The impact of austerity, covid 19, cost of living increases alongside a national housing crisis has resulted in this being a challenge for many households.

11.3 At the same time, we have empty homes throughout the district that could help alleviate some of the above pressures, or even house residents who find themselves threatened with homelessness. Therefore, bringing empty homes back into use is a critical element of responding to these challenges.

12. ENVIRONMENT AND CLIMATE CHANGE IMPLICATIONS

12.1 Bringing existing homes back into circulation, uses between 50% and 80 % less embodied carbon than building new homes. Works carried out as part of the renovation of empty homes will make homes greener and more energy efficient.

13. OTHER IMPLICATIONS

13.1 Bringing empty homes back into use is a crucial opportunity to increase the supply of homes for our growing population. To maximise the impact that bringing empty homes back into use can have, options for bringing them back into use as affordable housing are being pursued.

13.2 Empty homes are not only a wasted resource – they also often cause significant negative impacts on the local community and environment, which are often made worse the longer a home is empty. We are committed to prioritising bringing those empty homes back into use, which are a blight on our neighbourhoods.

13.3 A draft Equality Impact Assessment (EqIA) is currently being created, and evidence is being gathered. We will collect further evidence and feedback as part of the consultation with empty homeowners. A full EqIA will then be completed ahead of adopting the full Empty Homes Strategy.

14. REASONS FOR THE RECOMMENDED DECISIONS

14.1 To ensure that we have a strategy that outlines our approach to dealing with empty homes across the district.

14.2 Creating a better Huntingdonshire for future generations.

15. LIST OF APPENDICES INCLUDED

Appendix 1 – Draft Empty Homes Strategy 2026-2031

Huntingdonshire District Council

Draft Empty Homes Strategy 2026-2031





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Foreword from portfolio holders

We are delighted to introduce the new Empty Homes Strategy 2026-2031, as having a safe, high quality and secure home is essential to enable people to live healthy, happy and fully independent lives in their communities within Huntingdonshire.

We recognise the negative impact empty homes has on communities. Tackling empty homes is a key priority for Huntingdonshire District Council and the new Empty Homes Strategy sets out what the Council will do to bring homes back into use, to make best use of housing stock across the district and to reduce the negative impact empty homes can have on surrounding homes, neighbourhoods and communities.

This strategy, alongside our Housing Strategy, demonstrates our continued commitment to providing sustainable and thriving communities across Huntingdonshire.

We understand there is a variety of reasons that a property becomes an empty home and acknowledge the importance for the council to work proactively to engage, encourage and influence the owners of empty homes to support them to return them back into use.

The key focus on encouragement and advice to aid empty homeowners will be to provide support and guidance to facilitate the home being brought back into

use. However, we recognise that this approach will not work in every case and the council may need to utilise enforcement powers to ensure that empty homes do not remain wasted.

Only when a property is occupied does it truly become a home, allowing both residents and neighbours to enjoy comfort, stability and a shared sense of wellbeing within their community.

Sam Wakeford

Executive Councillor for Economy, Regeneration and Housing

Stephen Ferguson

Executive Councillor for Resident Services & Corporate Performance

Executive Summary

The overall aim of this strategy is to bring empty homes back into use. We will work with our key partners to offer solutions to facilitating bringing homes back into use and in turn increasing housing stock across Huntingdonshire.

Huntingdonshire's Draft Empty Homes Strategy 2026-2031 focuses on residential properties in the district that have been unoccupied for 6 months or longer and on those that are causing significant problems to the local community. Whilst adopting a preventative approach to those that have been empty for less than 6 months.

The Government acknowledges that bringing empty homes back into use can contribute to meeting projections of housing need and actively encourages local authorities to take the action required to tackle these wasted resources. Huntingdonshire District Council has embraced this challenge using identified good practice.

The strategy sets out five key objectives to enable long term empty homes to be brought back into use via a structured approach. Enforcement action is only to be used as a last resort, the focus of the strategy is to encourage and provide advice to owners, to facilitate them bringing their properties back into use without formal action being instigated. The Key Objectives are

Objective 1 – *To maintain accurate information on empty homes in the district.*

Objective 2 - *To raise awareness of empty homes and promote the strategy.*

Objective 3 – *Provide advice, assistance and guidance to landlords and property owners to prevent properties from becoming long term problematic empties.*

Objective 4 - *Reduce the number of long term empty homes in the district and return problematic empty homes back in to use.*

Objective 5 - *To maximise income opportunities including Council Tax and Enforcement Debt Recovery.*

Introduction

Empty homes represent a significant and often overlooked opportunity to meet wider housing need, support community regeneration, and make more effective use of existing housing stock. At a time of growing demand for affordable and decent homes, the presence of long-term vacant properties, often located in areas of high need, can undermine neighbourhood vitality, attract anti-social behaviour, and contribute to urban decline. This strategy outlines our commitment to tackling empty homes as part of a wider effort to create thriving, resilient communities and ensure that every home counts.

This Empty Homes Strategy 2026-2031 outlines our commitment to tackling the issue of empty homes in a proactive, coordinated, and strategic manner. It draws on national guidance, including the *Empty Homes Network's 3-Point Plan (2025–2030)*, *the Local Government Association's practical toolkit, and good practice examples from other Local Authorities.* [1]

Our approach is informed by the following principles of best practice:

- **Strategic Integration**: Empty homes work should be embedded within wider
  housing, homelessness, regeneration, climate and corporate strategies. This ensures alignment with local priorities and maximises the impact of interventions.
- **Data-Driven Action**: Maintaining accurate, up-to-date records of empty properties is essential. We recognise the value of robust data systems in targeting interventions effectively.
- **Investigate, Encourage, Enforcement Last**: While enforcement tools such as Compulsory Purchase Orders (CPOs), Enforced Sales, and Empty Dwelling Management Orders (EDMOs) are important, the emphasis is on early engagement, advice, and support to property owners.
- **Tailored Interventions**: Recognising that each empty home has a unique context, we aim to offer a flexible toolkit of support and guidance alongside

a personalised approach and when these do not work finally - enforcement options to suit varying circumstances.

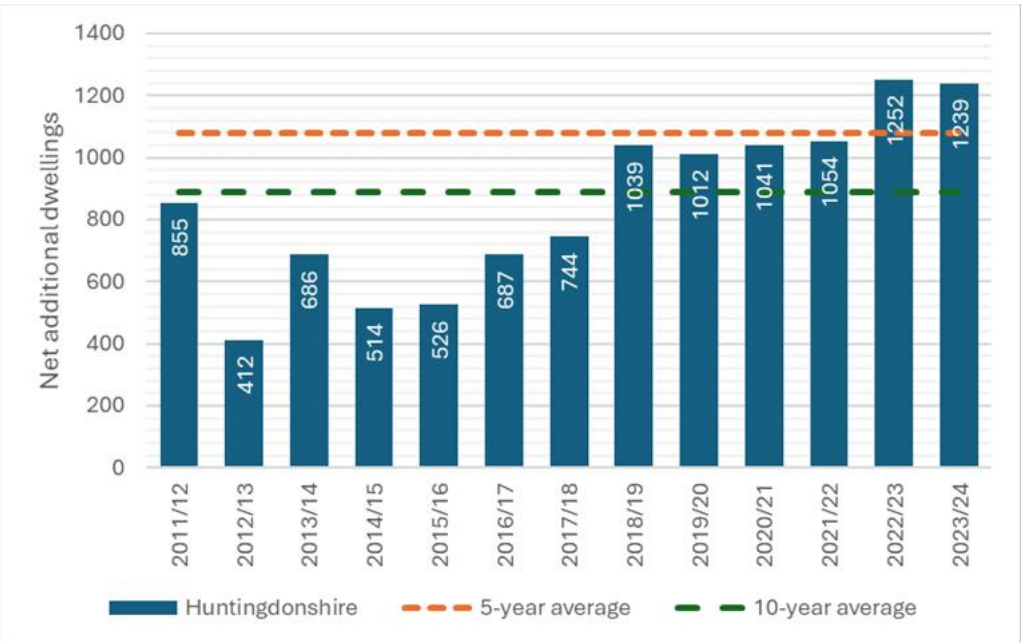
- **Cross-Sector Collaboration**: We will work with housing associations, community groups, and other key stakeholders to bring properties back into use, drawing on successful models of partnership working seen across the UK.
- **National Alignment**: We support calls for a statutory duty on local authorities to act on long-term empty homes and advocate for a national strategy that provides consistent guidance, funding, and accountability.

The following pages demonstrate our vision, objectives, and action plan for reducing the number of long-term empty homes across Huntingdonshire. It is both a call to action and a framework for delivery; ensuring that empty homes are no longer a wasted resource, but a vital part of our housing solution.

Understanding Empty Homes

Huntingdonshire District Council is committed to delivering affordable accommodation choices throughout the district. We recognise the importance of prioritising the use of current housing before considering new builds. Without tapping into the empty homes resource across the district we will put further pressure on housing need. The chart below shows the net housing delivery rate with 5 year and 10 year averages.

Chart 1 Net housing delivery rate in Huntingdonshire



Source – Huntingdonshire Local Housing Needs Assessment 08/2025

What is an empty home?

An empty home is defined as a privately owned property that is unoccupied.

A property is a long-term empty home if it has been unoccupied for 6 months or longer and adopting a preventative approach to those that have been empty for less than 6 months. Privately owned long-term empty homes are the primarily the

focus of this strategy, but concerns will be highlighted to public bodies and Housing Associations (registered providers) where an empty home they own is not let or requires repair.

Any property that is lying empty is a wasted resource, both for the person who owns it and those who need a home. In September 2025, the Home-link choice based letting scheme had over 3000 households registered seeking a home in Huntingdonshire. If left vacant for a considerable period, a properties physical condition can deteriorate, and the property can become a nuisance for those living in the neighbourhood. Where there are several empty dwellings in a neighbourhood this could discourage investment, in turn leading to economic decline.

The Empty Homes network uses 7 different council tax definitions to develop a full picture of empty homes nationally. These are defined as long term empty, empty for less than 6 months, long term premium, second homes, unoccupied exemptions and occupied empties and delisted properties.

Why do properties become and remain empty?

Most empty homes are privately owned. There are a variety of reasons for homes being left empty, some of which are more complex and multi-faceted, with owners having their own personal reasons for keeping their home empty. Some of the most common reasons for homes becoming and remaining empty include:

• issues with inheritance and/or delays with probate;

• lack of finance to carry out necessary repairs and/or refurbishment;

• perceived problems associated with letting of properties;

• owner unwilling to bring the home back into use;

• individuals requiring residential care or long term hospitalisation.

Challenges presented by Empty Homes

Dealing with an empty home is not always straightforward. Each property, its owner, their circumstances and intentions are all unique. The list below provides some examples of circumstances -

- A property may be used as a second home, and so not occupied on a permanent basis, but is still in use.
- A property awaiting planning permissions and work is unable to commence whilst this is being sought. This may include specialist permissions if they are a Listed Building or located in a Conservation Area.
- A property may be owned by a several different people or companies.
- A property may be subject to legal proceedings such as probate, divorce settlements or proceeds of crime restrictions.
- Although it is now compulsory in England to register any property which changes ownership or has a mortgage taken out against it for the first time, properties which have not changed ownership since that time may not be

registered with the Land Registry and information regarding the property ownership will not be available from this source.

- It may not be immediately evident who the owner of a property is or where they are, as they may have moved away with little information available to trace them.
- A property may be kept empty by the owner for specific reasons such as for their children when they leave home or elderly relatives who are in care. Some are kept empty until the owner feels the housing market is suitable to sell the property at the price they want.
- The emotional attachment associated with a property, formerly a family home or owned by parents, can often lead to the reluctance or reticence to act, or deal with a property immediately.

Some owners may be simply reluctant to engage with the Council and believe that as the property is privately owned the Council do not have the right to require action to return it to use. They may be unaware or have no concern for the effect the property has on the local area and surrounding properties. These are properties which are likely to be left empty for many years, fall into disrepair, and be the subject of future complaints and action.

Subsequently, it is considered that the Local Authority are best placed to tackle the issues that empty homes present. With a range of professional experience across departments, legislative powers and tools at their disposal, the Council can provide a vehicle for a solutions based approach that benefits all parties involved.

Why do empty homes matter?

The Council often receives complaints relating to empty homes from residents, who rightly object to unsightly disused properties. These provide implications for the Council's Environmental Health team who must use staff time and resources to investigate and take action to intervene, deal with pests, general dilapidation, overgrown gardens, damage to neighbouring properties, anti-social behaviour and other issues.

For the local community, empty homes can have a direct impact on adjoining properties through issues such as damp and structural problems. Alongside this, unsightly properties can be detrimental to neighbouring house prices and can result in a lack of pride and investment in the area. The possibility of empty homes attracting unwanted attention can cause anxiety and ongoing concern for residents. Empty homes undermine the communities' confidence in the area, resulting in problems for neighbouring properties, often leading to involvement from the Local Authority.

For empty homes owners, leaving a property empty can become costly and be a source of unnecessary anxiety. By remaining empty and increasing in deterioration, the additional risk of vandalism and crime can lead to a property

being difficult to insure, which could ultimately result in high repair costs or even mean a complete loss of asset.

Even the general deterioration of an unlived in property will result in costs. Deterioration by lack of maintenance, insurance, council tax and premiums, utility standing charges and mortgage payments, all increase the financial liability of leaving a property empty, and one which can often become insurmountable for the owners. By renting or selling the property, not only are the above issues resolved, but there is the added advantage of gaining regular rental income or the capital generated from the sale of a property.

There is also an environmental impact of leaving homes empty. It has been estimated that it would take the equivalent of about 75 acres of land to build 900 homes. This could be greenfield sites of open land that local people value, whereas it would be more efficient and sustainable to make best use of existing dwelling stock available. [2]

Empty homes returned to use as domestic dwellings increase the availability of homes across the district. Instead of being a source of concern these homes can be transformed from a wasted resource into a home for an individual or family in housing need.

In September 2025, 3005 households' applications were on the Housing Register. Of these households 169 had a homelessness duty accepted. Furthermore, temporary accommodation was being provided for 129 homeless households.

There are many individuals and families in housing need, and the utilisation of empty homes could prevent some of these people from facing issues such as homelessness and overcrowding or provide a first home for a local person.

Returning empty homes to use can help ensure that house prices in the neighbourhood are protected from preventable reductions. Improving an area can also encourage investment in the local economy, and a return of any lost pride in the community created by a single empty home.

The National Context

The latest Council Taxbase 2025 statistics published in November 2025, show that the number of empty and otherwise non-permanently occupied homes in England has continued to rise. Drawn from local authority council taxbase, these figures provide the most comprehensive snapshot of national housing occupancy available, and the 2025 dataset points to a housing system under increasing pressure.

Table 1 – Empty Homes data in England from 2021-2025

	2025	2024	2023	2022	2021
Empty Homes	542,276	502,263	480,485	478,928	468,070
Second Homes	268,153	279,870	263,318	256,913	253,357

Unoccupied Exemptions	212,004	217,207	218,281	197,376	184,955
Total Empty Homes	1,022,433	999,340	962,444	933,217	906,382
% of Housing Stock	3.96	3.89	3.77	3.69	3.62
Breakdown					
Less than 6 months	232,420	230,006	211,450	222,101	221,426
More than 6 months	309,856	272,257	269,395	256,827	246,644
Empty Homes Premium	152,932	119,606	75,803	72,341	71,630

Source: Empty Homes Network

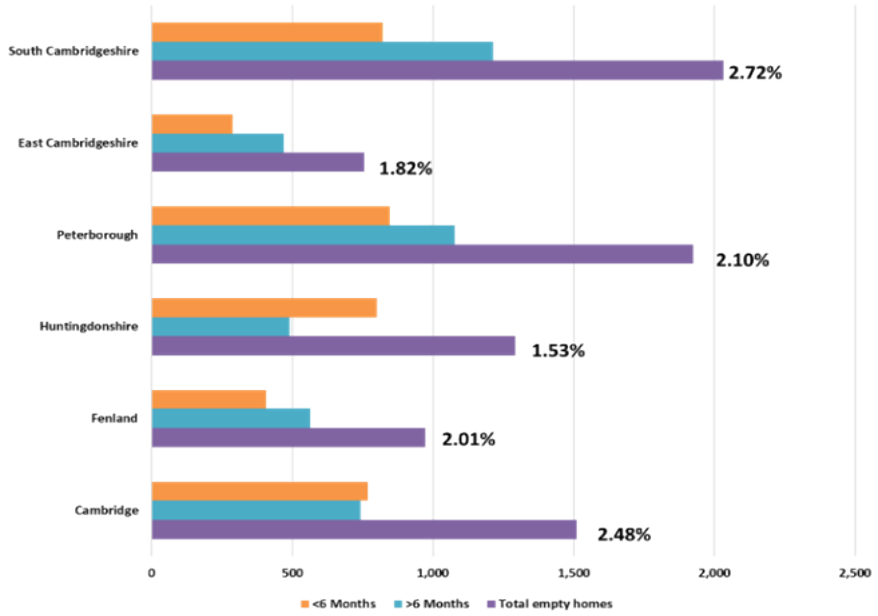
Empty homes represent a critical challenge in a country facing a national housing crisis, with over 1 million (1,022,433) properties not in use in 2025, representing 3.96% of England's housing stock. This number includes homes left vacant for over six months, second homes, and properties under council tax exemptions. [3] Furthermore, representing an increase year on year since 2020. Whereas the number of properties falling under an unoccupied exemption have reduced with a peak in 2023.

The number of properties subject to empty homes premium have continually risen since it commenced in 2013 reaching 119,606 in 2024 and 152,932 in 2025.

Cambridgeshire and Peterborough context

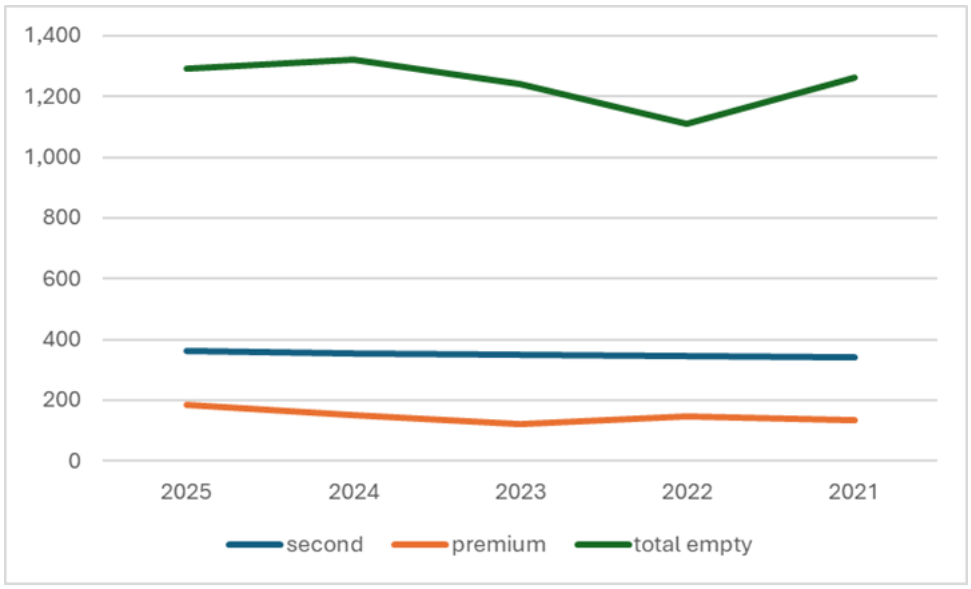
Empty homes across Cambridgeshire and Peterborough present considerable challenges and opportunities. There are empty homes officers employed within each of the districts, Peterborough and Cambridge City. There has been considerable success through various initiatives. The highest numbers of empty homes can be found in South Cambridgeshire and Peterborough.

Graph 1 Total empty homes in September 2025 in Cambridgeshire and Peterborough by time empty and percentage of all housing stock



Source- council tax dataset 2025

Graph 2 – Empty Homes in Huntingdonshire between 2021 and 2025



Source – Council tax data

Empty homes in Huntingdonshire have remained relatively stable between 2021 and 2025 with a small reduction during 2022. The number of second homes across the district has remained stable alongside the number of empty homes with premium council tax charges.

Local Context

In 2025 of the 84,172 homes in Huntingdonshire there were 1292 empty homes of which 801 were empty for less than 6 months, and 491 over six months in 2025 – a reduction of 191 from the previous year.

This represents 1.53% of all housing stock, meaning approximately 1 in every 66 homes in Huntingdonshire sits empty or is used in part as a second home. It is

important to note that this figure includes homes that have been empty for less than 6 months and provides a snapshot of a diverse situation. Based on the average property price of £309,000, these empty homes have an estimated combined value of over £391 million.

Empty homes can be found in all areas, wards and locations across the district, and are not necessarily semi-derelict, boarded up or causing a problem. There are also homes which naturally become empty for periods of time, often due to transactional processes, being between tenants, or when an owner passes away and the probate process delays a possible transaction. When a dwelling remains empty for a significant period, is attracting unwanted attention or is the subject of a complaint to the authority, it would be considered a high priority case in line with the rating system attached as Appendix A.

Whilst these properties are often recorded as empty through their council tax accounts, it is also often the case that second homes, those that qualify for an unoccupied exemption, or even where a property is reported as occupied, can be referred to the authority as empty and unoccupied. All referrals, complaints and notifications are recorded and investigated as empty homes.

Private Homes

On 1 October 2025 council tax records indicated that there were 203 empty homes throughout the district this does not include second homes or those with council tax exemptions.

Of the 203 empty homes the largest category 113 was those owned by private individuals. The most likely source of quick-wins, or where houses are naturally brought back into use, this category includes properties currently being charged some form of empty homes premium.

Second Homes

Second homes are often reported as empty homes. This results in the empty homes officer including these in the development of the database and working closely with the council tax service to share information. There are currently 363 second homes in Huntingdonshire.

Housing Associations and companies

On 1 October 2025 there were 90 properties showing as being owned by registered company, a housing association or registered provider. Of note the largest provider Places for People are conducting a disposal programme and had by 1 October 2025 disposed of over 170 properties.

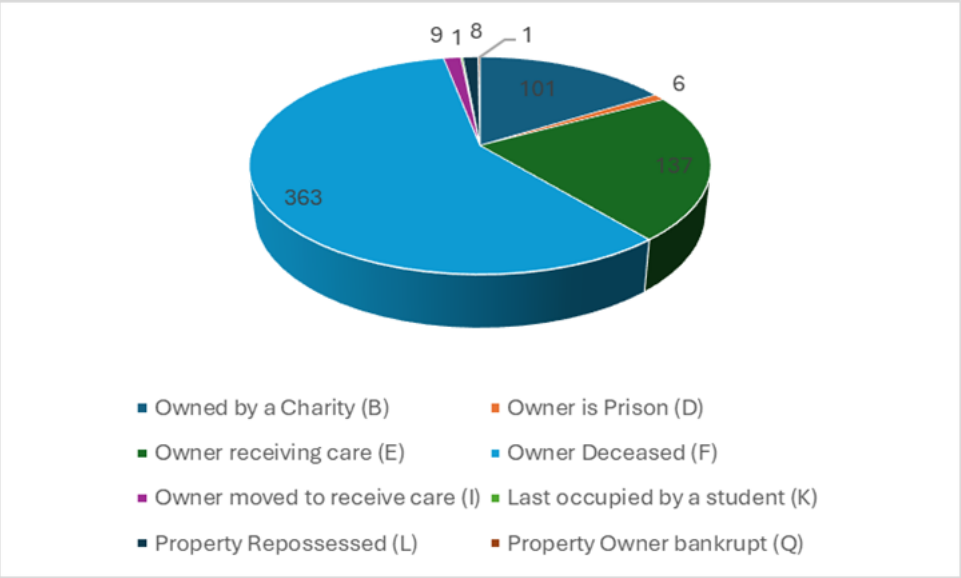
There are review meetings with key social housing provider - Places for People and the Private Sector Housing officer to maximise opportunities to bring these homes back into use.

Unoccupied Exemptions

Similarly to second homes, properties falling under an unoccupied exemption category (745 properties) may warrant a complaint and further investigation in the future. These include instances of properties that are currently going through

probate, where the owner is in prison or property has been repossessed, and in other cases such as where an owner has moved to provide or receive care.

Chart 2 – Empty Homes in Huntingdonshire with council tax exemption as September 2025 by reason



Source – Council tax 09/2025

Council Tax premiums

Huntingdonshire District Council has opted to charge the maximum council tax premiums on empty properties and second homes to incentivise owners to bring them back into use. Further details of the premiums and exceptions can be found on the website at Discounts, Exemptions, Disregards and Premiums - Huntingdonshire.gov.uk

Meeting strategic and corporate aims

Huntingdonshire District Council recognises that empty homes represent a missed opportunity to deliver on key priorities within its Corporate Plan, Local Plan, and Climate Action Plan.

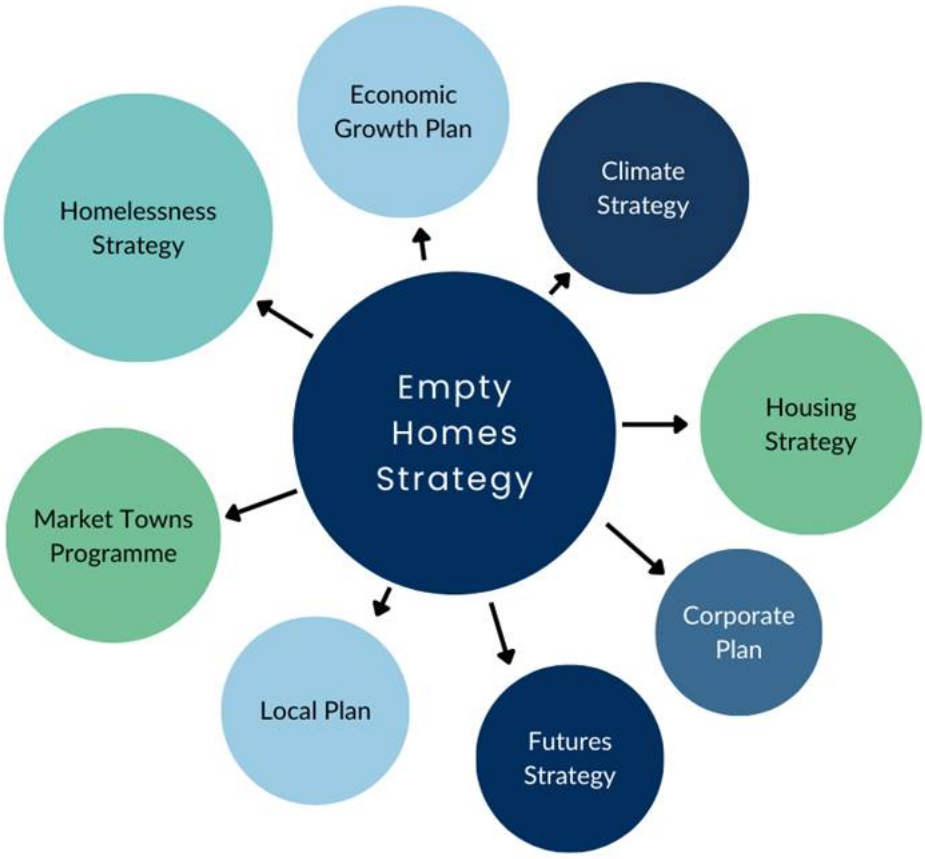
Under Priority 2 of the Corporate Plan, the Council aims for everyone to live in a safe, high-quality home while also taking positive action to reduce carbon emissions and become a net zero carbon council by 2040. Empty properties undermine these ambitions by wasting housing resources during a housing crisis and increasing pressure for greenfield development, which conflicts with

sustainability goals. The Climate Strategy commits to enabling communities to adapt to climate change, and bringing empty homes back into use supports this by reducing embodied carbon and promoting energy-efficient retrofits. A joined-up approach between Climate, Place, and the Empty Homes Officer will raise awareness of the social, economic, and environmental impacts of empty homes, encourage owners to act, and promote available support, incentives, and enforcement options. This partnership will also engage councillors, developers, housing associations, and community groups, aligning housing delivery with climate aims and ensuring that tackling empty homes becomes a core part of the Council's wider housing and sustainability priorities.

Whilst returning empty homes to use will not, in isolation, resolve the wider housing supply challenges, it can often be the quickest and most cost-effective way to increase the availability of good quality, safe, and affordable housing. By reducing the pressure to build on greenbelt land, supporting the regeneration of brownfield sites, and reinvigorating local communities, the reuse of empty properties plays a significant role in meeting the Council's broader corporate objectives. This approach delivers tangible benefits to residents and neighbourhoods across Huntingdonshire, contributing to a more sustainable and inclusive approach.

This strategy, its aims and actions link with several council documents, strategies and plans. The diagram below outlines the key Strategies that it directly links with.

Diagram 1.0 Empty Homes Strategy and links to other strategies



Working Collaboratively to Bring Empty Homes Back into Use

Regardless of the reasons a property has become and remained empty, and irrespective of the owner's current circumstances, the Council's primary approach is to engage constructively with owners wherever possible. The aim is to support them in achieving their intentions for the property and, where necessary, to facilitate appropriate action.

It is essential to recognise that each empty home presents a unique set of circumstances. The reasons for long-term vacancy, the personal situation of the owner, and the condition of the property can vary significantly. As such, the Council is committed to treating each case individually, based on the information available, while remaining focused on the overarching goals of the Empty Homes Strategy.

Some cases may involve sensitive or complex issues, but the Council must remain committed to the strategic principles. Empty properties can have a detrimental impact on neighbouring residents and the wider community and addressing them is a shared responsibility.

Property owners need to be aware that while the Council prefers to work in partnership to help realise their plans, prolonged inaction is not acceptable. Ownership of an empty home carries responsibilities, and owners are expected to take appropriate steps to bring their property back into use.

The accompanying Action Plan (Appendix D) outlines the key objectives for this strategy 2025-2030. It reflects the use of personalised tools, support, and guidance available to owners. The Plan sets out five strategic priorities aimed at reducing the number of long-term empty homes across the district and maximising the use of existing housing stock.

The order in which the priorities are presented does not reflect the value that the Council will place on the activities described.

Investigate, Encourage, Enforce: A Tiered Approach

The Corporate Plan calls on the Council to enable more, partner more, and empower people to reduce demand for traditional public services. This is embedded in our Do, Enable and Influence approach in our Corporate Plan and adopted in our structured and proportionate approach to tackling empty homes, built around three key principles: **Investigate, Encourage, and Enforce**.

Our priority is to provide advice and guidance to all empty homes owners and then moving to the softer options including options such as selling or renting to mitigate the impact of the empty homes premium, advice regarding renovation, followed by financial assistance with discount VAT schemes to support with bringing properties back into use.

Investigate

The Council will proactively identify and monitor empty properties using a range of data sources, including council tax records, public reports, and internal

referrals. Each case will be assessed using a risk-based scoring matrix to prioritise action based on factors such as property condition, location, and impact on the community. This intelligence-led approach ensures that resources are directed where they are most needed.

Encourage

An engagement-first and personalised approach is fundamental to the effective delivery of an Empty Homes Strategy. By prioritising early, empathetic, and tailored communication with property owners, we can gain a deeper understanding of the individual circumstances contributing to a long-term empty home. This enables us to offer bespoke support, advice, and interventions that reflect the specific barriers and motivations of each owner. These include financial, emotional, or practical support. Best practice across the UK demonstrates the value of this approach.

In the first instance, it is always the Council's aim to provide help and advice to the owners of empty homes. The Council offers tailored support to owners of empty homes to help bring properties back into use. This may include advice on refurbishment, sales, legal considerations, lettings, tenant-finding, health and safety compliance, and improving energy efficiency. Where appropriate, we work in partnership with internal teams and external organisations to ensure owners are fully informed of all available options before making decisions about their property.

In addition, the Council can provide a 'Reduced VAT' letter for qualifying properties that have been empty for over two years. This enables owners to benefit from a reduced VAT rate of 5% on eligible refurbishment works, and in cases where a property has been empty for over ten years, a 0% VAT rate may apply. We can assist by verifying the length of time a property has been unoccupied, typically using Council Tax records or our own knowledge of the property. A charge will be levied at the homeowner for this service.

The aim is to remove barriers and promote voluntary action, recognising that many owners may face genuine challenges in bringing properties back into occupation.

Enforce

In cases where engagement is unsuccessful or where properties pose a significant risk to the community, the Council will consider formal enforcement action. This may include the use of statutory powers such as Empty Dwelling Management Orders (EDMOs), Compulsory Purchase Orders (CPOs), or enforcement under housing and planning legislation. Enforcement will always be a last resort, used proportionately and in line with legal and policy frameworks.

Enforced Sale

The Law and Property Act 1925 enables local authorities to recover charges through the sale of the property. This option can only be utilised where there is a debt to the local authority registered as a charge on the property and this can be in the form of Council Tax debt or works in default following notices being served to remove accumulations or carry out improvement works. This option is more attractive than compulsory purchase as it does not require the local authority to take ownership of the property and sell it on and therefore requires no capital outlay.

Compulsory Purchase Orders

When all other options to bring an empty property back into use have been exhausted, the Council may consider the use of Compulsory Purchase Orders (CPOs). These powers are available under Section 17 of the Housing Act 1985, and enables the acquisition of land or property to increase housing supply or improve the quality of existing housing stock. Alternatively, Section 226 of the Town and Country Planning Act 1990 (as amended by the Planning and Compulsory Purchase Act 2004) allows for acquisition where redevelopment would deliver social, economic, or environmental benefits.[4]

The initiation of a CPO can often prompt owners to act voluntarily, avoiding the need for formal proceedings. However, pursuing a CPO is resource-intensive and involves significant legal and administrative costs. It also results in the transfer of ownership, which is a serious step. Therefore, CPOs are only considered when all other engagement and enforcement options have failed, and where there is a compelling case in the public interest to justify such action.

Nationally, Compulsory Purchase Orders (CPO's) on empty homes have increasingly been successful, with the outcomes having proven popular with the public. In addition to enhancing housing availability, the anti-social and criminal activities with which empty buildings can so often attract are also addressed because of such enforcement.

Unclaimed CPO/Enforced sale money

When a property is sold through enforced sale, the Council may deduct the following from the proceeds:

- Works in default costs
- Legal and conveyancing fees
- Marketing and auction costs
- Officer time related to the sale
- Outstanding Council debts

Any remaining funds are paid to the former owner, subject to existing charges or mortgages, or paid into Court if necessary.

Additional Statutory Powers

Where an empty home is causing a specific problem to a neighbourhood or is dangerous or ruinous, a range of enforcement powers are available. The timing and extent of the action taken will be dependent upon the individual circumstances encountered at the property. A detailed list of these measures is listed in Appendix B.

Maximise Income Opportunities

This strategy seeks to strengthen the Council's approach to debt recovery through targeted empty homes work and an evolving partnership with Council Tax colleagues. The focus will be on maximising the recovery of outstanding council tax charges and arrears, as well as reclaiming costs associated with works in default via registered land charges.

Where enforcement action has been undertaken, all cases will be actively pursued in collaboration with relevant departments. Where appropriate, further legal action will be considered in partnership with legal services, including the use of Enforced Sale procedures.

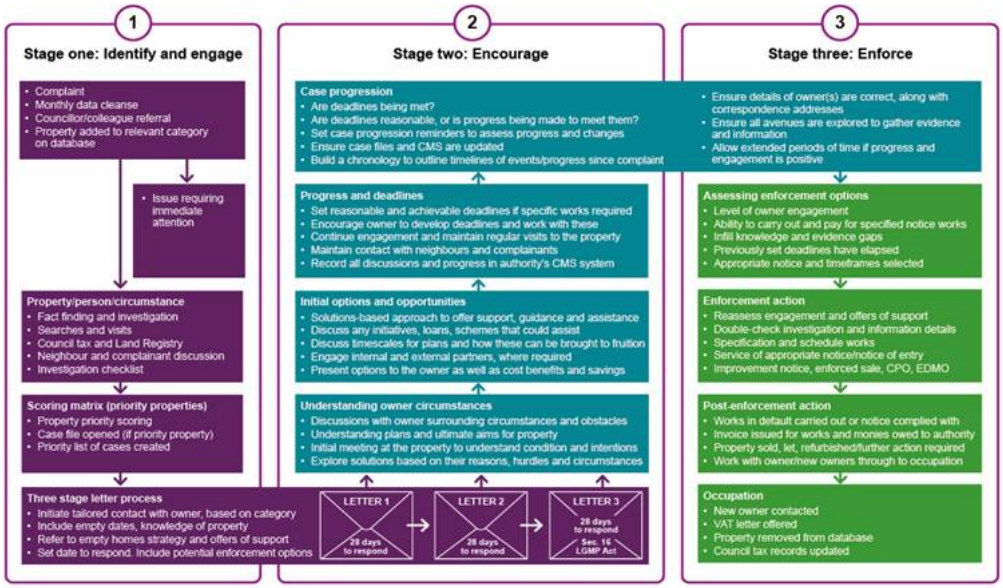
Working closely with Revenues and Benefits, properties with significant council tax arrears will be promptly identified and prioritised for intervention. Maintaining an accurate and up-to-date empty homes database will be essential to support this process.

Good Practice and aspirations

The Local Government Association Publication - A practical approach for councils when dealing with empty homes provides a blueprint of an approach to engage, encourage and enforce with a three letter process. The Figure below illustrates the process.

Figure 2 – Three Stage Process for dealing with empty homes

Image showing the three stages of an empty homes case, progressing from identifying and engaging with an empty home owner, through encouragement and on to enforcement, resulting in the property becoming occupied



Source - A practical approach for councils on dealing with empty homes | Local Government Association

The above document details best practice by developing a proactive approach to maximise opportunities to bring empty homes back into use. The council plans to adopt this approach and has set out below how this will be achieved.

A dedicated officer or team

- *In September 2025 Huntingdonshire District Council employed a Private Sector Housing Officer to bring empty homes back into use*

Regularly and proactively engage with empty home owners

- *The Private Sector Housing Officer has commenced engagement with empty home owners in December 2025 and developed a fact sheet to assist them in bringing homes back into use.*

Carry out regular, cyclical data cleansing

- *A database has been created and will be cleansed monthly from January 2026 utilising the cycle in Figure 3 below.*

Stand alone Empty Homes Strategy

- A draft strategy has been created from 2026-2031.

High levels of corporate support

- The Empty Homes Strategy has a high level of corporate support.

Enforcement work is encouraged, often led by a dedicated officer whose focus is to build casework through to formal action

- The Private Sector Housing Officer will focus on casework and where appropriate consider enforcement.

Statistics actively monitored using a stand-alone database

- A database has been created and is being actively monitored by the Private Sector Housing Officer.

Policies and procedures in place to provide a definitive cycle of case progression

- A procedure flowchart has been developed.

Grant Schemes

Lendology is a community interest company that works with several local authorities including Bristol City Council as a consortium of 10 councils to offer low interest loans for bringing long term empty homes back into use, installing energy efficient measures and supporting adaptations for disabled residents.

Lendology administer the loans and offer up to £20,000 per flat and £60,000 per property with a fixed interest rate of 4% and repayment term of up to 10 years. There are two types of loans – a letting loan includes capital and interest repayment, and a selling loan is an interest only loan, repayable within 2 years or on the sale of the property.

Greater Manchester has recently launched a £11.7m scheme encompassing 10 local authorities to tackle empty homes. The aim is to tackle the current housing crisis and pressures on temporary accommodation by turning long term empty homes into secure housing for families in need. It acknowledges that rising demand, a shortage of affordable homes and escalating costs have left council's increasingly reliant on expensive alternatives and places significant pressure on council budgets.

The aim is to refurbish or lease up to 400 properties out of the 12,700 long term empty homes identified across the area. There is £900,000 to employ empty homes officers. Landlords who join will be required to sign up to the Good Landlord Charter.

Huntingdonshire District Council is committed to developing a small grant scheme to assist with facilitating bringing empty homes back into use. This will be developed during the strategy. Long term there is a desire to join with other Local Authorities to operate an enhanced loan scheme post local government reorganisation.

Tenant matching services

Gedling Borough Council alongside other local authorities offer a free Property Matchmaker service. The aim is to match empty homeowners who wish to sell their property with people who wish to invest or buy an empty home. This type of scheme has had considerable success throughout the UK and would be a scheme that Huntingdonshire District Council would like to replicate.

Leasing Schemes

Durham County Council offer a leasing scheme to empty homeowners to house vulnerable persons. The rates are set at Local Housing Allowance and take account of repairs offers. The lease is subject to a monthly fee based on 20% of the rental rate.

Durham County Council offer a leasing scheme to empty homeowners to house vulnerable persons. The rates are set at Local Housing Allowance and take account of repairs offers. The lease is subject to a monthly fee based on 20% of the rental rate.

Other local authorities offer empty property owners the opportunity to match homeless households or households threatened with homelessness to provide them a home. This includes payments of deposits and rental income set at Local Housing Allowance. Huntingdonshire District Council will be considering this as an option in the future.

Property Appraisals

Rushcliffe Borough Council and the Empty Homes Network recommend offering free property appraisals to help to judge the cost of a renovation of the property's current value. Huntingdonshire District Council would like to develop a similar scheme as a tool to bringing empty homes back into use.

High Street Rental Auctions

The government has introduced High Street Rental Auctions to help local authorities increase the occupation of high street properties and improve local economies.

The High Street Rental Auction (HSRA) provides Local Authorities with the power to ensure that landlords rent out persistently vacant commercial properties to new tenants, including local businesses and community groups.

Huntingdonshire District Council is committed to bringing all empty properties back into use and acknowledges the opportunities created by residential properties within commercial settings.

Action Plan

The Action Plan for progressing towards the overall aims is included at Appendix D and acts as a commitment to further develop the tools available, enhance the support and guidance Huntingdonshire District Council offer, and make progress in bringing empty homes back into use across the district. The Action Plan identifies 5 key objectives for this strategy period.

Objective 1 – To maintain accurate information on empty homes in the district

The creation and ongoing development and maintenance of the existing empty homes database will be a cornerstone of the Council's approach to tackling empty properties across the district. This database holds essential information that enables targeted engagement and supports cyclical data cleansing exercises, ensuring records remain accurate and up to date.

All complaints and referrals concerning empty homes will be logged systematically to ensure they are investigated, prioritised, and risk-rated using the scoring matrix outlined in Appendix A. While the matrix score will generally guide the order in which cases are addressed, exceptions may be made based on local context, the severity or nature of a complaint, or where urgent intervention is required.

A key source of intelligence can be found in the regular monthly review of Council Tax data. The continued development of strong working relationships and data-sharing protocols have been established with council tax colleagues and the private sector housing officer (empty homes). This collaboration ensures timely access to account information, enhancing the effectiveness of both departments.

Looking ahead, this partnership is expected to strengthen further. In particular, the sharing of information and support to help ensure that nationally reported data is as accurate and current as possible.

Objective 2 - To raise awareness of empty homes and promote the strategy

With housing demand continuing to rise, the issue of empty homes is receiving growing attention. Having remained high on the political agenda for some time, recent developments, media coverage, and calls for stronger action have further elevated its profile in the public domain.

In response to this growing awareness, the Council is committed to maintaining visibility of the issue locally, using all appropriate and available channels to raise awareness. Internally, ensuring that staff and members understand the challenges posed by empty homes, and the support the Council can offer to their owners.

Externally, the Council will continue to promote the benefits of bringing empty homes back into use, while also exploring new opportunities to enhance the support available to owners. This dual approach will help ensure that both awareness and action continue to grow.

The public, our partners and internal colleagues will be encouraged to report all empty homes and will be given advice on the tell-tale signs to look out for.

Objective 3 - Provide advice, assistance and guidance to landlords and property owners to prevent properties from becoming long term problematic empties.

As awareness of the empty homes issue continues to grow, so to do the opportunities and methods available to bring these properties back into use. In the absence of national schemes specifically designed to support empty

homeowners, local authorities are uniquely positioned to develop tailored initiatives that meet the needs of their communities through locally driven solutions.

While Huntingdonshire District Council does not currently operate a financial assistance scheme such as loans, grants, or direct funding this remains an area for future exploration. We are committed to developing financial support that maximises the opportunities to bring empty homes back into use.

In the meantime, the Council will continue to explore and implement non-financial forms of assistance. These will include signposting to relevant services, facilitating access to advice, or brokering partnerships with local organisations and developing a property matching service. However, such support often depends on the specific needs and circumstances of individual property owners and may need to be developed on a case-by-case basis.

The Council's Empty Homes webpages will serve as a key point of contact and information. These pages will be regularly reviewed and updated to reflect current policies, available support, and guidance for owners. The webpage will be further developed to include downloadable documents, details of available assistance, and the reporting tool for members of the public to notify the Council of suspected empty properties—an initiative that has proven successful and will be reviewed.

Objective 4 - Reduce the number of long term empty homes in the district and return problematic empty homes back in to use.

The process of returning empty homes to use and reducing the overall number of long-term vacant properties begins with the effective investigation and prioritisation of referrals, accurately recorded within the council's empty homes database. All complaints and referrals from residents are treated as a priority and assessed using a structured rating matrix (Appendix A) to determine their urgency and impact.

To build trust and strengthen the reputation of the service, all complaints will be followed up, with complainants kept informed about the process and the priority status of the property in question. Following the initial information-gathering stage, the Council will maintain regular and persistent engagement with empty home owners using existing resources, including tailored correspondence. This approach ensures owners are given every opportunity to respond and work collaboratively with the Council.

Council procedures will support the recording and monitoring of all engagement efforts, enabling timely follow-up actions or interventions where necessary. As each empty home case is unique—reflecting different histories and ownership circumstances—the Council will continually review its toolkit of support and intervention options. Where gaps are identified, solutions will be explored to enhance the service offering.

This strategy also aims to inform and align with wider Council policies and initiatives, encouraging cross-departmental support for efforts to bring empty homes back into use. The property database will be used to regularly assess enforcement options for all cases, with appropriate action pursued for priority

properties, especially where urgent attention is required due to a referral or complaint.

Where previously agreed steps have stalled, or where there is a lack of engagement from the owner, enforcement action will be considered. Prior appraisal of enforcement options will ensure a swift and proportionate response, including the service of statutory notices where necessary. While enforcement is viewed as a last resort, it remains a consideration throughout the investigation and support stages to demonstrate that all reasonable opportunities for voluntary resolution have been exhausted.

The Council's target is to bring at least 10 prioritised empty homes back into use annually over the lifetime of this strategy.

Objective 5 - To maximise income opportunities including Council Tax and Enforcement Debt Recovery

There are considerable opportunities for the development of the working relationship between council tax colleagues and private sector officer (empty homes). Through this developing partnership this strategy aims to identify and maximise debt recovery through council tax charges, arrears and land registry charges due to default works.

In circumstances that enforcement action has been carried out we will pursue these with the support of colleague and where appropriate recommend subsequent action in collaboration with legal services and consider enforced sales.

Working with Revenue and Benefits current empty homes with large amounts of council tax arrears should be evaluated using the scoring tool and prioritised accordingly.

Monitor and review

To deliver the Empty Homes Strategy successfully, the Council will utilise all available resources across within Huntingdonshire District Council and its external partners. The Council will keep records of the number of empty Homes returned to use and the period they remained empty. The accompanying Action Plan (Appendix C) will be reviewed and updated annually.

Our Commitment

Regardless of why a property has become and remained empty, and irrespective of the owner's current circumstances, the Council's primary aim is always to work collaboratively with the owner wherever possible. Our goal is to provide support and, where necessary, facilitate action to help achieve the owner's intended outcome.
It is important to recognise that every property, owner, and situation is unique. The reasons a property becomes and stays empty vary widely, and each case must be approached individually based on the information available. While some circumstances may be more sensitive or challenging than others, the Council remains committed to the principles and objectives of the Empty Homes Strategy.

We also acknowledge that empty properties can create issues for neighbouring residents and the wider community.

Owners should understand that, although the Council prefers to work with them to realise their plans, doing nothing is not an option. By owning an empty property, they carry a responsibility and must take appropriate action.

[1] [A practica...empty homes], [3-Point Plan]

[2] Source - https://www.approved-planning.co.uk/how-many-houses-per-acre-uk/
[3] Empty Homes Network
[4] https://www.legislation.gov.uk/ukpga/1985/68/section/17 https://www.localgovernmentlawyer.co.uk/property/313-property-features/33111-housing-estate-regeneration-and-cpos https://www.no-use-empty.org.uk/advice-and-guidance/what-powers-do-local-authorities-have/

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Appendix A: Empty Homes Scoring and Rating Matrix

Listed within Criteria showing classification and score.

Time Empty

- Less than 1 year = 0
- 1 to 2 years = 5
- 2 to 5 years = 10
- 5 to 10 years =15
- Over 10 years = 20

Location

- Extremely isolated with no access = 0
- Isolated property with access = 5
- Rural residential area = 10
- Urban residential neighbourhood = 15
- Prominent position = 20

Special Interest

- Listed Building = 10
- Located in a Conservation Area = 5

General Condition

- Well maintained = 0
- Acceptable for surrounding area = 5
- Noticeably empty/unattractive = 10
- Extremely unsightly/detrimental to the area = 20

Unwanted Attention

- Attracting criminal activity such as graffiti, fly tipping, vandalism, anti-social behaviour = 20

Debts Owed to Huntingdonshire District Council

- No outstanding monies owed = 0
- Less than £500 = 5
- £500 to £2,000 = 10
- £2,000 to £5,000 = 15
- Over £5,000 = 20

Owner Interaction

- High level of cooperation = 0
- Average level of contact and efforts made = 5
- Minimal contact & little efforts made = 10

- No contact/untraceable/no efforts made = 20

Each empty home identified will be assessed using a scoring sheet which considers various criteria. The result of this assessment is that the property will be placed in a category which determines the priority level it is given, and the subsequent course of action taken.

Properties will be reassessed when necessary / new information is obtained to ensure they remain situated in the correct categories and the correct level of priority is given. The categories will be classified as follows:

RED – (scores 50 or over)

Cases which fall into this category will be prioritised. All avenues will be explored with the owner to return their property to use in a way that suits their own needs, the needs of the community and the Council. Where assistance is refused and the owner is unwilling to cooperate, all enforcement options will be considered to establish the most appropriate course of action.

AMBER - (scores 25 - 49)

Cases which fall into this category will be considered a lower priority than those in the Red category. Resources will still be invested in these cases and officers will work with owners to prevent empty homes from deteriorating and being reassessed to a higher category. Where necessary, enforcement options will be employed if considered the most appropriate course of action. Cases in this category will be monitored on a more frequent basis than those properties which fall within the Green category and will be reassessed where necessary.

GREEN - (scores less than 25)

Cases which fall into this category will be given a lower priority for action, but owners will be contacted and offered any assistance they may need to return their property back into use. These properties will be monitored for any change and reassessed where necessary.

Appendix B: Statutory Enforcement Options

Town & Country Planning Act 1990, Section 215: Where the condition of an empty home is detrimental to the amenity of the area.

Building Act 1984, Sections 77-79: Where an building including an empty home is in such a condition to be dangerous or is seriously detrimental to the amenity or of the neighbourhood.

Building Act 1984, Section 59: Where a building does not have satisfactory provision made for drainage and/or the drainage is defective, prejudicial to health or a nuisance.

Environmental Protection Act 1990, Section 80: Where a statutory nuisance exists, is likely to occur or recur at the property.

Prevention of Damage by Pests Act 1949, Section 4: Applied where the condition of the property is such that it is providing or likely to provide harbourage to rodents.

Local Government (Miscellaneous Provisions) Act 1982, Section 29: Allows the Council to act if a property is open to unauthorised access and is a risk to public health.

Housing and Planning Act 2016, Part 7: Allows authorisation to be given for officers to enter land (and property on that land) in connection with a proposal to acquire a compulsory interest in that land (and property on that land).

Local Government (Miscellaneous Provisions) Act 1976, Section 16; and Town & Country Planning Act 1990, section 330 – A notice may be served to establish information regarding property ownership or interests in land.

Housing Act 1985 Section 17 and the Acquisition of Land Act 1981: Forms the basis for the compulsory purchase of land/buildings for the provision of housing accommodation.

Housing Act 2004 Part 4: Grants powers to take over the management of a property using Empty Dwelling Management Orders (EDMO).

Law of Property Act 1925, Part III: The basis for enforced sale where certain debts are owed to the Local Authority.

The Anti-Social Behaviour, Crime and Policing Act 2014, Part 4: Allows for enforcement of matters considered to be detrimental to the quality of life to those in the locality.

Public Health Act 1961 Section 34: Deals with the removal of waste from property or land.

Public Health Act 1936 Section 83: Deals with the cleansing of filthy or verminous premises.

Housing Act 2004 Part 1: Housing conditions, improvements and enforcement

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Appendix C – Further reading

Huntingdonshire Futures Place Strategy

Corporate Plan

Huntingdonshire's Local Plan to 2036

Huntingdonshire Economic Growth Plan

Homelessness Strategy

Market Towns Programme - Huntingdonshire.gov.uk

HOUSING STRATEGY 2020-2025

Climate Strategy Appendix 1

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Appendix D - Empty Homes Action Plan 2026 -2031

Objective 1 - **To maintain accurate information on empty homes in the district**

Action Point	Action	Success Criteria/Outcomes	Priority - High, Medium, Low	Start Date	Finish Date	Resource Implications
1.1	To maintain a comprehensive database across all empty homes categories, comprising of council tax information, investigations, complaints and referrals	The creation of a managed and maintained database providing a prioritised list of empty homes for action, along with an overview of all empty homes in Huntingdonshire.	High	01/4/26	Ongoing	Within existing resources
1.2	To risk assess and score priority cases of empty homes, and identify routes for proactive enforcement	A managed, risk assessed empty home database that generates a prioritised list of empty homes for action.	High	01/4/26	Ongoing	Within existing resources

Objective 2 - To raise awareness of empty homes and promote the strategy

Action Point	Action	Success Criteria/Outcomes	Priority – High, low, medium	Start Date	Finish Date	Resource Implications
2.1	To promote the strategy and benefits of bringing empty homes back into use within HDC - to other departments and elected members.	To highlight the issues presented by empty homes, and promote the successes and benefits of bringing empty homes back into use via social media, podcasts, information sessions and HDC website.	Medium	01/4/26	Ongoing	Within existing resources
2.2	To promote the Strategy and benefits of bringing empty homes back into use within the wider community.	To promote the successful stories via social media and highlight issues surrounding empty homes, and call on empty home owners to engage with the service.	High	01/4/26	Ongoing	Within existing resources

Objective 3 - Provide advice, assistance and guidance to landlords and property owners to prevent properties from becoming long term problematic empties.

Action Point	Action	Success Criteria/Outcomes	Priority – High, low, medium	Start Date	Finish Date	Resource Implications
3.1	To explore new and develop existing options and opportunities to support empty home owners, and promote appropriately	To develop a suite of options for empty home owners, and ensure that all avenues and opportunities to offer support and assistance are explored.	Medium	01/4/2026	Ongoing	Within existing resources
3.2	To maintain the Empty Homes pages on HDC website, ensuring all guidance, options and	To ensure the first point of contact and information source, is up to date and accurate to encourage engagement and approaches from	Medium	01/4/2026	Ongoing	Within existing resources

	offers of support are up to date	empty homes owners				
3.3	To develop and pilot a grant scheme to support empty home owners bringing properties back into use.	To ensure grant scheme is piloted and refined to maximise opportunities to support empty home owners.	High	01/4/2026	Ongoing	Dedicated budget Officer time within existing resources
3.4	To work with districts, post Local Government Reorganisation to explore the viability of social enterprise scheme.	To establish if a social enterprise lending scheme would be a suitable tool to support bringing empty homes back into use.	Low	01/6/2028	01/07/2029	Officer time with existing resources Budget requirement

Objective 4 - Reduce the number of long term empty homes in the district and return problematic empty homes back in to use.

Action Point	Action	Success Criteria/Outcomes	Priority – High, Medium, Low	Start Date	Finish Date	Resource Implications
4.1	Investigate and prioritise all complaints and referrals of empty homes, and accurately record and categorise monthly council tax reports	To build the reputation and exposure of the service to the community, follow up with progress on complaints, and to actively pursue problematic empty homes.	High	01/4/2026	Ongoing	Within existing resources
4.2	Regular and persistent engagement with empty homeowners listed on the database, following the three-stage letter process.	To allow every opportunity for empty home owners to engage with the authority, and for records to be updated regularly to ensure accuracy	High	01/4/2026	Ongoing	Within existing resources

4.3	Regularly appraise enforcement options for all prioritised empty homes, and pursue the relevant action when suitable	To pursue enforcement action and to progress with the appropriate tools where there is no reasonable prospect of the property being brought back into use.	Medium	01/1/2027	Ongoing	Within Existing resources
4.4	Implement this strategy to tackle problematic cases, and proactively reduce the numbers of empty homes across the district	To consider and use enforcement powers where support and negotiation have stalled, and bring 10 prioritised problematic empty homes back into use annually	High	01/4/2026	Ongoing	Within existing resources

Objective 5 - To maximise income opportunities including Council Tax and Enforcement Debt Recovery

Action Point	Action	Success Criteria/Outcome	Priority – High, Medium, Low	Start Date	Finish Date	Resource Implications
5.1	Maximise debt recovery opportunities when works in default have been carried out	Identify all opportunities for debt recovery. Pursue all suitable cases in conjunction with colleagues in Legal Services and use Enforced Sale powers where necessary	Medium	01/1/27	Ongoing	Within existing resources
5.2	Maximise Council Tax arrears recovery in relation to empty homes cases, in collaboration with Revenues & Benefits Department	Working with Revenue & Benefits, empty homes with large amounts of council tax arrears are identified and pursued as a priority, to	Medium	01/1/27	Ongoing	Within existing resources

		achieve debt recovery				

Public
Key Decision – Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Parks & Open Spaces – Commercial Sustainability Plan
Meeting/Date:	O&S (Environment, Communities & Partnerships) – 5th March 2026 Cabinet – 17th March 2026
Executive Portfolio:	Executive Councillor for Parks and Countryside, Waste and Street Scene – (Councillor Julie Kerr)
Report by:	Head of Leisure, Health & Environment (Gregg Holland)
Ward(s) affected:	All Ward(s)

Executive Summary:

This report sets out the comprehensive work undertaken by Officer's in conjunction with an external consultancy Theme 3 (T3) towards the development and proposed delivery of a new Commercial Sustainability Plan for the Parks and Open Spaces service with the aim of reducing the service's costs to the Council.

An internal review of the service's commercial opportunities was undertaken in early 2025 by the Commercial Delivery Manager. To aid and enhance this review staff engagement sessions were facilitated to ensure that we had captured vital feedback in how our colleagues working across the district wide sites felt we could maximise commercial projects and to underpin a One team approach towards making the service financially sustainable by 2028.

In May 2025, the Head of Leisure, Health & Environment with support from the Commercial Delivery Manager commissioned T3 an external consultancy to review the internal commercial review and staff engagement feedback and they were asked to *"to create a fully costed investment plan with a creative overview of 'commercial opportunities' - for a total of 5 sites"*:

a) Hinchingbrooke Country Park
b) Paxton Pits
c) Riverside Park, St Neots
d) Riverside Park, Huntingdon
e) Priory Park, St Neots

The commercial investment plan requested from the consultants had a goal to develop a fully costed investment plan, driving additional revenue of £700,000 per annum into the service by the end of financial year 2027/2028.

Following the conclusion of the independent review by T3 further staff engagement sessions were facilitated where the Commercial Delivery Manager presented the Commercial Strategy findings with the aim of gauging any further and final feedback from colleagues so that a full and final report could be prepared and presented to Council to ensure a phased approach to capital investment could be proposed and delivered aiming to facilitate new and innovative activities and services across Parks and Open Spaces to drive investment, increase revenue and empower staff to deliver a commercially sustainable service.

This report therefore aims to set out and summarise the new Parks and Open Spaces Commercial Strategy and underlying principles, to seek approval of the proposed capital investment in Phase 1, to acknowledge that further capital bids for Phase 2 will be developed and submitted as part of the budget and MTFS process for 2027/2028 and to allow the Head of Leisure, Health & Environment delegated authority to deliver the Phase 1 programme of works during 2026/2027.

Recommendation(s):

The Cabinet/Committee is

RECOMMENDED

1. To endorse the principles put forward in the T3 Commercial Opportunities Report **(Appendix 1),** which will be adopted in seeking to support activities to reduce the costs of the service to the Council and provide a commercially sustainable approach for the service; and which will continue to contribute to the Councils wider strategies and outcomes for the District.

2. To support the principles set out can be used in connection with the identified sites, but also applied in relation to other sites which the Council is or may become responsible for; including those falling within the remit of the Head of Leisure, Health and Environment to support wildlife and conservation, health and wellbeing, physical activity and the introduction of new commercial opportunities.

3. To approve the outline recommendations put forward by T3 Commercial Opportunities Report **(Appendix 1),** by external consultants, the proposed Phase 1 capital investment plan and wider direction of travel as outlined within this report.

4. To approve the proposed Phase 1 programme of investment utilising the capital bids (£1m) which have been included within the 26/27 budget; and which have subsequently been agreed as part of the Councils Capital Programme.

5. To acknowledge and support that the Head of Leisure, Health & Environment continue to develop plans for Phase 2 and will submit capitals bids as part of the 27/28 budget setting process – or earlier if possible and supported by the Corporate Director (Finance and Resources) and Section 151 Officer.

6. To delegate to the Head of Leisure, Health & Environment all necessary activities required to deliver the capital expenditure plan (Phase 1), and within the agreed budgets enable the development, finalisation and delivery of new programmes, events and attractions which align with the principles agreed, and which will contribute to the commercially sustainable approach agreed.

1. PURPOSE OF THE REPORT

1.1 The purpose of this report is to brief and seek endorsement from Councillor's on the work undertaken by Officer's and T3 an external consultancy in the development of a new Parks & Open Spaces – Commercial Sustainability Plan; and subsequent to that agreement, support delivery of activities and interventions which align with the plan and will contribute towards the overall aim of providing a financially sustainable service.

1.2 This report also provides background on the current financial position and cost to the Council of operating the Park's and Open Spaces service and thus the key drivers behind the creation, development and proposed delivery programme of the new Commercial Sustainability Plan aimed at removing the operating cost of the service to the Council.

1.3 Detail is given on the approach undertaken by Officer's and T3 in the development of the Commercial Sustainability Plan. The plan includes a fully costed investment plan with a creative overview of commercial opportunities spanning five key sites across Parks and Open Spaces.

1.4 The report outlines the key principles of the plan with the aim of enhancing the visitor experience for visitors and how if approved it can support the delivery of the Corporate Plan, Place Strategy and overall service and financial objectives and improvements.

1.5 The report includes the recommendations identified by T3 during their work, and their conclusions that if adopted by the Council the plan will enhance and further improve the visitor experience, footfall to our open spaces, dwell time (how long residents stay) and income across our sites.

1.6 This report will set out clearly the proposed capital investment plan for Phase 1 – which is now included within the Councils agreed Capital Programme and the plan for delivery; and outlines that a wider development plan for Phase 2 that will be put forward and submitted as an extra capital investment bid in the 2027-2028 budget process.

2. BACKGROUND

2.1 The HDC Healthy Open Spaces Strategy was created and published in 2020.

2.2 The Healthy Open Spaces Strategy was created to ensure that the parks and open spaces across the district continued to be used and valued by the community and also explore how they can support wider positive change. It set out to understand how greenspaces across Huntingdonshire can support local people to live healthier lives, improve their mental health and wellbeing, contribute to the fight against climate change and address social isolation.

2.3 A £1.5m investment was agreed by Council (January 2019) to ensure the sustainability of strategic open spaces in Huntingdonshire, without subsidy. This concentrated on Hinchingbrooke Country Park (HCP). This business case had aspirations as set out below:

a) provide greater leisure opportunities to increases physical activity levels
b) deliver accessible green space and countryside with greater opportunity for positive activities that support residents' health and well-being
c) continue to support and grow volunteering opportunities
d) deliver a sustainable community facility
e) address local car parking issues

2.4 The Council successfully negotiated the start of a new 99-year lease until 2121 (June 2021), signed 25th of February 2022. The outline site design and location for the enhanced car parking facilities were agreed by Cabinet on 20th January 2022. The project secured an additional £1.5 million from Community Infrastructure Levy on 21st March 2022.

2.5 In addition to this on 8th September 2022 Council approved an updated report on Hinchingbrooke Country Park and the main purpose of this was as follows:

a) To provide an update on the background to the Hinchingbrooke Country Park investment project.
b) To present the updated anticipated business case supporting the investment proposal along with a worst- and best-case model.
c) To gain approval for the £2.994m Hinchingbrooke Country Park Investment Project funded via £1.5m Capital Investment and £1.499m CIL award.

2.6 One of the main catalysts for finalising and moving forward with the capital project at Hinchingbrooke Country Park was to utilise the new Countryside Centre and associated café plus increased parking provision to improve income generation and help reduce the cost of the service to the Council.

2.7 The above confirms that for some years now, the Council has had an agreed direction of travel to seek to improve the quality of existing assets such as Hinchingbrooke Country Park, which offer wide ranging benefits to both residents and visitors. However, the direction has also sought to maximise income potential in order to provide a more commercially sustainable model for the service and reduce the financial demands on the Council for this discretionary service.

2.8 For a wider understanding on the service cost to the Council please see the table illustrated below:

	2026/27 Budget (Baseline)	2027/28 New Budget (Baseline)	2028/29 New Budget (Baseline)	2029/30 New Budget (Baseline)	2030/31 New Budget (Baseline)
Expenditure	£1,472,674	£1,529,491	£1,571,575	£1,609,630	£1,641,869
Income	(£624,149)	(£718,837)	(£774,663)	(£813,548)	(£848,548)
Deficit	**£848,525**	**£810,654**	**£796,912**	**£796,082**	**£793,321**

2.9 Currently the service is budgeted to cost £848,000 in 2026-2027 and £4m over the MTFS period so the main driver for changing the financial outlook within the service should be centred more around income generation with wider efficiency review of costs.

2.10 In February 2025, the Head of Leisure, Health & Environment was tasked with identifying opportunities across the service to help support the income generation and reduction of costs to support the wider financial sustainability of the service.

2.11 A dedicated Commercial Delivery Manager was recruited to the Parks and Open Spaces team in early 2025 and this role centred around developing a commercial strategy for parks and open spaces to include:

a) The review of opportunities for generating income through existing activities including all Service Level Agreement's (SLA's)
b) Reviewing of all buildings and spaces across the service to understand wider opportunities for income generation
c) Drive the development of the commercialisation of parks and open spaces and to review educational opportunities, visitor engagement, events activation, marketing and promotion across the district

2.12 Following this review the Commercial Delivery Manager and Head of Leisure, Health & Environment undertook staff engagement sessions to update colleagues on the commercial review, to ensure there was transparency on what outcome we wanted to achieve from the process and to understand their views on what they believed could be developed and implemented across the district to improve the commercial sustainability of our open spaces. This session was held on 11th June 2025.

2.13 Following the staff engagement session the commercial review as stated above and staff feedback were provided to an external consultancy called T3 in May 2025. They were asked to *"to create a fully costed investment plan with a creative overview of 'commercial opportunities' - for a total of 5 sites"*:

a) Hinchingbrooke Country Park
b) Paxton Pits
c) Riverside Park, St Neots

d) Riverside Park, Huntingdon
e) Priory Park, St Neots

2.14 The commercial investment plan requested from the consultants had a "*goal to develop a fully costed investment plan, driving additional revenue of £700,000 per annum into the service by the end of financial year 2027/2028".*

2.15 Following the conclusion of the work by T3 a final staff engagement session was facilitated on 28th November 2025 where we shared the T3 findings and to enable the team to comment on and gain more exposure to the work that had been undertaken. A further session to finalise staff feedback was undertaken on 8th January 2026.

2.16 The utilisation of this staff led approach and the use of T3 has been critical at underpinning the new Parks and Open Spaces Commercial Sustainability Plan and its key principles. Section 3 provides the overarching detail behind the plan and principles required to deliver Phase 1 and provides initial options for consideration around Phase 2.

3. COMMERCIAL STRATEGY & KEY PRINCIPLES

3.1 T3 are an external consultancy who "specialise in the development, creation and design of commercially successful visitor experiences". They have undertaken extensive works for organisations such as Merlin Entertainment, Centre Parcs, Bourne Leisure and Warwick Castle.

3.2 Their underlying mission is "to always bring a fresh perspective to the creation of memorable experiences so they pro-actively challenge, are true to their client's brand, connect positively with visitors and are commercially successful".

3.3 As stated earlier within Section 2 of the report T3 were selected to help define a new commercial vision for the Council's parks and open spaces. They were asked to "to create a fully costed investment plan with a creative overview of 'commercial opportunities' - for a total of 5 sites":

a) Hinchingbrooke Country Park
b) Paxton Pits
c) Riverside Park, St Neots
d) Riverside Park, Huntingdon
e) Priory Park, St Neots

3.4 The commercial investment plan requested from the consultants had a "goal to develop a fully costed investment plan, driving additional revenue of £700,000 per annum into the service by the end of financial year 2027/2028".

3.5 In line with the above request outlined within 3.4, Officer's also asked T3 to consider within their review and recommendations the following key points:

a) Review & propose initial ideas
b) Focus on traditional commercial gain products
c) Focus on Quick Wins
d) Environmental Considerations
e) Desirability in terms of local demographic

3.6 As part of the process T3 also considered high level benchmarking across the U.K, Europe and Globally when comparing data on the Councils parks and open spaces to other successful operations. This work can be seen in **Appendix 2.**

3.7 To underpin the improvement required in the visitor experience across the Council's parks and open spaces T3 outlined that the following key commercial principles should be adopted not only as part of the new Commercial Sustainability Plan, but also on a case by case basis moving forward when evaluating the viability of new innovative products and services that we may offer. These principles are seen below:

a) Creating quality food, play and events offerings, which meet modern demographic expectations and prolong dwell time. (Golden 4 Hour!)
b) Involve experienced operators to maximize potential
c) Create products that have high marketing potential
d) Clustered products to facilitate easier use of multiple products and maximise staff presence and labour costs
e) Appeal to a wide variety of users
f) Building BRAND and RECOGNITION
g) Supporting Local Growth across Huntingdonshire

3.8 T3 used the following selection principles as part of their recommendations of activities and services that the Council could offer across its sites. These are seen below:

a) Drive footfall and Increase dwell time
b) Generate sustainable income streams
c) Appeal to multiple users
d) Create a Wow factor and Pester Power

3.9 Within their profiling T3 defined the target audiences as follows:

a) Young & Midlife Adults (20-49 years old)
b) Mid-Life Adults (35 – 54 years old)
c) Active 50s (55 – 64 years old)

3.10 The primary catchment for Huntingdonshire is classed as "family heavy and older rich adult".

3.11 In addition to the work T3 undertook on the newly created Commercial Sustainability Plan for Parks and Open Spaces and its key principles set out within Section 3 they also advised and provided some wider ranging recommendations as outlined below that they collectively felt would add

more value and go further in the commerciality and financial sustainability of the service. These were:

1. Create a shared vision for Huntingdonshire Parks & Open Spaces:
    - Inclusive access for all
    - Health and wellbeing benefits
    - Safe and engaging spaces for families
    - Opportunities to celebrate nature, heritage, and community
2. Explore growth in adventure and experience - based leisure in Parks & Open Spaces
3. Review demand for staycations and accommodation
4. Develop and implement plans for *"profitable park cafes and concessions"*
5. Assess the opportunities from the "Rise of outdoor fitness" as a business model
6. Consider opportunities across Eco-Conscious consumer spending
    - Low impact outdoor activities – foraging tours
7. Events & "Festivilisation" of Green Spaces – Launch a dedicated events programme
8. Develop Artificial Intelligence (AI) opportunities across parks & open spaces
    - Improves monetization, maintenance and user experience
9. Improve digital integration and booking platforms

3.12 The activities and services that have been developed by T3 and the financial information supplied by them and that of the wider work undertaken by Officer's can be seen in Section 5.

3.13 It should be recognised that the key activities and costings identified within the work were provided to form the basis of the identification of necessary budgets, the final activities and interventions may change, and flexibility will need to be available to enable an agile and commercial approach to be adopted, which can be responsive to changing needs and demands; provided that they continue to align with the overall principles and direction of travel of the plan.

3.14 This plan will allow the Council to set a clear vision to address the core challenge head on which is the cost of the parks and open spaces service to the Council as it is a non-statutory service. This is a discretionary service and in light of the reduction of funding from Government and a higher number of nationwide Council's with financial issues it is important that the Council take a flexible, transparent and pragmatic approach to reduce the cost and ensure that our parks and open spaces are protected for future generations.

3.15 The approach the Council wishes to undertake by implementing the Commercial Sustainability Plan is similar to the approach they took in ensuring that One Leisure moved from a financial deficit of circa £250,000 in 2022-2023 and towards a surplus of circa £600,000 in 2026-2027.

3.16 This happened through adopting a more commercial approach through a review of pricing, targeting increases in membership levels and swim

school pupils, launching new membership options, reviewing our cost base and identifying opportunities on how we could adopt new business into the centres through our wider relationships with stakeholders. It is important to note that leisure was a non-statutory service and with patience, time, trust and a clear plan the Officer and staff teams were able to successfully transform the business around in 3 years.

3.17 To conclude on One Leisure and the transformation that the service has seen in recent years it is important that other lessons are learnt from that process which centre around ensuring there is a varied and diversified offer in programming, the ability to be agile and flexible in how we operate and what we offer visitors and ensuring there is balance across everything we do. These important items need to be integrated into the new plan for parks and open spaces and enshrined as the golden thread through how we operate over the coming years.

3.18 Whilst the success that we hope to see from the delivery of the new plan is commercial sustainability for the service it has to be a multi-faceted approach and a mix of new products and services and a forensic review on a continued basis of the costs that we expend. Whilst we need the commercial approach, we must endeavour to be sensitive in how we deliver the programme particularly where there are residents within the immediate area but not stopping the teams from attracting visitors from other areas to enjoy our parks and open spaces.

3.19 Further opportunities exist to support the commercial journey across parks and open spaces and examples of this are around the mechanism in which we use the car park revenues particularly at Hinchingbrooke Country Park following its capital investment. Alongside this new health funding can be investigated to review the opportunity to expand programming and draw more visitors to our sites and importantly use the spaces to become more physically active, spend more recreational time, be one with nature and the wider benefits that brings to residents and to spend time with their families.

3.20 To aid the roll out of the Commercial Sustainability Plan a comprehensive Communication and Engagement Plan will be developed to ensure that we can communicate clearly with our residents and visitors, but at the same time provide a transparent way for them to feedback to the Council and operational teams so that we can consistently improve the service we offer. In addition to this and as part of the same plan we would also ensure there were simplistic systems and procedures in place to facilitate a robust management system for complaints or noise resolution.

3.21 To support the facilitation and success of both the Commercial Sustainability Plan and the Communication and Engagement Plan the Leisure, Health & Environment team are currently recruiting for a dedicated Marketing & Communications Manager for the service who will be supported by a wider support team of marketing professionals. In addition, a revenue bid for marketing expenditure was submitted as part of the budgetary process for 2026-2027 to support both programmes.

4. LOCAL GOVERNMENT REFORM (LGR)

4.1 As stated earlier within this report the creation and proposed delivery of the Commercial Sustainability Plan enables the Council to be innovative and dynamic in its aim to lower the cost of the service and to secure financial sustainability.

4.2 By facilitating the programme of investment outlined in Phase 1 it does not inextricably bind any future Council to the plan, but it does allow foundations to be set now and a future direction of travel to be formed allowing the existing Council and its visitors to benefit in the short term.

4.3 Moving on from this the new Council could seek to continue to enhance the investment in new activities and services based upon performance or it could reduce levels of service should it seek too, but it would hopefully have a solid foundation to work from and ultimately subject to the success of the plan the new Council would have a commercially sustainable business to inherit.

4.4 The wider benefits that this scheme will bring upon its delivery particularly with Local Government Reform in mind are as follows:

a) All of the projects can be delivered within 2 years prior to the full commencement of LGR
b) The delivery of these new products and services leaves a legacy for Huntingdonshire residents
c) It provides a great opportunity to enhance the visitor economy and links to wider local growth across the District
d) Based upon the mix of new activities we are proposing to launch it enables opportunities for new jobs, skills & training
e) The programme will deliver commercial sustainability (reduces the cost of the service) prior to LGR
f) The plan embraces workforce development and succession
g) Ultimately it leaves a lasting and positive impact for the new unitary authority

5. FINANCIAL INFORMATION

5.1 The proposed capital investment plan developed and presented to Officer's by T3 can we viewed in **Appendix 3**.

5.2 The capital investment plan is recommending a £2m investment over the next two years inclusive of 2026-2027 and 2027-2028. From the plan and based upon the activities identified for delivery and the improvement in revenue it would generate a betterment of £2.5m over a four year period.

5.3 However, as stated earlier within this report in Section 2.15 following the receipt of the Commercial Sustainability Plan from T3 Officer's facilitated a final staff engagement session and workshopped what they felt were the best products and services to offer across the District with the aim of creating a commercially sustainable service. This can be seen in **Appendix 4.**

5.4 The total capital investment submitted within the 2026-2027 Council budget for Phase 1 is £1,170,000. This amount spans across 2026-2027 and 2027-2028.

5.5 Within this amount and as shown in **Appendix 4** Officers are putting forward an Aqua Park (£170,000) and High Ropes (£500,000) for delivery in 2026-2027 and for the wider financial benefit to be seen in the same period. The rest of the activities totalling £500,000 will be delivered in 2027-2028 and the commercial benefit will be seen in the same financial period.

5.6 The Head of Leisure, Health & Environment will submit a new capital bid for Phase 2 for £1m in the 2027-2028 budget. The activities outlined for delivery and their wider financial benefit can be seen in **Appendix 5**.

5.7 In totality and inclusive of Phase 1 and Phase 2 the capital investment is just over £2m. This can be seen in **Appendix 5.**

5.8 The table below illustrates the financial position of parks and open spaces over the next 5 years as per the budget put forward for 2026-2027. The table shows the direct income and expenditure of the service and the overall costs (deficit) per year as outlined in Section 2.8.

5.9 Under the title “Project Improvement” line in the table this shows the financial improvement in revenue (the difference between income and expenditure) and the direct impact implementing these new products and services will have on the cost of the service over the next five years.

Updated Budget Position (Following Commercial Strategy)					
	2026/27 Budget (Baseline)	**2027/28 New Budget (Baseline)**	**2028/29 New Budget (Baseline)**	**2029/30 New Budget (Baseline)**	**2030/31 New Budget (Baseline)**
Expenditure	1,472,674	1,529,491	1,571,575	1,609,630	1,641,869
Income	-624,149	-718,837	-774,663	-813,548	-848,548
Deficit	848,525	810,654	796,912	796,082	793,321
Project Improvement	-110,000	-469,104	-709,896	-759,390	-708,119
Updated Deficit	**738,525**	**341,550**	**87,016**	**36,692**	**13,202**

5.10 Following the inclusion of the project improvement figures it shows that the cost of the service is proposed to reduce from £848,525 to £738,525 in 2026-2027 following the implementation of the Aqua Park.

5.11 After the delivery of Phase 1 the deficit for the service will reduce from £738,525 in 2026-2027 to £341,550 in 2027-2028. Then subsequently following the proposed delivery of Phase 2 investment the deficit will reduce further from £341,550 (2027-2028) to £87,016 in 2028-2029.

5.12 At this stage, the figures demonstrated within the table above and in points 5.10 and 5.11 do not show all of the impact from the Hinchingbrooke Country Park capital project (Countryside Centre & extra car parking), the wider development or commercial impact of the proposed refurbishment of the existing café nor does it include the financial benefits of the Habitat Banking Programme approved by Cabinet and as outlined earlier within this report.

5.13 The Head of Leisure, Health & Environment has worked with the Head of Finance and wider finance colleagues to identify the revenue impact of the capital required, its inclusion within the 2026-2027 budget and on the repayment of the capital, its interest and the provision of the Minimum Revenue Payments (MRP).

5.14 The Commercial Sustainability Plan requires capital investment of £1.17m in Phase 1 (2026/27–2027/28) and an anticipated £1m Phase 2 capital bid in 2027/28, resulting in a total planned investment of just over £2m across the two phases. The financial modelling provided by T3, reviewed and refined by officers, demonstrates that this investment will generate substantial additional income and reduce the net operating cost of the Parks and Open Spaces service over the Medium-Term Financial Strategy period.

5.15 Phase 1 projects, including the Aqua Park and High Ropes, are expected to reduce the service deficit from £848,525 to £738,525 in 2026/27, with further reductions to £341,550 in 2027/28 as full-year benefits materialise. Following the implementation of Phase 2 improvements, the deficit is forecast to reduce significantly again to £87,016 in 2028/29, eventually reaching £13,202 by 2030/31, thereby moving the service close to full cost recovery and long-term financial sustainability.

5.16 The capital programme assumptions include provision for borrowing costs, interest, and Minimum Revenue Provision (MRP), with the impacts for the delivery of Phase 1 already incorporated into the 2026/27 budget through collaboration between the Head of Leisure, Health & Environment and Finance.

5.17 The projected income improvements do not yet include the future financial benefits arising from the Hinchingbrooke Country Park capital project or the Habitat Banking Programme, both of which are expected to further strengthen the financial position once operational. Given that Parks and Open Spaces is a discretionary service currently costing the Council over £848,000 per year, the proposed investment is essential to reducing ongoing subsidy pressures and supporting the Council's wider financial sustainability objectives. The approach mirrors the successful commercial recovery of One Leisure, demonstrating the potential for a similar transformation within Parks and Open Spaces through targeted investment, operational flexibility and improved income generation.

5.18 It is important to note that whilst approval is being sought for the overarching recommendations and capital investment set out within this

report wider delegation and flexibility is required whilst reviewing each business case to ensure the right service level assessment and return on investment is captured. This will depend on market changes, new products emerging on the market so therefore we must remain agile, but the overall envelope created is sufficient to allow financial flexibility and bring forward income generation.

6. COMMENTS OF OVERVIEW & SCRUTINY

6.1 The Overview and Scrutiny (Environment, Communities and Partnerships) Panel discussed the report at its meeting on 5th March 2026.

6.2 In response to a question from Councillor Shaw, the Panel were advised that the proposed activities would not be impacted by the ongoing works at Hinchingbrooke Country Park. It was noted that this was a flexible plan which could react and adapt to ensure viability.

6.3 Councillor Bywater was in favour of the proposed plans but expressed concerns about the achievability of the scheme and people management within the parks, in particular being wary of large influxes of crowds in spells of good weather.

6.4 Following concerns in relation to Health and Safety expressed by Councillor Tevlin, the Panel were assured that full impact assessments would be carried out as activities were developed to fruition. It was noted that the One Leisure service had strong health and safety experience in the activity realm and that this expertise would be utilised to the Council's advantage. It was also confirmed that full staff training would be provided for all new activities as they came online.

6.5 Councillor Pitt commented on the exciting proposals within the report and noted that whilst driving down the deficit was good news, bring greater footfall to the parks was even better news. He commented that he was delighted to see the proposals for the Riverside Park in St Neots and noted that there was a mini golf course there in need of regeneration. It was agreed to follow up on more parochial details with Officers following the meeting.

6.6 Councillor Alban was enthusiastic about the proposals but expressed concern that the tranquillity of the parks and open spaces was part of their charm and that some of the proposed activities may disrupt this. He also expressed concern about the security of some of the activities outside of operating hours, in particular quad bikes, high ropes and axe throwing. The Panel were assured that the report provided an overview of possibilities and that as each activity progressed economic impact assessments would be undertaken. In addition the Panel were assured that solutions would be sought which were in the best interest of the local environment which also being financially viable.

6.7 Councillor Hunt reflected that with the drive to increase dwell times, there would be an increased need to use facilities and requested an update on the facilities at the Riverside Park in Huntingdon. The Panel heard that

improvements and maintenance to facilities were planned for the coming year and that a specific update on the Riverside facilities would be communicated following the meeting.

6.8 Councillor Shaw observed that activities, in particular water activities had potential to be grouped in clusters and that whilst the aquapark was an exciting suggestion, additional opportunities for paddleboarding and canoeing could also prove to be relatively low cost and utilising a similar area. In addition he noted that there was an existing mountain bike trail within Hinchingbrooke Country Park which could be updated and developed.

6.9 In response to a question from Councillor Lowe, the Panel heard that the aquapark should not be affected by wet weather during the summer time and that the projections within the report were modest and risk adverse to allow for the unpredictability of weather.

6.10 It was observed by Councillor Pitt that investment in regular play equipment could develop the parks into a low cost destination for families and that there was a potential to generate revenue through secondary spend during such visits. The Panel were assured that conversations were ongoing with the Friends of Hinchingbrooke Country Park Group and also local residents in relation to development at the Park and also proposed activities.

6.11 Councillor Tevlin reflected on her experiences with Rugby Borough Council and fun days organised by that authority within its parks to include children's entertainers. She also observed that scavenger hunts, such as those run by the National Trust tended to prove popular with families. The Panel heard that the team had already developed a popular Easter trail around the park and that there were ongoing collaborations with local schools to build on existing educational events.

6.12 It was clarified, following an enquiry from Councillor Shaw, that the figures contained within the report showed an anticipated spend of £170,000 for the aquapark and that and anticipated £110,000 income could be returned within year one.

6.13 The Panel were assured, following an observation from Councillor Wells, that whilst some of the activities appearing to be aimed at younger residents and families, the parks would very much remain inclusion for residents of all ages.

6.14 Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for an informed decision to be made on the report recommendations.

7. KEY IMPACTS / RISKS

7.1 The table set out in **Appendix 6** outlines the high-level project risks, likelihood and mitigation across the following criteria which are closely

associated in the development and proposed delivery of the new Parks and Open Spaces Commercial Sustainability Plan. These are:

a) Capital Investment
b) Health, Safety & Compliance
c) Commercial Performance
d) Local Government Reform (LGR)
e) Stakeholder Engagement
f) Programme & Project Management
g) Ecological Impact

7.2 Detailed Risk Management is embedded within both the Councils BAU activity, and project specific activity, and is considered to be able to be considered as part of established processes. The proposals do not present any unknown or unique risks that the Council is unable to manage or mitigate.

8. TIMETABLE FOR IMPLEMENTATION

8.1 The table below outlines the timelines involved in delivering the stated capital investment projects within Phase 1 and Phase 2:

Phase	Timeline
Phase 1:	2026-2027
Phase 2:	2027/2028

8.2 As stated earlier within the report all Phase 2 commercial opportunities will be developed and will be submitted as one capital bid for approval via the 2027/2028 budget and MTFS process, or earlier if possible and supported by the Corporate Director (Finance and Resources) and Section 151 Officer.

9. LINK TO CORPORATE OBJECTIVES

9.1 The development and delivery of the Parks and Open Spaces Commercial Sustainability Plan strongly supports our corporate objectives and priorities in the following ways:

Corporate Plan:

The Corporate Plan has three key priorities and these are:

1. Improving the quality of life for local people
2. Creating a better Huntingdonshire for future generations
3. Delivering good quality, high value for money services with good control and compliance with statutory obligations

a) Improving the quality of life for local people

A Heritage Lottery Fund survey revealed that:

a) 95% of visits to parks and open spaces are enjoyable, peaceful and relaxing

b) 60% of visitors take more physical exercise because they use parks
c) 80% say the park helps make their area more attractive and a better place to live

The aim of launching the Commercial Sustainability Plan and its key activities is to provide visitors wider access, choice and opportunity to visit our green spaces supporting our corporate plan priority of improving residents quality of life for local people.

Further evidence from the National Heritage Fund also stated that the contribution of parks and open spaces can reduce stress, fatigue, anxiety, and depression. Combats loneliness and encourages community cohesion.

b) Creating a better Huntingdonshire for future generations

The creation and delivery of new products and services within the Commercial Sustainability Plan coupled with T3's wider recommendations showcase the opportunity across the district to improve services for residents and for visitors in providing them a wider array of activities to participate in thus supporting an increase in visitation, dwell time, cost per visit and to be physically active providing an environment fit for future generations.

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

The Commercial Sustainability Plan allows the Council and Officer's the opportunity to introduce new products and services and to ensure they are good quality, high value for money services with good control and compliance.

In support of the Corporate Plan the Council if it chooses can **"Do"** this themselves by utilising their expertise and existing services to best serve Huntingdonshire or they could **"Enable"** these opportunities to improve our parks and open spaces working with and listening to local businesses and finally they could **"Influence"** by working with partner organisations and stakeholders to create a shared vision that benefits Huntingdonshire.

Place Strategy:

a) **Pride in Place:** Supports stronger identity and community connection by enhancing park quality, branding key sites, and hosting events that draw visitors. Community programmes, such as volunteering and adopt-a-park schemes, build local pride, increase usage and reduce maintenance pressures, while creating income opportunities through markets and pop-ups. Examples include themed or heritage-linked events in Riverside Park (Huntingdon), Priory Park (St Neots) or Hinchingbrooke Country Park (Huntingdon).

b) **Inclusive Economy:** Uses parks as drivers of local prosperity by creating green-skills employment pathways, apprenticeships and partnerships with colleges and defence employers. Small businesses benefit from concessions e.g. cafés, fitness providers and seasonal traders, while parks offer spaces for enterprise pilots and circular-economy initiatives

c) **Health Embedded:** Positions parks as essential health infrastructure, supporting social prescribing, active travel and outdoor fitness. Inclusive, accessible spaces improve wellbeing for all ages, while health-based activities e.g. yoga, bootcamps and wellbeing retreats can provide commercial opportunities in partnership with NHS, voluntary groups and armed forces welfare teams.

d) **Environmental Innovation:** Drives sustainability through biodiversity net gain, rewilding, carbon reduction and climate-resilient landscapes. Green innovation creates revenue streams via environmental education, eco-tourism, biodiversity credits and research partnerships. Circular-economy practices such as composting and timber reuse can further enhance commercial sustainability.

e) **Travel Transformed:** Improves access to parks through better walking, cycling and public transport links. EV charging and active travel hubs offer new income potential while supporting greener travel. Enhanced accessibility increases visitor flow, strengthening opportunities for events, guided activities and commercial services.

f) **Collaboration** sits at the heart of delivery working with communities, businesses, MOD partners, schools and environmental organisations to invest in and manage green assets. Embedding place based priorities in governance and contracting ensures parks contribute to district-wide goals for health, climate resilience and economic prosperity.

Economic Growth Strategy:

a) Aligned with the Tourism Growth Plan and the Economic Growth Strategy, the Parks and Open Spaces Commercial Sustainability Plan translates strategic ambitions into tangible, place-based outcomes: driving economic growth, boosting the visitor economy, encouraging enterprise, reducing public subsidy, and supporting sustainable place-making.

b) The Plan supports the Economic Growth Strategy by creating local enterprise opportunities, encouraging private and inward investment, and ensuring council-owned leisure assets operate sustainably. Through a phased capital investment programme, the Council can unlock the economic potential of its parks, reduce long-term subsidies, and contribute to broader objectives for place-making, employment, and district-wide economic development.

Tourism Growth Plan:

a) The Tourism Growth Plan identifies the District's blue and green spaces as key assets and central to its tourism identity. By introducing new events, activities, attractions, improved infrastructure, and revenue-generating experiences, the Council directly enhances the district's tourism offer and improves the overall visitor experience - two core objectives of the Tourism Growth Plan.

10. LEGAL IMPLICATIONS

10.1 A long-term lease of 99 years is in place between Cambridgeshire Country Council and Huntingdonshire District Council for Hinchingbrooke Country Park. Wider detail on this is outlined in Section 2.

10.2 Cabinet approved an "Extension of Leases" at Paxton Pit Nature Reserve on 16th September 2025. As part of this Officer's will utilise this agreement to support the principle of Officers engaging in efforts to acquire land and buildings in connection with the principle of exploring wider opportunities to not only develop existing sites across the Council's parks and open spaces but also new sites and spaces to support wildlife and conservation, health and wellbeing, physical activity and commercial sustainability opportunities.

10.3 All other sites proposed as the "5 key commercial sites" which are Riverside Park, St Neots, Riverside Park, Huntingdon and Priory Park, St Neots are managed by the Council and therefore the delivery of the Commercial Sustainability Plan across these sites will be in keeping with their surroundings and subject to the right and proper local resident and stakeholder engagement.

10.4 In the event that the Council chooses to review the operational delivery of some of its agreements around the new products or services there may be a requirement for the Council to enter into agreements with third party providers. However, this will be considered on a case by case basis and when needed relevant and independent legal advice will be sought and reviewed. Albeit Officer's will where possible utilise existing and in-house legal advice for business as usual activities.

11. HEALTH IMPLICATIONS

11.1 The Healthy Open Spaces Strategy identifies play and access to parks and open spaces as a critical intervention for tackling social isolation, improving mental health, and promoting physical activity from an early age. Well-designed parks and open spaces can encourage active lifestyles, support emotional resilience, and provide opportunities for social interaction, which are essential for reducing loneliness and building stronger communities.

11.2 These outcomes align directly with the Corporate Plan priorities, particularly Priority 1: Improving health and wellbeing, and contribute to the

Council's overarching ambition to keep people well and out of crisis. By implementing a new Parks and Open Spaces Commercial Sustainability Plan it will enable and influence a wider product and service offering for local residents to use our parks and open spaces, allowing more people to visit, spend more time at these spaces with their families which will support the wider ambition of creating a healthier community but also a commercially sustainable service.

11.3 The proposal and delivery of the new Commercial Sustainability Plan will be supported and enhanced by the approved " A Sustainable Framework for Play in Huntingdonshire" which will see a £750,000 capital investment to play park infrastructure across the district over the next 4 years aimed at improving our play offering for future generations and aiming to draw more residents into our parks and open spaces and to support the wider mental, social and health benefits this will create for local people and their children.

11.4 The Council has also recently approved the delivery of a Habitat Banking Programme across district wide sites not only to support the commercial sustainability agenda but importantly targeted to attract more local residents to our parks and open spaces allowing them to be more accessible so the wider health and wellbeing benefits of using these important assets can be fulfilled by the entire community that they serve.

11.5 This opportunity will also allow the Active Lifestyles and Sport Development teams a wider opportunity to utilise the parks and open spaces to develop and enhance their programming and provide residents a wider service offering opportunity to stay fit and healthy.

11.6 Overall, increased use of our parks and open spaces will benefit local residents and provide greater access to these spaces to help improve their quality of life, create a better Huntingdonshire for future generations and offer good quality value for money services.

12. STAKEHOLDER ENGAGEMENT

12.1 The stakeholder engagement plan has been developed to support the proposed Commercial Sustainability Plan and the actions that stem from it. Please see below:

Stakeholder	Status
Staff	- Staff engagement sessions facilitated - Staff 1-2-1's with Head of Service (45) - Weekly staff drop-in sessions & email introduced
Friend's Group's	- Head of Service attendance at quarterly meetings - Setting expectations for commercial sustainability

Resident's	- Developing links & Head of Service + key management staff to attend resident group meetings from April 2026 onwards
Clubs/Hirer's	- Full review of clubs & hirers undertaken since February 2026 - Full understanding of who uses our spaces, fees & charges & what we can do
Businesses	- To work with Economic Development team to assess wider opportunities to enhance visitor economy through associated project delivery
Visitor's	- Stakeholder & Communications Plan to be developed from April 2026 to update on opportunities across parks & open spaces as projects move towards delivery - Parks & Open Spaces email exists for day-to-day contact from residents to feedback to operational teams

13. ENVIRONMENTAL IMPLICATIONS

13.1 Our parks and open spaces are currently managed by a Ranger service to support nature, conservation and biodiversity to a high standard.

13.2 At every point of the introduction of a new commercial activity a robust and external ecological impact assessment will be undertaken to ensure that a balanced approach to delivery is taken, relevant mitigations are put in place or that we do not proceed at all.

13.3 It can be noted by a number of the commercial activities that have been proposed as part of Phase 1 and 2 that these are nature based and that they are in-keeping with local management plans in place at sites.

13.4 To ensure a considered approach is undertaken with biodiversity and ecology across the sites that we wish to implement new activities we will consider and where possible adopt the following principles:

a) Integrate biodiversity into design – embedding ecological features into commercial projects
b) Implement clean, green practices – ensuring operators and partners adopt approaches such as renewable energy, waste reduction and eco-friendly materials
c) Balance development with ecological protection – looking at zoning commercial activity to safeguard habitats leaving most green space untouched whilst enhancing conservation
d) Re-Invest commercial revenue into bio-diversity – funding habitat restoration, rewilding, and education initiatives that directly benefit the parks ecosystems
e) Promoting eco-conscious partnerships – selecting food, beveridge and event partners who share sustainability values and support the parks environmental goals

13.5 In line with this new approach and as part of the programming across the parks and open spaces service we are currently exploring wider opportunities to test and introduce further educational and volunteering opportunities for children, young people and adults.

14. REASONS FOR THE RECOMMENDED DECISIONS

14.1 To create and launch a new Parks and Open Spaces Commercial Sustainability Plan

14.2 To utilise this plan to reduce the operational cost of £848,000 (2026-2027) to the service by March 2028.

14.3 To allow the Head of Leisure, Health & Environment to deliver the Phase 1 capital investment programme outlined within this report to support point 14.2.

14.4 To seek approval from Council that the Head of Leisure, Health & Environment can continue to progress and develop investment plans for the Phase 2 programme delivery and submit these for approval as part of the 2027/2028 budget process.

14.5 To use the new Commercial Sustainability Plan to support the wider Council corporate strategic priorities set out within the Corporate Plan and Place Strategies.

15. LIST OF APPENDICES INCLUDED

Appendix 1 - T3 Commercial Opportunities Report
Appendix 2 - Benchmarking Review
Appendix 3 - T3 Capital Investment Plan
Appendix 4 - Phase 1 Capital Investment Plan
Appendix 5 - Phase 2 Capital Investment Plan
Appendix 6 - Risk & Mitigation Plan

16. BACKGROUND PAPERS

The HDC Healthy Open Spaces Strategy was created and published in 2020.

Paxton Pits Extension of Leases - Cabinet approved an "Extension of Leases" at Paxton Pit Nature Reserve on 16th September 2025.

A Sustainable Framework for Play in Huntingdonshire

Habitat Banking Programme

Heritage Lottery Fund **-** The National Lottery Heritage Fund: Home

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Appendix 1: T3 Commercial Opportunities Report – Separate Document

Appendix 2: Parks & Open Spaces Benchmarking

Benchmarking & Visitor Economy

UK
PEMBREY COUNTRY PARK, Wales



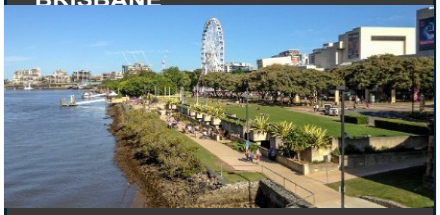
Size: 500 acres
Visitation: 520,000
Type: Country Park
Operator: LA with Private Operators
Approx Revenue pa: £ 2 . 8 Million
Income Streams: F&B, Ski Slope, Campsite Accommodation, Paid Activities, Venue Hire for functions & Weddings

Europe
VONDELPARK, Netherlands



Size: 120 acres
Visitation: 10 Million
Type: Public Park
Operator: LA with Partners
Approx Revenue pa: £ 2 - 5 Million
Income Streams: F&B, Cafes, Kiosk and Taproom, Parking, Paid for attractions, Sports & Leisure Hire, Events & Sponsorship, Weddings, Open Air Theatre

Global
SOUTHBANK PARKLANDS, BRISBANE



Size: 103 acres
Visitation: 14 Million
Type: Public Park, Riverfront
Operator: City Operator
Approx Revenue pa: £ 26.5 – 37.1 Million
Income Streams: Multiple F&B, Retail Rental, Paid for attractions, Events, Venue Hire, Sponsorship & Concessions

Key Success Levers



- **CONCESSIONS F & B**
- **CONCESSIONS Retail**
- **EVENTS & PROGRAMMING**
- **SEASONAL EVENTS**
- **LEASE & TICKET MODELS**
- **PAID FOR ATTRACTIONS**
- **FOOTFALL & DEVELOPMENT**
- **PUBLIC- PRIVATE PARTNERSHIPS**

Appendix 3: T3 Capital Investment Plan

		Capital Investment	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 10
Hinchingbrooke Country Park	High Low Ropes	500,000	130,660	135,316	138,833	142,403	146,024	164,903
Hinchingbrooke Country Park	Weddings	150,000	68,860	73,085	74,802	76,547	78,321	87,636
Hinchingbrooke Country Park	Outdoor Sand & Water Play	250,000	77,703	81,357	84,488	87,730	91,087	109,814
Hinchingbrooke Country Park	AquaPark	100,000	13,501	14,228	14,687	15,153	15,623	18,053
Hinchingbrooke Country Park	Woodland Axe Throwing	50,000	33,109	34,315	35,097	35,893	36,703	40,967
Hinchingbrooke Country Park	Cycling Hub	25,000	-6,416	-5,729	-5,788	-5,849	-5,912	-6,263
Hinchingbrooke Country Park	Boating Experiences	25,000	46,678	48,015	49,031	50,067	51,122	56,707
Hinchingbrooke Country Park	BeeKeeping & Allotment Play Sound Spots	100,000	28,768	29,869	30,641	31,426	32,222	36,379
Hinchingbrooke Country Park	Fun Transport Hire	25,000	38,715	39,902	40,766	41,648	42,547	47,320
Paxton Pits	Sound Spots	25,000	16,906	17,202	17,602	18,009	18,423	20,605
Paxton Pits	GeoCashing	15,000	-1,476	-1,455	-1,444	-1,434	-1,424	-1,380
Priory Park	Jogging Hub	25,000	-6,416	-5,729	-5,788	-5,849	-5,912	-6,263
Riverside Huntingdon	Al Fresco Foodie Experience	100,000	48,803	50,479	51,663	52,868	54,093	60,527
Riverside St Neots	Riverside Dining	500,000	66,593	96,158	98,892	101,663	104,470	119,024
Riverside St Neots	Boating, Padel Board & Boathouse	100,000	11,655	12,296	12,717	13,143	13,573	15,790
Riverside St Neots	Designer Deck Chair Hire	15,000	24,339	25,089	25,631	26,183	26,746	29,722
		2,005,000	**591,982**	**644,398**	**661,830**	**679,601**	**697,706**	**793,541**

Game Changer
Destination Products
Imagination Products
Quick Wins

Appendix 4: Phase 1 Capital Investment Plan

		Capital Investment	Yr 1 (26/27)	Yr 2	Yr 3	Yr 4	Yr 5	Yr 10	Delivered In	Commercial Input
Phase 1:										
Hinchingbrooke Country Park	AquaPark	170,000	110,000	113,300	116,699	120,200	123,806	143,525	26/27	26/27
Hinchingbrooke Country Park	High Low Ropes	500,000	0	130,660	135,316	138,833	142,403	161,026	26/27	26/27
Hinchingbrooke Country Park	Weddings	150,000	0	68,860	73,085	74,802	76,547	85,713	27/28	27/28
Hinchingbrooke Country Park	Woodland Axe Throwing	50,000	0	33,109	34,315	35,097	35,893	40,085	27/28	27/28
Hinchingbrooke Country Park	Boating Experiences	25,000	0	46,678	48,015	49,031	50,067	55,548	27/28	27/28
Hinchingbrooke Country Park	BeeKeeping & Allotment Play Sound Spots	100,000	0	28,768	29,869	30,641	31,426	35,524	27/28	27/28
Hinchingbrooke Country Park	Fun Transport Hire	25,000	0	38,715	39,902	40,766	41,648	46,327	27/28	27/28
Paxton Pits	Sound Spots	25,000	0	16,906	17,202	17,602	18,009	20,154	27/28	27/28
Priory Park	Jogging Hub	25,000	0	-6,416	-5,729	-5,788	-5,849	-6,187	27/28	27/28
Riverside Huntingdon	Al Fresco Foodie Experience	100,000	0	0	48,803	50,479	51,663	57,891	27/28	28/29
		1,170,000	**110,000**	**470,580**	**537,477**	**551,663**	**565,613**	**639,605**		

Game Changer
Destination Products
Imagination Products
Quick Wins

Appendix 5: Phase 2 Proposed Capital Investment Plan

Phase 2:										
Hinchingbrooke Country Park	Outdoor Sand & Water Play	250,000	0	0	77,703	81,357	84,488	101,911	27/28	28/29
Hinchingbrooke Country Park	Cycling Hub	25,000	0	0	-6,416	-5,729	-5,788	-6,115	27/28	28/29
Paxton Pits	GeoCashing	15,000	0	-1,476	-1,455	-1,444	-1,434	-1,387	27/28	27/28
Riverside St Neots	Riverside Dining	500,000	0	0	66,593	96,158	98,892	113,100	27/28	28/29
Riverside St Neots	Boating, Padel Board & Boathouse	100,000	0	0	11,655	12,296	12,717	14,891	27/28	28/29
Riverside St Neots	Designer Deck Chair Hire	15,000	0	0	24,339	25,089	25,631	28,498	27/28	28/29
		905,000	**0**	**-1,476**	**172,419**	**207,727**	**214,506**	**250,898**		
		2,075,000	**110,000**	**469,104**	**709,896**	**759,390**	**780,119**	**890,504**		

Current Budget Position	848,525	810,654	796,912	796,082	793,321
Updated Budget Position	**738,525**	**341,550**	**87,016**	**36,692**	**13,202**

Updated Budget Position (Following Commercial Strategy)					
	2026/27 Budget (Baseline)	**2027/28 New Budget (Baseline)**	**2028/29 New Budget (Baseline)**	**2029/30 New Budget (Baseline)**	**2030/31 New Budget (Baseline)**
Expenditure	1,472,674	1,529,491	1,571,575	1,609,630	1,641,869
Income	-624,149	-718,837	-774,663	-813,548	-848,548
Deficit	848,525	810,654	796,912	796,082	793,321
Updated Deficit	**738,525**	**341,550**	**87,016**	**36,692**	**13,202**

Appendix 6: Risk & Mitigation Plan

Risk	Likelihood	Impact	Mitigation
Capital Investment	Medium	High	- Industry experienced consultant used - Detailed planning executed - Staff engagement sessions facilitated - 2026-2027 MTFS capital bids submitted
Health, Safety & Compliance	Medium	High	- Industry recognised products bought forward - External H&S support in place subject to project delivery - Internal H&S and Risk Management to be followed with HDC colleagues - Independent accreditation submitted and sought where required
Commercial Performance	Medium	High	- Independent financial information delivered by consultants - Financial information to be reviewed and signed off by finance team - Each project to be assessed on own merits – risk-based approach
Local Government Reform (LGR)	High	Low	- Projects put forward can be delivered within 2 years - Project delivery & commercial approach provide positive outcomes for new unitary authority - All projects delivered on a case-by-case basis subject to financial viability & associated risks
Stakeholder Engagement	Medium	Medium	- Development of a stakeholder engagement plan with support from HDC Communication's Team - Facilitation and attendance at key stakeholder group meetings e.g. HCP Friend's Group - Legal review of stakeholder leases with changes by exception
Programme & Project Management	Medium	Medium	- Industry experienced consultant used + extension to services if required - HDC Project & Programme management teams - Leisure, Health & Environment experience & knowledge - Leisure, Health & Environment Programme Board – Transformation Board

Risk	Likelihood	Impact	Mitigation
Ecological Impact	Medium	Medium	- Ecological Impact Assessments to be undertaken subject to service put forward for delivery - Adequately trained staff utilised to review technical information - External consultants used as required to support technical review and industry best practice - Stakeholder management plan to be implemented and reviewed

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Huntingdonshire



Commercial Opportunities

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Intro to T3

Our Mission

To always bring a fresh perspective to the creation of memorable experiences so we pro-actively challenge, are true to our client's brand, connect positively with visitors and are commercially successful.

Established in 2014, T3 Creative Agency specialises in the strategic development, creative design, and commercialisation of successful guest experiences. We work across the entertainment, leisure, hospitality, and public sectors, helping clients unlock the full potential of their spaces.

Our Commercial Experience Department has become a trusted partner for public sector organisations, private landowners, and local authorities seeking to introduce or enhance commercial elements within their parks, green spaces, and outdoor attraction portfolios. With a strong track record across the UK, we have delivered commercial strategies and creative interventions for clients including Manchester City Council, Lancashire County Council, Warwickshire Council, South Derbyshire District Council, and Alliance Leisure (on the Bristol Parks initiative), as well as a number of privately managed parks, forests, heritage sites and attractions.

We approach every project with a deep sensitivity to place, people, and purpose—ensuring that any commercial development enhances public value whilst aligning with local priorities. Our work is rooted in creating engaging, sustainable experiences that balance commercial viability with community benefit....and fun!

Specialising in the development, creation & design of commercially successful visitor experiences.

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1.

Intro, Approach & Summaries

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1.

Process Overview



Stages 1-3 Complete

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1.

What You Have Told Us



Brief

To create a fully costed investment plan with a creative overview of 'commercial opportunities' - for a total of 5 sites:

Hinchingbrooke Country Park
Paxton Pits
Riverside Park, St. Neots
Riverside Park, Huntington
Priory Park, St. Neots

The goal is to develop a fully costed investment plan, which will enable an additional income of **700,000** per annum into the service by 27/28, across Parks and Countryside portfolio through to 2030.

Plan to be delivered by **September 2025,** aimed at transforming a **£1.1m deficit into a break-even position.**

£450k in employment cost savings and re-association.
£650k through new commercial opportunities by FY27/28.
Ensure organisational and community buy-in, whilst maintaining service excellence.

The commercial investment plan must consider:
Ensure financial sustainability over a long-term period, by **reducing operating costs** and **increasing net contribution**, whilst providing a good quality, high value for money and service.

Continue to create beautiful green spaces for the benefit of wildlife, residents, communities, climate resilience, enhancing biodiversity across the parks portfolio; improving quality of life & creating a better Huntingdonshire for future generations.

To enhance opportunities for the council to engage with a broader, diverse range of audiences.

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1.

Our Approach

T3 have been selected to help define a new commercial vision for HDCC parks.

- Our scope is to review and propose initial ideas for sustainable commercial development for Rosliston Forestry Centre.
- We have focused on traditionally the highest commercial gain products of F&B, Play, Events, and Accommodation, as well as smaller 'quick wins' and experiences that will excite and drive visits to the more commercial product.
- We have taken into account the sensitivity of environmental factors, however at this stage are showing options that may challenge these!
- We have considered desirability in terms of local demographics - new and existing. As well as taking into account the Huntingdonshire public space brand ("Pride of Place").
- We have extensive experience with working with IP's to generate higher interest and footfall, therefore we have included some IP branded ideas, as these can often be 'game changers'.
- We have categorised the product ideas in to **4 categories**, which are explained in the product section (see sections 3-5). This helps to plan, balance the portfolio and prioritise selection.

FINANCIAL APPROACH:

Figures are based on assumptions, exclude central and infrastructure costs, use a **6% interest rate over 10 years**, and remain subject to detailed design. Items must be used as examples and no responsibility or liability is taken for them.









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1.

Executive Summary



This document outlines a range of commercial opportunities designed to generate new revenue streams and provide stakeholders with clear options for review. Our analysis focuses on the commercialisation potential of the five selected sites, presenting strategies that balance both short-term gains and long-term sustainability.

We believe that, by pursuing these opportunities, you will be well positioned to achieve your financial goals over the coming years. Based on our research and experience, the options identified not only create immediate benefits but also establish resilient and sustainable revenue streams for the future.

We also recognize the importance of community engagement as a critical next step in the process. Ensuring alignment with community needs will be key to the success of these initiatives.

To support decision-making, this report includes a 'Commercial Star Rating' framework. This highlights which sites offer the strongest potential for commercial development, alongside those that may require a softer approach, ensuring a well-rounded and strategic pathway forward.

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1.

Pathway

As per your request please see in the following pages a pathway of potential investment. However;

Disclaimer: The following investment plan is indicative and assumes a prior stage of comprehensive masterplanning. This process should include cluster planning, consideration of brand and vision, economies of scale, and alignment with local demographics. Final investment decisions should be made only after this masterplanning stage is complete.

TOTAL SUGGESTED INVESTMENT LEVELS

As a guide the following figures show a total of suggested spend and return based on our 4 sections of investment

	Investment	Contribution Per Anum after									
No of Suggestions	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
7 Game Changers	3,530,000	646,780	795,038	817,897	841,084	864,597	888,435	912,596	937,077	961,873	986,983
21 Destination Products	2,815,000	605,418	647,839	680,731	715,948	753,744	729,812	838,237	885,608	936,911	992,595
15 Imagination Products	760,000	130,712	136,126	140,657	144,935	149,275	153,675	158,136	162,657	167,238	171,877
6 Quick Wins	425,000	115,914	120,646	123,846	127,096	130,396	133,746	137,145	140,595	144,094	147,643

AVERAGE SUGGESTED INVESTMENTS

As a guide the following figures show the averages of spend and return based on our 4 sections of investment.

	AVERAGE - Investment	AVERAGE - Contribution Per Anum after									
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Game Changers	504,286	92,397	113,577	116,842	120,155	123,514	126,919	130,371	133,868	137,410	140,998
Destination Products	134,048	28,829	30,849	32,416	34,093	35,893	34,753	39,916	42,172	44,615	47,266
Imagination Products	50,667	8,714	9,075	9,377	9,662	9,952	10,245	10,542	10,844	11,149	11,458
Quick Wins	70,833	19,319	20,108	20,641	21,183	21,733	22,291	22,858	23,432	24,016	24,607

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1. Pathway

As per your request please see in the following pages a pathway of potential investment. However;

Disclaimer: The following investment plan is indicative and assumes a prior stage of comprehensive masterplanning. This process should include cluster planning, consideration of brand and vision, economies of scale, and alignment with local demographics. Final investment decisions should be made only after this masterplanning stage is complete.

POTENTIAL PATHWAY

As stated in the above disclaimer below is a potential pathway of how we would spend the suggested investment of £2m spread over 2 years and the returns. All subject to masterplanning.

			T3 SUGGESTED - Investment	SUGGESTED - Contribution Per Anum after									
			Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
Year														
1	Game Changer	Riverside Dining	500,000	66,593	96,158	98,892	101,663	104,470	107,312	110,189	113,100	116,046	119,024	Riverside St. Neots
2	Destination Products	High Low Ropes	500,000	130,660	135,316	138,833	142,403	146,024	149,697	153,422	157,198	161,026	164,903	Hinchingbrooke Country Park
1	Destination Products	Weddings	150,000	68,860	73,085	74,802	76,547	78,321	80,125	81,958	83,821	85,713	87,636	Hinchingbrooke Country Park
2	Destination Products	Outdoor Sand & Water Play	250,000	77,703	81,357	84,488	87,730	91,087	94,566	98,172	101,911	105,789	109,814	Hinchingbrooke Country Park
2	Destination Products	Al Fresco Foodie Experience	100,000	48,803	50,479	51,663	52,868	54,093	55,338	56,604	57,891	59,198	60,527	Riverside Huntingdon
1	Destination Products	Aqua Park	100,000	13,501	14,228	14,687	15,153	15,623	16,099	16,581	17,067	17,558	18,053	Hinchingbrooke Country Park
2	Destination Products	Woodland Axe Throwing	50,000	33,109	34,315	35,097	35,893	36,703	37,526	38,365	39,217	40,085	40,967	Hinchingbrooke Country Park
2	Destination Products	Jogging Hub	25,000	-6,416	-5,729	-5,788	-5,849	-5,912	-5,977	-6,045	-6,115	-6,187	-6,263	Priory Park
2	Destination Products	Cycling Hub	25,000	-6,416	-5,729	-5,788	-5,849	-5,912	-5,977	-6,045	-6,115	-6,187	-6,263	Hinchingbrooke Country Park
2	Destination Products	Boating, Padel Board & Boathouse	100,000	11,655	12,296	12,717	13,143	13,573	14,008	14,448	14,891	15,338	15,790	Riverside St. Neots
2	Destination Products	Boating Experiences	25,000	46,678	48,015	49,031	50,067	51,122	52,198	53,294	54,410	55,548	56,707	Hinchingbrooke Country Park
1	Imagination Products	Bee Keeping & Allotment Play	100,000	28,768	29,869	30,641	31,426	32,222	33,030	33,850	34,681	35,524	36,379	Hinchingbrooke Country Park
2	Imagination Products	Sound Spots	25,000	16,906	17,202	17,602	18,009	18,423	18,845	19,274	19,710	20,154	20,605	Paxton Pitts
2	Imagination Products	GeoCashing	15,000	-1,476	-1,455	-1,444	-1,434	-1,424	-1,414	-1,404	-1,396	-1,387	-1,380	Paxton Pitts
2	Quick Wins	Fun Transport Hire	25,000	38,715	39,902	40,766	41,648	42,547	43,464	44,400	45,354	46,327	47,320	Hinchingbrooke Country Park
1	Quick Wins	Designer Deck Chair Hire	15,000	24,339	25,089	25,631	26,183	26,746	27,319	27,903	28,498	29,104	29,722	Riverside St. Neots
			2,005,000	484,730	533,790	548,635	563,768	579,193	594,916	610,943	627,277	643,926	660,895	

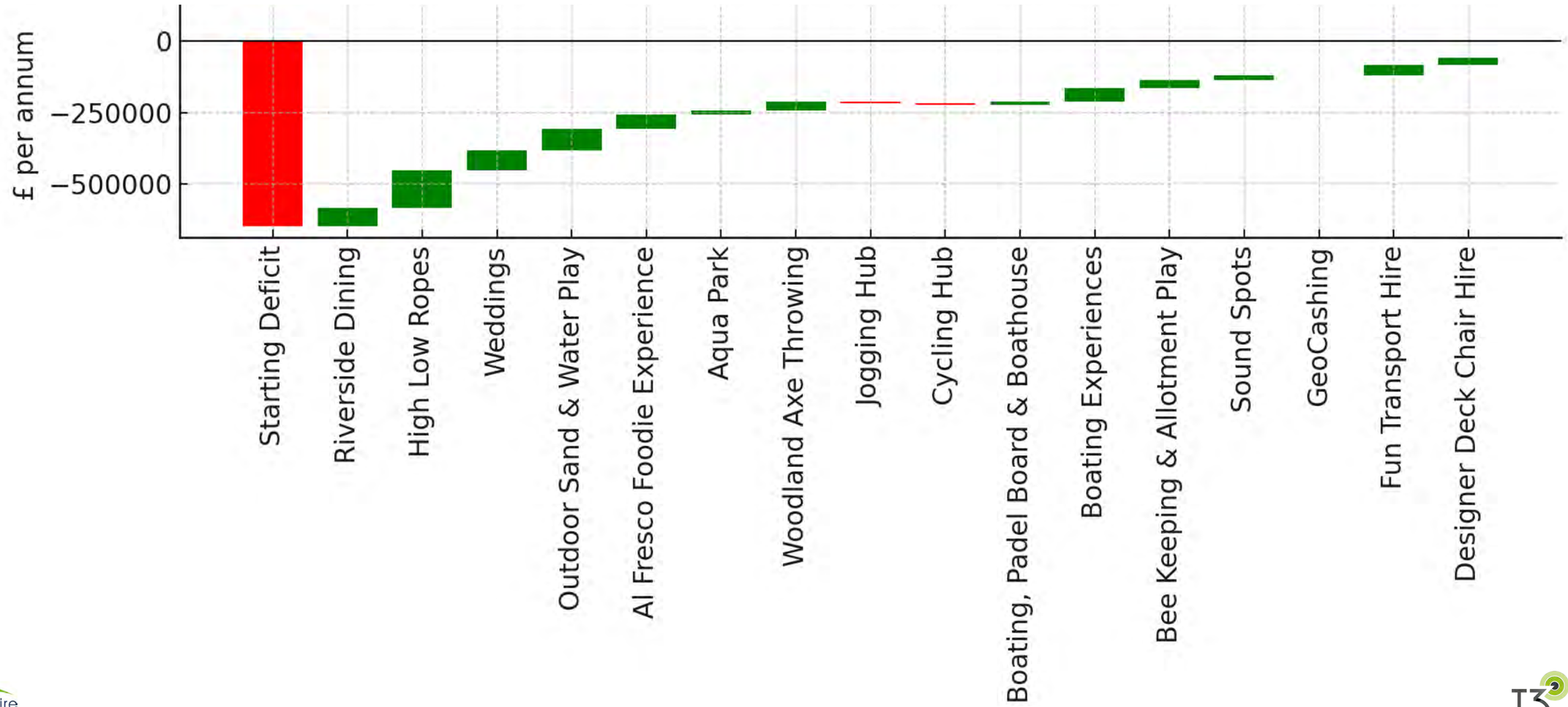
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1.

Pathway

DEFICIT REDUCTION WATERFALL

(Year 1 Contribution)



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1.

Overall Commercial Strategy



ENHANCE VISITOR EXPERIENCE BY...

- **Creating quality food, play and events offerings,** that meet modern demographic expectations and prolong dwell time.
- **Involve experienced operators** to maximise potential.
- **Create product that has high marketing potential** (to generate interest and higher usage of space.)
- **Clustered product** to facilitate easier use of multiple products and maximize staffing presence.
- **Appeal to wide variety of users**, so family groups for example with different preferences can be entertained at one destination.
- **Building it's brand and recognition**, by strengthening and introducing suitable offerings at each, in line with the parks individual characteristics, therefore meeting and excelling people's expectations of their visit.

GENERATE SUSTAINABLE INCOME

Sustainable revenue will be generated by strategically commercialising the selected sites, balancing short-term income opportunities with long-term initiatives that create resilient and diversified revenue streams.

ALIGN WITH HDCC'S CORPORATE PLAN

This presentation aligns with your corporate plan by providing commercially viable options that support long-term financial sustainability, strengthen community engagement, and advance your strategic growth objectives.

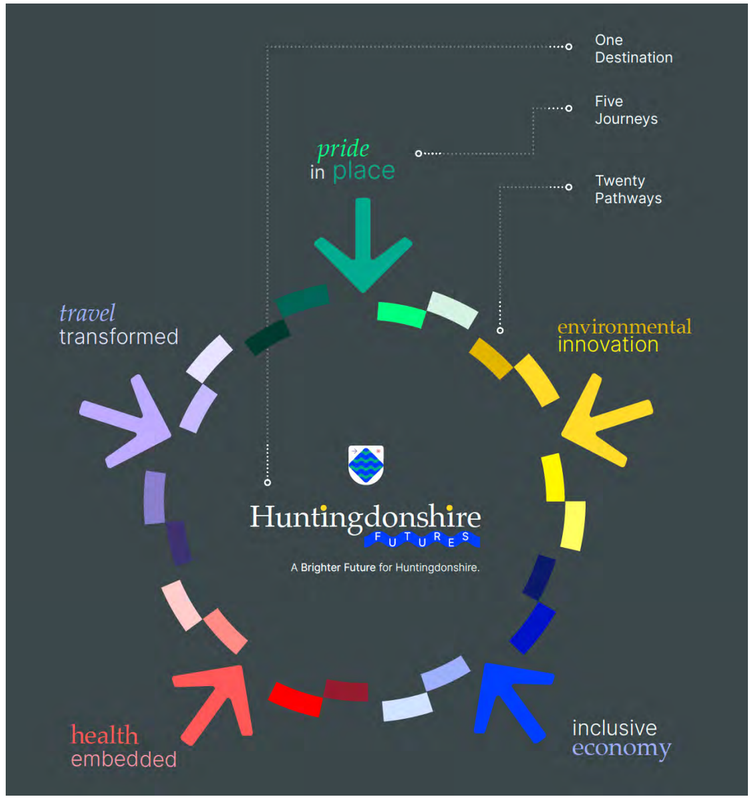
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1.

A Shared Vision for Huntingdonshire Parks

In line with **A Shared Vision for Huntingdonshire Parks**, this strategy demonstrates how carefully targeted, high-quality offerings can monetise a small proportion of green space while respecting and harmonising with the parks and lakes.

By commercialising just 1% of the assets, we can generate sustainable revenue to safeguard the other 99%, ensuring these spaces remain gardens, gathering places, wellness zones, and wildlife sanctuaries rather than being forced into large-scale development.



We envision parks that offer:

- Inclusive access for all
- Health and wellbeing benefits
- Safe and engaging spaces for families
- Opportunities to celebrate nature, heritage, and community

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2.

Benchmarking & Commercial Insights

- Outdoor Leisure Trends 2025
- Brand Comparison Best In Class

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2.

Benchmarking & Commercial Insights

EXAMPLE OF WHERE IT'S GONE RIGHT (COUNCIL-OWNED, UK):

Coombe Abbey, Coventry

Catering Cafés & Kiosks (record **over £1million revenue!**) and new Paid for Play.

Note - Free entry but charged car park.





There are few that have excellent 'all round - year round' commercial offerings!

UK councils have struggled to achieve what global parks (for example US, Canada, Singapore, & Australia) have, this isn't all about the weather!

Underfunding, inexperience of councils to own-and-operate and the public assumption 'it should be free' all create challenges.

As highlighted in your report, challenging and changing this will require engagement, bravery and imagination!

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2.

Benchmarking & Commercial Insights

Commercial Market Trends In Outdoor Leisure

In the UK, as in Europe, we have seen a notable growth in the following:



1. Growth in Adventure and Experience-Based Leisure

Experiential leisure is booming: think outdoor escape rooms, axe-throwing, forest high-ropes, and open-air adventure golf. Many operators are expanding from indoor-only concepts into **hybrid indoor-outdoor formats.**

Examples: Go Ape continues to expand; **Puttshack** are exploring outdoor activations.

Opportunity: Branded outdoor venues, pop-up activity zones, or licensing existing **I.P.s** for outdoor settings.



2. High Demand for Staycations and Accommodation

UK holiday park operators (e.g. **Parkdean Resorts, Haven, Center Parcs**) are investing in upgraded facilities, often **incorporating outdoor gyms, nature trails, splash parks, and adventure play.**

Parkdean Resorts is reportedly raising £250 million to expand its sites to meet staycation demand.

Commercial angle: Strong ROI in offering high-frequency outdoor experiences—like paddle boarding rentals, mobile catering, or guided wildlife walks.



3. Profitable Park Cafés and Concessions

Public parks with high footfall (e.g.**Coombe Abbey, Hyde Park**) are generating catering turnovers exceeding £500,000 per site, with private operators and councils viewing cafés and kiosks as critical revenue streams.

Flexible formats like mobile coffee carts, seasonal ice cream stands, and themed pop-up cafés are outperforming static formats in smaller parks.

Trend: Turn-key food and drink concessions in high footfall green spaces are in demand.

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2.

Benchmarking & Commercial Insights

Commercial Market Trends In Outdoor Leisure **Continued**



4. Rise of Outdoor Fitness as a Business Model

Outdoor boot camps (e.g. **British Military Fitness/Be Military Fit**), running clubs, and personal trainer-led fitness in parks are commercially thriving. Councils are increasingly open to licensed commercial use of public space for fitness, with some charging per hour for trainers.

Market niche: Offering scalable outdoor fitness franchises, app-based instructor platforms, or branded group wellness events.



5. Eco-Conscious Consumer Spending

Outdoor brands and venues with sustainability credentials (compost toilets, solar-powered equipment, or zero-waste cafés) command loyalty and **higher spend-per-head**.

Businesses like **Canopy & Stars and Kip Hideaways** leverage nature-focused, eco-luxury experiences for urban consumers.

Opportunity: Eco-education trails, solar-powered cafés, green glamping add-ons, or low-impact outdoor activities like foraging tours.



6. Events & 'Festivalisation' of Green Spaces

Themed outdoor events (e.g. light trails, open-air cinema, wellness festivals, food & drink festivals) are turning parks into **multi-revenue seasonal hubs**.

Councils are increasingly licensing out event space for high-return weekend activations.

Commercial growth: Pop-up experiences (e.g. yoga brunches, wild swimming meets, artisan food fests) generate **3–5× more revenue per sqm** than passive green use.

2.

Benchmarking & Commercial Insights



Commercial Market Trends In Outdoor Leisure continued

7. Artificial Intelligence in Terms of Park Commercial Use

A.I. is pushing the boundaries of what it means to experience public spaces. It is transforming how parks are planned, maintained and monetized.

1.Planning & Development

- **Predictive Design:** AI models can analyze demographic, climate, and mobility data to forecast how different user groups would use the park. This helps guide commercial zoning within the park (cafés, kiosks, bike rentals, pop-up retail).
- **Investment Justification:** AI-driven impact assessments can help councils & private investors justify funding.
- **Design Optimization:** Generative AI tools can help to masterplan - balancing commercial functions with open green space.

2.Operations & Maintenance

- **Smart Infrastructure:** AI can control lighting, irrigation, and waste management, reducing operational costs and allowing reallocation of funds toward commercial activities.
- **Safety & Security:** Computer vision can monitor crowd density, prevent vandalism, & detect emergencies. This increases visitor confidence and thus commercial viability (vendors, events, rentals).
- **Predictive Maintenance**: Sensors + AI predict wear-and-tear, preventing closures that disrupt revenue streams.

3. Visitor Experience & Commercial Use

- **Personalized Engagement:** AI-powered apps can suggest trails, events, or F&B spots inside the park, driving traffic toward concessions and ticketed experiences.
- **Dynamic Pricing:** optimize rental pricing (bikes, sports courts, event spaces) based on demand, weather, and time of day.
- **Augmented Experiences:** AI-enabled AR tours, interactive art installations, or "smart playgrounds" can attract new audiences, increase dwell time, boosting commercial revenues.
- **Targeted Retail & Food Offerings:** AI analyzing visitor flows & preferences can guide placement & product selection.

4.Revenue & Partnerships

- **Data Monetization**: Aggregated, anonymized visitor data could be sold.
- **Corporate Partnerships:** Tech firms may sponsor AI-driven "smart zones" or digital experiences.
- **Event Optimization:** forecast attendance and optimize logistics for concerts, food festivals, or fitness events.

5.Risks & Public Concerns

- Commercial Overreach, Surveillance & Privacy, Equity Issues.

Looking ahead, AI promises further innovations that personalize fitness, enhance nature experiences, and deepen social connections, thus reshaping parks into dynamic, sustainable, and inclusive community hubs that respond to diverse needs.

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2.

Benchmarking & Commercial Insights

Commercial Market Trends In Outdoor Leisure continued



8. Digital Integration & Booking Platforms

Consumers now expect frictionless booking & payment for everything, from paddle boards to pitch-and-putt to guided forest hikes.

Companies offering integrated digital solutions (like booking apps for adventure parks) are advancing into the public sector.

Trend: White-label platforms for councils to manage bookings, memberships, events, F&B Payment and loyalty schemes.

SUMMARY

1. Adventure & Experiential	High-margin, replicable activity concepts.
2. Staycations & Holiday Parks	Investment in multi-use outdoor infrastructure.
3. Park Cafés & Concessions	Growing turnover, low overhead, strong council demand.
4. Outdoor Fitness	Franchise/licensed instructor models flourishing.
5. Eco/outdoor Lifestyle	Premium-priced sustainable options with strong branding appeal.
6. Events & Pop-ups	Park-based events creating seasonal high-yield opportunities.
7. A.I.	Biggest opportunities are in smart infrastructure cost savings, visitor personalization, and dynamic monetization of park assets.
8. Digital Integration	Seamless booking & digital payments driving user spend.

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2.

Benchmarking & Commercial Insights

Best-in-class Examples Of Public Parks - UK

As a proof of trend, we have selected a few public parks that have been providing commercial products successfully, All of which have become a destination in their own right.

1. ROUNDHAY PARK LEEDS, ENGLAND

Size: 700 acres
Annual Visitor: 1 million
Type: Public Park
Operator/ Structure: Local Authority with civic enterprise projects
Approx. Annual Revenue: £400,000 from licensed activity and £220,000 from sponsorship.
Income Streams: Parking, F&B, Paid for attractions, Sports & Leisure hire, Events and Sponsorship.



2. HEATON PARK, ENGLAND

Size: 600 acres
Annual Visitor: 2-3 million
Type: Public Park
Operator/ Structure: Local Authority with Private Operators
Approx. Annual Revenue: £462,000 +
Income Streams: Weddings. Parking, Events, Paid Attractions (Tramway, Boating Lake, Golf, Animal Centre, Riding.) Concessions,cafes & Lakeside Dining Domes!



3. PEMBREY COUNTRY PARK, WALES

Size: 550 acres
Annual Visitor: 520,000 (2018)
Type: Country Park (woodland & shoreline)
Operator/ Structure: Local Authority with Private Operators (campsite, adventure sports, events etc.)
Approx. Annual Revenue: £2.8million
Income Streams: F&B, Ski slope, Campsite Accomodation. Paid Activities. Venue Hire for Functions and Weddings (with Catering and Campsite Packages.)



4. THE HELIX (THE KELPIES) SCOTLAND

Size: 865 acres
Annual Visitor: Over 1 million
Type: Pulic Sculpture & Adventure Park
Operator/ Structure: Local Authority and Scottish Canals
Approx. Annual Revenue: £1.5 million
Income Streams: Visitor Centre (cafe, gift shop, exhibitions). Tours. Parking fees.Events & Activities (Bungee Jumps, Ziplines, Luminarium.) Lagoon-based Activities. Weddings (with Revenue from Venue Hire and Photography Permits.)



Note: Precise revenue and visitor numbers may not be available so these are to be considered estimates only.

2.

Benchmarking & Commercial Insights

Best-in-class Examples Of Public Parks - Europe

As a proof of trend, we have selected a few public parks that have been providing commercial products successfully, All of which have become a destination in their own right.

5. VONDELPARK, NETHERLANDS

Size: 120 acres
Annual Visitor: 10 million
Type: Public Park
Operator/ Structure: Local Authority with Private Partnerships.
Approx. Annual Revenue: £2-5 million
Income Streams: Parking, F&B (including Cafes, Restaurants and Taproom), Paid-for Attractions, Sports & Leisure hire, Events and Sponsorship. Weddings - Revenue is from Venue Rental. Open Air Theatre. Sponsorships.



6. ENGLISHER GARTEN, GERMANY

Size: 900 acres (but commercial model is concentrated in midsize concession zones or clusters.)
Annual Visitor: 2-3 million
Type: Public Park
Operator/ Structure: State of Bavaria
Approx. Annual Revenue: £462,000 +
Income Streams: Beer Gardens and Restaurants - Lease Revenues from Multiple High-turnover F&B. Event Permits.



7. PARC DE LA VILLETTE, FRANCE

Size: 135 acres
Annual Visitor: 10-12 million
Type: Public Park and Institutions
Operator/ Structure: Institution
Approx. Annual Revenue: £8.6 million
Income Streams: Venue Hire (Concert Halls and Open Spaces), Ticketed Cultural Programming (Festivals and Exhibitions). Concessions and Catering Partnerships. Weddings - revenue is from venue rental.

They receive substantial public subsidies.



8. TEMPELHOFER FELD GERMANY

Size: 950 acres (most is an open field but the commercial offering is concentrated in a small number of hubs.)
Annual Visitor: 2 million
Type: Public Park
Operator/ Structure: Government, via State-owned Companies.
Approx. Annual Revenue: £2.6 million
Income Streams: F&B. Food Vendors pay Concession Fees and/or Rental Contracts. **Focuses on street food culture, rotating pop-ups, and craft beer-style offers rather than trad kiosks.** Events & Festivals.



Note: Precise revenue and visitor numbers may not be available so these are to be considered estimates only.

2.

Benchmarking & Commercial Insights

Best-in-class Examples Of Public Parks - Global

As a proof of trend, we have selected a few public parks that have been providing commercial products successfully, All of which have become a destination in their own right.

9. BRYANT PARK, NYC, USA

Size: 9.6-acre, Midtown Manhattan
Annual Visitor: 12 million
Type: Public Park
Operator/ Structure: Bryant Park Corporation, no direct public funding relying on concessions, sponsorships & events.
Approx. Annual Revenue: £21.75 million
Income Streams: Seasonal community events, markets, fitness and F&B, offers free reading room which attracts consistent footfall & drives concession spending.

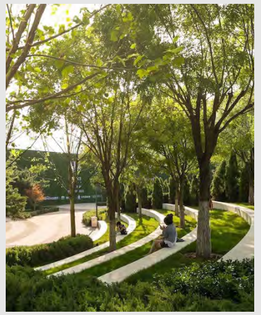


10. DAXING NEW TOWN GREEN HUB & PARK, CHINA

Size: 800 meters long
Annual Visitor: Unknown but popular!
Type: Urban Park with Innovative Design
Operator/ Structure: Local Authorities
Approx. Annual Revenue: Unknown
Income Streams: Retail and Dining. Events (Ticket Sales and Sponsorship.)
Free Playgrounds, Sports Facilities and Rest & Wellbeing Areas.
Unlike most parks, Daxing Park seamlessly integrates with the surrounding buildings. The parking, stations, restaurants, homes, and commercial spaces all plug directly into the fabric of the park. In this context the design of the park does not call for the broadly planted zones or grand spaces of the larger world parks. **Rather it calls for a scattering of outdoor rooms, useable park spaces that fill this territory between the architecture.**







11. SOUTH BANK PARKLANDS, BRISBANE, AU

Size: 103 acres
Annual Visitor: 14 million
Type: Public Parklands on Riverfront
Operator/ Structure: City Authority & Private Ops
Approx. Annual Revenue: £26.5-37.1 million.
Income Streams: Multiple F&B, Retail Rent. Paid-for attractions (Wheel). Events & Venue Hire, Sponsorships & Concessions.



Note: Precise revenue and visitor numbers may not be available so these are to be considered estimates only.

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2.

Benchmarking & Commercial Insights



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Key Commercial Success Levers Across Benchmarks

- **Concessions - Food and Beverage** - High Quality F&B attracts high volumes and long dwell times, as well as curated high-quality food and beverage offerings (e.g. Shake Shack, local cafés, market stalls)
- **Concessions - Retail** - Markets and Branded Opportunities
- **Events and Programming** - Destination programming significantly amplify high footfall and concession spending revenue streams
- **Seasonal events** (outdoor cinema, festivals, markets) drive engagement, support concession sales, and justify premium sponsorships.
- **Lease & ticket models** - Either entry based (Paid for play) or concession / event-focused.
- **In-house commercial schemes** - Paid for attractions at parks e.g Leeds Urban Bike Park and Tropical World Zoo & Cafe
- **Footfall & Surrounding Development** - Often surrounded by dense urban cores—support commercial cafés and concessions
- **Public–private partnerships** or dedicated non-profits enable flexible, commercially driven operations.

2. Accessibility



Accessibility is central to ensuring that Huntingdonshire's parks are welcoming, inclusive spaces for all residents and visitors. Beyond being a legal and moral responsibility, improving access also carries significant social and economic value.

By actively designing experiences that meet the needs of visitors with disabilities or additional needs, Huntingdonshire can broaden its audience, enhance visitor satisfaction, and generate measurable economic and community benefit.

Why Accessibility Matters:

- **Population need:**
  Around 1 in 5 people in the UK have a disability. In Huntingdonshire, this represents tens of thousands of residents, plus visitors from the wider Cambridge, Peterborough, and Bedfordshire catchments.

- **Social value:**
  Accessible parks reduce isolation, promote wellbeing, and create shared community spaces where all residents, children, older adults, carers, and those with SEND can participate.

The "Purple Pound" is estimated at over **£14 billion** annually in the UK leisure and tourism sector alone.

- **Economic opportunity:**
  Capturing even a small share of the Purple Pound through improved accessibility could significantly increase revenue for events, and park-based businesses.

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2. Accessibility

Practical Opportunities for Huntingdonshire's Parks

Accessibility Guides

- Provide clear, easy-to-find online and on-site guides outlining paths, gradients, facilities, toilets, and parking.
- Use images, icons, and plain language so visitors know what to expect before arrival.

SEND-friendly Sessions and Events

- Introduce quiet hours, smaller group activities, or dedicated sessions for children and families with SEND.
- Train staff and volunteers in SEND awareness and inclusive engagement.

Sensory Trails and Experiences

- Develop trails using tactile markers, sound features, and planting schemes with varied textures and scents.
- These not only benefit neurodiverse visitors, but also enhance the experience for families with young children and older adults.

Infrastructure Improvements

- Continue investment in step-free access, wide paths, accessible play equipment, and Changing Places toilets.
- Ensure signage is high-contrast and easy to read.

Note: Where products are particulary SEND-friendly,

we have identified them in this report using this symbol.



Conclusion

By embedding accessibility into both the physical environment and the visitor journey, Huntingdonshire's parks can position themselves as inclusive, future-ready destinations. This strengthens community wellbeing, attracts new visitors, and unlocks a meaningful share of the Purple Pound—benefiting residents, businesses, and the district as a whole.

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2.



Infrastructure Enhancements

Key Opportunities Include:

- **Relocation and expansion of car parks** to reduce pedestrian–vehicle conflict, improve safety, and create a more welcoming arrival experience.
- **Development of cycling infrastructure** including dedicated cycle routes, secure bike parking, bike hire services, and e-bike charging stations to encourage sustainable travel, as well as commercial opportunities.
- **Enhanced wayfinding and park signage** with inclusive design principles, ensuring easier navigation for all visitors, including those with accessibility needs.
- **Improved waste management** facilities with well-placed bins, recycling points, and clear messaging to promote responsible disposal and support a cleaner, greener park environment, therefore encouraging spend and partnerships.
- **Accessible pathways and entry points** to ensure that people of all ages and abilities can enjoy the parks, lakes, and amenities without barriers.
- **Upgraded visitor amenities** such as rest areas, seating, water refill stations, and family-friendly facilities to encourage longer stays and repeat visits.

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2. Promoting Health & Wellbeing

Key opportunities include:

- **Expand walking and cycling routes** to create safe, scenic, and accessible pathways that encourage everyday activity for all ages.
- **Introduce outdoor fitness zones** equipped with inclusive exercise stations to support both individual and group training.
- **Create flexible spaces for community wellness events** such as Parkrun, yoga sessions, mindfulness workshops, and fitness bootcamps.
- **Develop dedicated dog play and agility areas** to promote active lifestyles for owners and pets while enhancing responsible dog ownership.
- **Incorporate quiet reflection areas and wellness gardens** to support mental health, relaxation, and stress reduction.
- **Provide accessible seating, hydration points, and shaded rest areas** to make wellbeing activities inclusive and enjoyable for all visitors.

Strong social connections, regular exercise, sufficient sleep, & practicing gratitude are all scientifically proven to boost well-being & happiness.

People who use the natural environment for physical activity at least once per week have about half the risk of poor mental health compared with those who do not do so; and each extra weekly use of the natural environment for physical activity reduces the risk of poor mental health by a further 6%

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2.

Family-Friendly Play and Recreation



Re-imagine parks with centralised family zones that combine play, leisure and revenue opportunities.

- **Destination play areas** with facilities for children aged 2–12, offering inclusive and engaging experiences.
- **Central hubs** with eco-toilets, café access, and family seating areas to encourage longer dwell time.
- **Adventure zones** such as treetop trails, mini climbing walls, or balance bike tracks to appeal to a wider age range.
- **Commercial models to support sustainability:**
  - **Combi-tickets** (e.g., play + café bundle, play + adventure trail).
  - **Family stamp/loyalty cards** to encourage repeat visits.
  - **Season passes or memberships** for unlimited play access.
  - **Pay-to-play premium zones** (e.g., treetop trails, hireable adventure equipment).
  - **Birthday party and group booking packages** linked to play areas and cafés.
  - **Partnership pop-ups** (ice cream stalls, healthy snack vendors, toy hire) that complement family use.

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2.

Expanding Food & Beverage Opportunities



- **Leverage commercial partnerships with established F&B operators** to enhance the quality, variety, and consistency of food services across all parks.
- **Benefit from larger supply chain networks** – ensuring reliability, cost efficiencies, and access to sustainable/ethical sourcing.
- **Stronger staffing solutions** through professional operators who can recruit, train, and manage teams more effectively than smaller independent vendors.
- **Deliver higher service standards and customer experience** by aligning with trusted brands known for consistency and quality.
- **Maximise commercial leverage** by negotiating a single, larger-scale contract across all five parks, creating stronger financial returns and reduced procurement complexity.
- **Unlock brand partnerships and co-marketing opportunities** that drive footfall, loyalty, and repeat visits to the parks.
- **Ensure long-term sustainability** with partners capable of investing in infrastructure, innovation, and seasonal programming.

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2.

Activating Parks with Events

Employing a qualified Events Manager across all sites ensures professional oversight and maximises commercial potential by coordinating a diverse calendar of events, securing high-quality bookings, managing compliance and safety requirements, building community engagement, and creating consistent visitor experiences.

Centralised management allows for economies of scale, stronger supplier and promoter relationships, and the ability to package events across multiple parks, ultimately driving higher revenues, stronger brand recognition, and long-term sustainability.

1. SEASONAL FESTIVALS & FAIRS

Attract high footfall and can be ticket led or generate revenue via F&B or Sponsorship.

- Christmas Markets and Fairs
- Winter Light Trails
- Flower Festivals (e.g.. Tulley's Farm Tulip Festival)
- Makers Fairs

2. MUSIC & LIVE PERFORMANCE

Parks are increasingly being used as open- air venues for festivals, concerts and performances. High ticket value, merchandise, fees and F&B.

- British Summer Time (London)
- Jazz in the Park (Global)
- Park Life (Heaton Park)

3. OUTDOOR CINEMA NIGHTS

Accessible & scalable. Revenue from ticket sales, F&B, additional merchandise (hampers, chairs, etc.)

- Luna Cinema (UK)







2.

Activating Parks with Events



4. FOOD & DRINK

Popular with all demographics, low infrastructure. Vendor fees, branded zones optional ticketed event.

- Food Festivals
- World Foods - Thai Festival
- Gin & Beer Festivals
- Good Food & Wine Show



5. FITNESS & WELLNESS EVENTS

Regular programming keeps parks busy & repeat footfall. Revenue from Fees & partner activations as well as F&B.

- HIIT in the Park
- Yoga in the Park
- Hyrox
- Triathlons & Runs

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2.

Welcoming Entrances and Interpretation



THE IMPORTANCE OF FEATURE ENTRANCES

- **Create a Strong First Impression** – a welcoming, high-quality entrance sets the tone for the visit, encouraging visitors to stay longer and engage more fully with the park's facilities.
- **Enhance Perceived Value for Money (VFM)** – when visitors feel they are entering a premium, well-managed space, they are more willing to spend on food, activities, and experiences.
- **Strengthen Brand Recognition & Identity** – consistent, memorable entrances across the park network reinforce the overall brand, making the parks more marketable to external investors & partners.
- **Support Commercial Leverage** – iconic entrances can be used as platforms for sponsorship, naming rights, or integration of partner branding.
- **Improve Visitor Flow & Orientation** – clear, well-designed entrances with integrated wayfinding reduce confusion and pedestrian congestion, creating smoother access to commercial zones.
- **Boost Community Pride & External Perception** – feature entrances demonstrate investment in the parks, making them attractive for outside funding, IP investment, and corporate partnerships.

2.

Biodiversity, Clean & Green Commitment

- **Integrate biodiversity into design** – embedding ecological features into all commercial projects, with a special focus on Paxton Pits as a flagship example.
- **Implement clean, green practices** – ensuring operators and partners adopt sustainable approaches such as renewable energy, waste reduction, and eco-friendly materials.
- **Balance development with ecological protection** – zoning commercial activity to safeguard habitats, leaving the majority of green space untouched while enhancing conservation.
- **Reinvest commercial revenue into biodiversity** – funding habitat restoration, rewilding, and educational initiatives that directly benefit the parks' ecosystems.



- **Promote eco-conscious partnerships** – selecting food, beverage, and event partners who share sustainability values and support the parks' environmental goals.

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3.

Sites Overview



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3.

Overview Map

Our Key

INDIVIDUAL PARKS

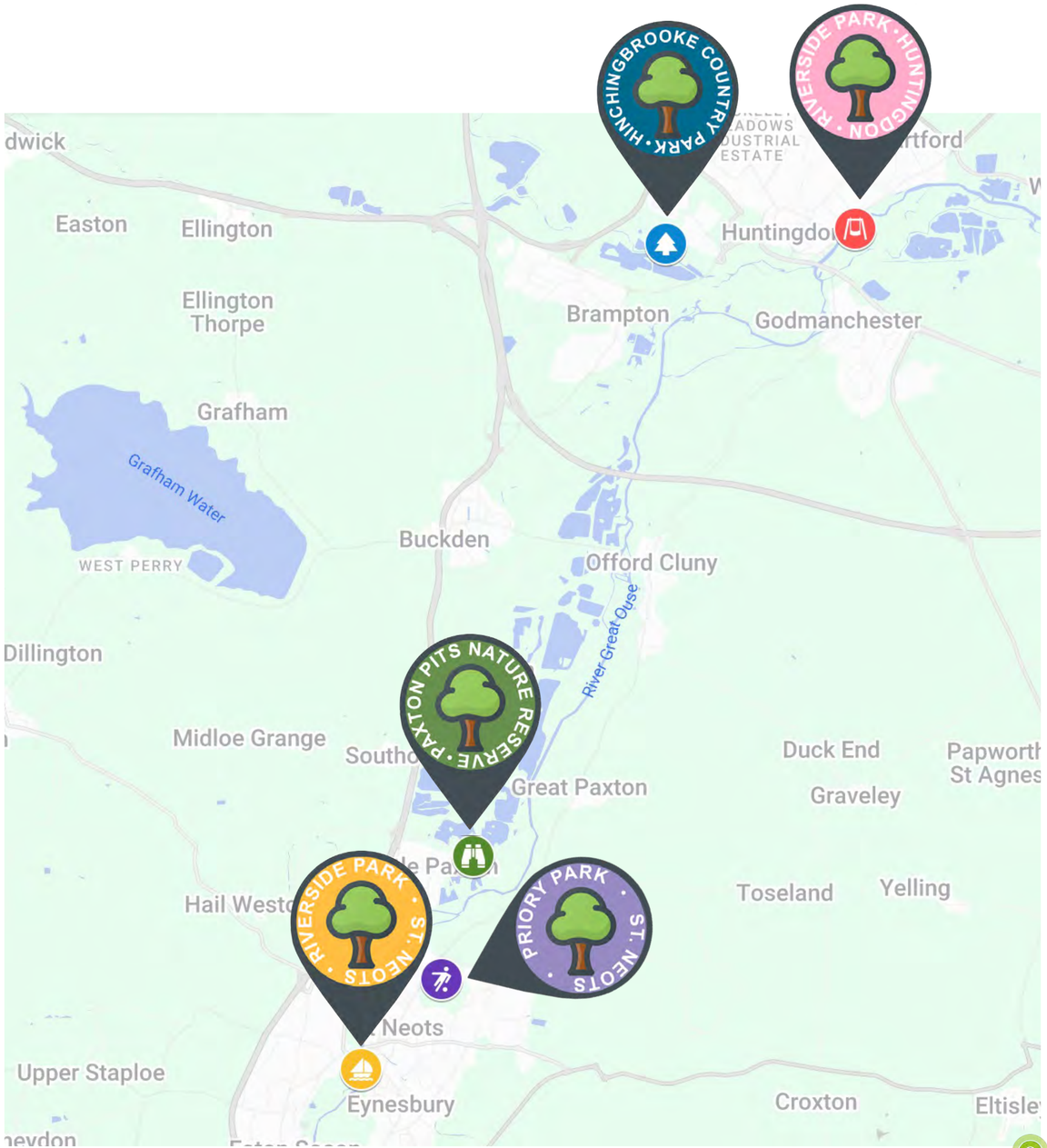
(so product can be earmarked for more than one site.)



POTENTIAL COMMERCIALITY RATING

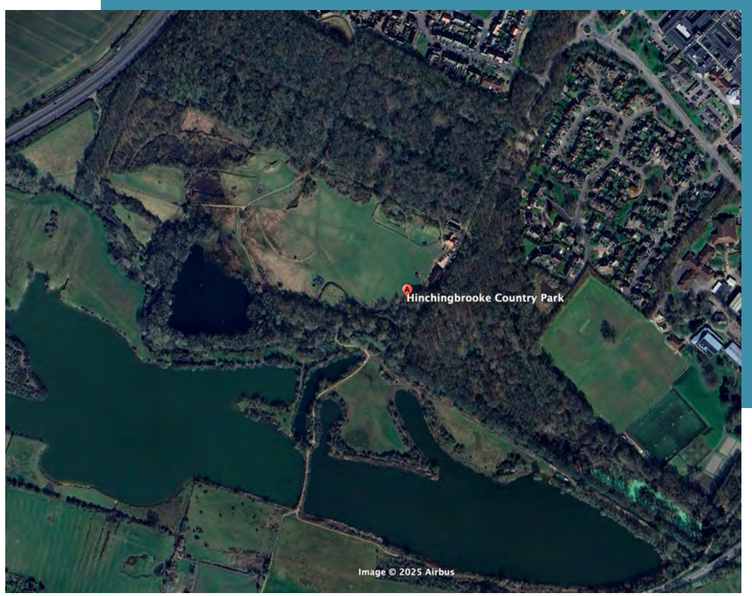
Some sites are more suitable than others, owing to sensitivity of environment, population density, and topography.





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Hinchingbrooke Country Park



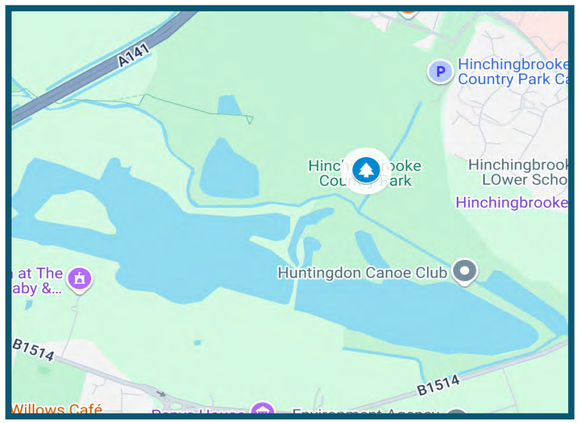


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3.

Overview

Footprint Location



VISITOR NUMBERS: Estimated 200,000 annually

SIZE: 70 ha mixed habitat site

DEMOGRAPHIC: Families, Nature Spotters & Dog Walkers

TYPE: Country Park

DURATION PER VISIT: 2-3hrs

COMMERCIALITY RATING: 5

5.0 RATING ★★★★★

Strengths

- Strong visitor base
- Recognition of brand
- Green flag award status since 2018
- Diverse infrastructure
- Event friendly space
- On site retail
- Diverse natural environment
- Accessibility
- Family friendly
- Community

Weaknesses

- Limited public transport
- Seasonal limitations
- Basic digital infrastructure
- Revenue reliant on café and parking
- Limited shelter options
- No overnight facilities

Opportunities

- Event and venue hire
- Enhanced café and retail
- Membership / loyalty scheme
- Eco tourism & education
- Glamping
- Licensing & franchising
- More indoor attractions
- Community events / markets

Threats

- Weather
- Competition
- Public ownership constraints
- Environmental restrictions
- Over commercial risk – pushing it could affect reputation of a natural peaceful retreat

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3.

Overview

Why Visit

- Ideal for family outings, nature walks, or dog friendly exploration
- Natural beauty combined with community amenities
- Rich biodiversity





Summary

Hinchingbrooke Country Park is a 69-hectare green space on the edge of Huntingdon, combining woodland, open grassland, and lakes to create a diverse environment for recreation and wildlife. It is already a popular destination for families, walkers, runners, dog-walkers, and nature enthusiasts, with regular community activities such as parkrun and canoeing adding to its appeal. The park also features a café, children's play areas, and well-maintained paths, making it accessible for both everyday use and special visits.

Looking ahead, there is strong potential to further enhance the visitor experience.

Opportunities include:

- **Improved facilities** such as upgraded toilets, better wayfinding, & enhanced accessibility.
- **Expanded food and beverage provision**, with more varied menus, healthier options, and extended opening hours to encourage longer stays.
- **Enhanced play facilities**, including adventure play equipment, natural play features, and inclusive design to cater for a wider age range and abilities.
- **Additional shelters**, seating, and picnic areas to support families and groups.

By building on its existing strengths, Hinchingbrooke Country Park could grow as both a much-loved local green space and a regional attraction, encouraging repeat visits and longer dwell times.

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Paxton Pits

Nature Reserve



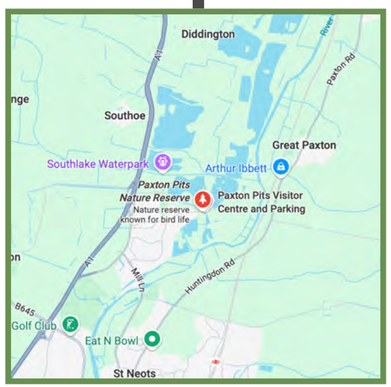


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3.

Overview

Footprint Location



VISITOR NUMBERS: Estimated 100000 annually

SIZE: 80 ha mixed habitat site

DEMOGRAPHIC: Walkers, Nature Lovers, School Groups, Artists and Photographers

TYPE: Nature Reserve, Conservation Status

DURATION PER VISIT: x3 Trails (1-2 hour walks)

COMMERCIALITY RATING: 3

3.0 RATING

Strengths

- Strong visitor base
- Recognition of brand
- Green flag award status since 2018
- Diverse infrastructure
- Event friendly space
- On site retail
- Diverse natural environment
- Accessibility
- Family friendly
- Community

Weaknesses

- Limited public transport
- Seasonal limitations
- Basic digital infrastructure
- Revenue reliant on café and parking
- Limited shelter options
- No overnight facilities
- Some revenue schemes not controlled by HDCC. Friends of Paxton Pitts have some control
- Site is heavily restricted due to designation

Opportunities

- Event and venue hire
- Enhanced café and retail
- Membership / loyalty scheme
- Eco tourism & education
- Glamping
- Licensing & franchising
- More indoor attractions
- Community events / markets

Threats

- Weather
- Competition
- Public ownership constraints
- Environmental restrictions
- Over commercial risk – pushing it could affect reputation of a natural peaceful retreat

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3. Overview

Why Visit

- Peaceful escape and biodiversity hotspot
- Great for nature photography, bird watching, family outings and dog walks
- Different trail options





Summary

Paxton Pits Nature Reserve is a 78-hectare Site of Special Scientific Interest (SSSI) near St. Neots, made up of former gravel pits, lakes, meadows, and woodlands along the River Great Ouse. It is nationally recognised for its biodiversity, with birdlife such as nightingales, kingfishers, and wintering wildfowl attracting visitors from across the region. The reserve is also valued by local families, walkers, and community groups, with a visitor centre, café, hides, and well-established trail network supporting year-round use. Volunteers are central to its ethos, helping to maintain habitats, run events, and welcome visitors.

Looking ahead, Paxton Pits has strong potential for growth in eco-tourism, education, and light-touch event programming, provided this is carefully balanced with its conservation priorities and community role.

Opportunities include:

- **Improved facilities** such as upgraded toilets, better signage, & more accessible paths.
- **Expanded food and beverage provision**, including seasonal offers & healthier choices to encourage longer stays.
- **Enhanced play and discovery facilities,** from nature-themed play equipment to family-friendly activity trails.
- **Additional seating,** picnic areas, and shelters to support groups and year-round visits.

Any development must remain low-impact, sustainable, and aligned with the reserve's environmental mission. By building on its strengths as both a wildlife haven and a volunteer-driven community space, Paxton Pits can continue to thrive as a conservation-led destination with a growing role in education and eco-tourism.

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3.

Riverside Park

St. Neots





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3. Overview

Footprint Location



VISITOR NUMBERS: Estimated 75000 annually

SIZE: 29 ha flood plain of St. Neots

DEMOGRAPHIC: Walkers, Families & Event Attendees

TYPE: Town Centre Park

DURATION PER VISIT: 1.5 Hours

COMMERCIALITY RATING: 4

4.0 RATING

Strengths

- Prime town centre location
- Diverse amenities
- Established events area
- On site café
- Parking approx. 250
- Community attachment
- Skate park - largest outdoor vertical ramp

Weaknesses

- Limited indoor space
- No overnight stays
- Seasonal use
- F&B privately owned

Opportunities

- Expand Events programme
- More pop up vendors / licensing
- Water based activity
- Creative youth engagement (skate park)
- Digital infrastructure

Threats

- Flood risk
- Competition
- Resident backlash if diminishing community feel with payed-for activities

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3. Overview

Why Visit

- Centrally located ideal access for all for an outdoor experience
- Offer a range of recreational activities
- Local events





Summary

Riverside Park is a large green space at the heart of St Neots, set alongside the River Great Ouse. It combines wide open grassland, mature trees, and riverside walks with play areas, a café, and facilities that support both everyday recreation and community events. The park is well-used by families, walkers, runners, and local groups, and is a focal point for town festivals and activities. It is also home to a popular skate park, which features England's largest drop, making it a significant draw for young people and skate enthusiasts.

Looking ahead, there are clear opportunities to further enhance Riverside Park's role as both a community hub and a visitor destination. These include:

- **Improved facilities** such as upgraded toilets, better signage, & enhanced accessibility.
- **Expanded food and beverage options**, from a more varied café offer to seasonal pop-up catering during events.
- **Enhanced play provision,** including more adventurous and inclusive play equipment to serve a wider age range.
- **Additional shelters,** seating, and picnic areas to support families and encourage longer stays.

By building on its central location, riverside character, and distinctive skate park, Riverside Park has the potential to strengthen its role as a vibrant community space, hosting leisure, play, and cultural activity while offering a welcoming destination for both local residents and visitors.

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3.

Riverside Park

Huntingdon





3. Overview

Footprint Location



VISITOR NUMBERS: Estimated 50000 annually

SIZE: 34 ha with 2km River-front

DEMOGRAPHIC: Walkers, Sports & Play

TYPE: Sports & Country Park

DURATION PER VISIT: 1.5 HOURS

COMMERCIALITY RATING: 4

2.0 RATING

Strengths

- Prime town river front location
- Ample parking
- Children's play
- Football pitches
- Access to river
- Established events venue
- Large flat green space for flexible use
- Established events area

Weaknesses

- Lack of commercial facilities on site, no perm café, VC or stalls
- Dwell time is low
- No accommodation
- No indoor attractions
- Limited identity

Opportunities

- Expand Events programme
- More pop up vendors / licensing
- Water based activity
- Commercial sponsorship
- Collaborative packages, bundle events with town cafés
- Development of existing pavilion

Threats

- Flood risk
- Environmental restrictions
- Competition

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3. Overview

Why Visit

- Family outings, gentle riverside walks & occasional water sports
- Well located open space with parking & play
- Hosts outdoor events & concerts





Summary

Riverside Park, Huntingdon is a much-loved green space set along the River Great Ouse, within easy reach of the town centre. It offers wide open grassland, mature trees, and riverside walks, creating an attractive setting for everyday recreation and community gatherings. The park provides space for walking, running, picnics, and informal play, and is used by local families, dog-walkers, and visitors seeking a riverside escape. Its proximity to the historic town and river-front makes it a natural extension of Huntingdon's cultural and leisure offer.

Looking ahead, Riverside Park has clear potential to develop further as a central community and visitor destination.

Opportunities include:

- **Improved facilities**, such as upgraded toilets, better wayfinding, and enhanced accessibility.
- **Expanded food and beverage provision**, including seasonal kiosks or pop-up catering to serve visitors during busy periods and events.
- **Enhanced play facilities,** with more adventurous and inclusive equipment for a wider age range.
- **More seating, picnic areas,** and shelters to encourage longer stays and make the park more resilient to year-round use.

With its riverside location and strong community use, Riverside Park is well placed to grow as both a daily green space and a setting for light-touch events and festivals, helping to strengthen Huntingdon's identity as a riverside town while maintaining the park's open, natural feel.

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Priory Park

St. Neots



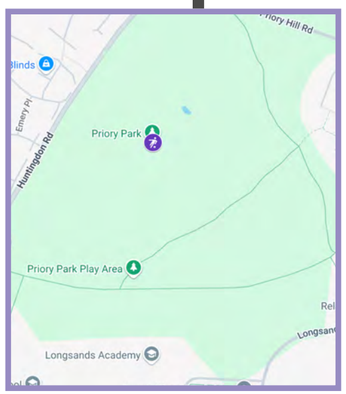


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3.

Overview

Footprint Location



VISITOR NUMBERS: Estimated 50000 annually

SIZE: 32 ha

DEMOGRAPHIC: Dog Walkers, Families & Sports Teams

TYPE: Suburban Park

DURATION PER VISIT: 1.5 Hours

COMMERCIALITY RATING: 3

3.0 RATING

Strengths

- Prime location
- Sports facilities
- Children's play
- Woodland and green space
- Community engagement

Weaknesses

- Lack of commercial infrastructure
- Weather dependency
- No F&B

Opportunities

- Pop up retail and food stalls
- Event hosting
- Partnerships
- Educational programmes
- Infrastructure development

Threats

- Environmental restrictions
- Competition

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3. Overview

Why Visit

- Recreational sports
- Children's play
- Woodland walks





Summary

Priory Park, St. Neots is a well-used green space close to the town centre, combining open grassland, mature trees, and sports facilities with a strong community focus. It is home to several football pitches for hire with supporting pavilion and changing facilities, making it a key base for local clubs and organised sport. The park is also valued by families, walkers, and residents as an accessible and welcoming space for everyday recreation.

Looking ahead, Priory Park has clear potential to grow both as a community hub and as a venue for light-touch event programming, complementing its sporting role with broader leisure and cultural uses.

Opportunities include:

- **Improved facilities,** such as upgraded toilets, refreshed pavilions, better signage, and enhanced accessibility.
- **Expanded food and beverage provision,** for example through a small café offer, vending, or seasonal catering during matches and events.
- **Enhanced play and recreation facilities,** adding more adventurous and inclusive equipment to serve a wider age range.
- **More seating,** picnic areas, and shelters to encourage longer dwell time and year-round use.

By balancing its established sporting identity with investment in leisure, play, and community programming, Priory Park can strengthen its role as both a neighbourhood green space and a multi-purpose destination serving St. Neots' growing population.

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3.

Commercial Selection

These five parks have been selected as the initial focus for investment because they represent the most significant commercial and community opportunities within the Huntingdonshire portfolio.

Their strong visitor bases, central locations, and existing facilities make them well-placed to deliver early returns on investment and to demonstrate the value of a more ambitious approach to managing parks and open spaces.

Hinchingbrooke, Paxton Pits, the two Riverside Parks, and Priory Park together provide a diverse offer – from flagship country park to urban leisure destination and nature reserve – giving us the chance to pilot a range of income-generating models and engagement strategies.

It is anticipated that the success of these projects will set a precedent for future work across other parks and open spaces in the district, ensuring that the benefits of improved facilities, increased visitation, and financial sustainability are rolled out more widely in the coming years.

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4.
Demographics

- Local demographics
- Top 4 target demographics

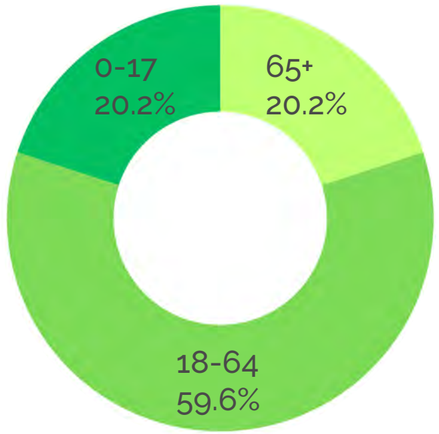
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4. Overview of Primary Catchment Demographic

Huntingdonshire Population

Population & Age

Approximate only - based on 2021 Census.



180,800 residents
20.2% - 0-17yrs
59.6% - 18 - 64 yrs
20.2% - 65+ yrs
Median Age 40 yrs

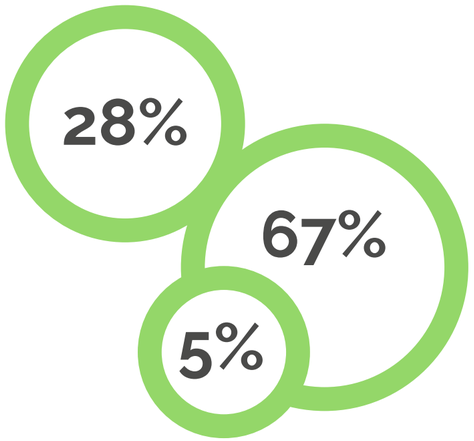
The **50-64** age group is the single largest age band (20.8%), followed by 35-49 (19.8%) and then a cluster in the 25-35 (12.6%) and 65-74 (11.0%) ranges.

A balanced working-age core (60-61%) and a growing 65+ segment (20-21%) **useful for family & active-age programming plus healthy-ageing offers.**

Households & Composition

Approx. 76,881 households
67.29% Single Family
28.05% One Person Units
4.66% Other (non family - multi person)

The vast majority are single-family households, followed by one-person units, and a small share of other household types.



Lifestyle & Leisure Preferences

Overall activity levels* :
60.8% active
13.9% fairly active
25.3% inactive among adults in Huntingdonshire.

Most popular activities locally:
Fitness activities and cycling **(27.6%)**;
Participation cuts across age and gender.

Summary:
Lifestyle fit: High local appetite for fitness, cycling, swimming and general sport, good headroom for outdoor, educational and cultural add-ons tied to wellbeing.

Socio-economic Factors

Employment rate (16–64)*:
85.6% (year to Dec 2023).

Qualifications (16–64):
NVQ4+ **37.7%;**
no qualifications **5.6%**

Summary:
Spending power & stability:
Above-county average employment rate and solid full-time earnings support discretionary spend on leisure/culture.

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4. Overview of Primary Catchment Demographic

THREE DEMOGRAPHICS OF HUNTINGDONSHIRE TO HIGHLIGHT:

A Young & Mid-Life Adults (**20-49 years**)



Represents a substantial potential audience for **active leisure** (running, cycling), **event based visits** (evening walks, pop-up markets), and **social media-friendly** experiences. Also the **primary decision-makers** for young family trips.

Households with YOUNGER Children: Family activity + learning

WHY IT MATTERS TO HUNTINGDONSHIRE LEISURE ATTRACTIONS:

- **Regular after-school 60-minute activities** (mini-ranger, bushcraft basics), weekend "nature + STEM" sessions, and **birthday/party packages** to monetise high-demand slots.
- **More covered outdoor** classrooms, pop-up marquees, and micro-exhibits in the visitor centre to protect revenue when trails are less appealing. (A common gap across open-air sites.)
- **Events calendar** that matches local rhythms: **Target** term-time Fridays (under-5s), after-school mid-week, and school-holiday festival days. Pull in local cultural partners for cross-over events (music/storytelling in the woods etc.).

THEY VALUE: a wide range of activities - Engaging the natural world - Relaxation and family bonding - Inclusive and accessible design. Value for Money is also important. Recognisable IP's hit strongly and help perceived VFM.

B Mid-Life Adults (**35-54 years**)



Typically 25-30% of the local population - a mix of parents with older children, and adults without children who still seek active weekend leisure.

Households with OLDER Children & Adults :

WHY IT MATTERS TO HUNTINGDONSHIRE LEISURE ATTRACTIONS:

- They are the **core decision-makers** for family outings and often the most willing to spend on **extras** (cafe, craft activities, seasonal events).
- Many are balancing work and home life = short, **2-3 hour visit formats** work well.
- Also a prime market for **corporate volunteering days** and employer-sponsored wellbeing activities.

THEY VALUE: Special touches and a safe, clean and reliable product. They want the park to be somewhere they can recommend and visit regularly.

Commercial Product that targets A&B: F&B, Play, Weddings, Unique Accommodation, Events.

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4. Overview of Primary Catchment Demographic

C Older-adult **(55-64 years - “Active 50’s”)**



Likely working or semi-retired, with good mobility (keen on active leisure) and spending power.

Excellent candidates for **early evening events**, **volunteer nature activities, weekend guided walks, small group experiences** (such as cookery classes, painting, music & food, etc.) Also wellbeing opportunities during weekdays. They serve as both **hands-on visit participants** and **influencers for multi-generational family outings**.

THEY VALUE: Accessibility and **quality.**

Commercial = cafe spend, events & accommodation.

Nearly one-third of Huntingdonshire residents are **aged 55 or over** - a substantial and growing market segment.

This is the **fastest growing segment,** with **predictable availability** outside school holidays and weekday peaks - ideal for season smoothing.

SUMMARY NOTE:

Huntingdonshire **primary catchment is family-heavy and older-adult-rich** with stable employment and strong appetite for low-barrier, outdoor, learning-infused experiences.

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4. Why Defined Demographic Groups are ESSENTIAL for COMMERCIALISM

The products chosen within this report have been carefully selected to represent a commercially diverse audience, offering multiple opportunities for revenue generation. Each park is a park for ALL, but defined groups allow product selection to align with specific needs, preferences and behaviours of your target demographics which is essential for making commercial ventures effective and sustainable.

1. INCREASE RELEVANCE AND SALES

When products are tailored they resonate more

2. MAXIMISES MARKETING EFFICIENCY

Target markets with precision, instead of one size fits all

3. ENCOURAGE REPEAT BUSINESS

Meeting lifestyle & interests of groups establishes loyalty.

4. ENHANCE CUSTOMER EXPERIENCE

Groups are more satisfied when a park provides for their lifestyle.

5. REDUCES COMMERCIAL RISK

Understand the needs reduces adding products that wont sell.

6. SUPPORTS COMMUNITY INCLUSION

A variety of products for different groups, shows inclusivity & all are valued.



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4. Target Demographics - Families

This includes local families as well as those from surrounding area. All ages should be thought of, there is a large percentage of retirees in Huntingdonshire as well as starter families looking for new experiences to do.

The family demographic covers a range of ages, who will attend the park for different activities. E.g. Parents would be attracted to a wine festival and teens an aqua adventure with a group of friends, Families are in the highest bracket for potential commercial spending.









WHAT'S IMPORTANT TO THEM?

- Family Togetherness
- Betterment
- Empowering
- Healthy Lifestyle
- Staying Young
- Curiosity
- Community Spirit
- A Sense of Purpose
- Exposure to Nature
- Popular (low risk)

CHARACTERISTICS

- Parents (27 - 45yrs old)
- Visits for play, walks, meet ups, events, things to do and fresh air
- Local residents
- Often come multiple times per week

NEWBORNS / TODDLERS & PARENTS 0-3 | PRE-SCHOOL & PARENTS 4-7 | CHILDREN 8-12 | EARLY TEENS 13-15 | YOUTHS 16-20 | YOUNG PROFESSIONALS 21-29 | ADULTS 30-50 | RETIREES 60+

©T3 2025

4. Events Targeted to Families Demographics

WHAT'S IMPORTANT TO THEM?

- Fun!
- Socialising
- Staying Young
- Curiosity
- New Experiences
- A Sense of Purpose
- Explorers
- Quality Experiences
- Travel
- Social Media
- Active

CHARACTERISTICS

- Affordable local activities to entertain
- Fun & bonding
- Community engagement
- Social, Music, Food,
- Leisure, Fitness & Wellness
- Unique & memorable
- Cultural
- Educational
- Dog friendly
- Novelty







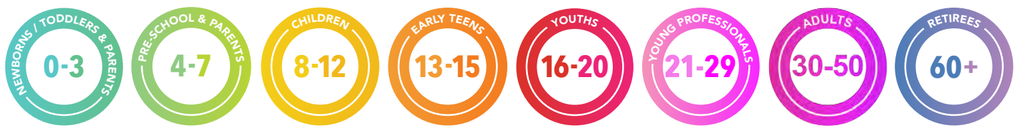

The amount families spend at an event in a park can vary based on event type, available attractions, pricing, and family size. Below is an estimate average spend per family (2 adults 2 children, based on typical expenditure.

Family 2 adults / 2 children

Category	Low (£)	Medium (£)	High (£)
Entry (if applicable)	Free	£5-15	£20+
Car Parking	Free	£5	£10
Food & Drink	£20	£25 - 35	£40+
Kids activities (crafts / rides)	£10	£15 - 20	£25+
Merchandise / souvenirs	£10	£15 - 20	£25+
TOTAL	£40	£65 - 95	£120

Typical Event Examples

Type	Average Family Spend
Free Community Event (Art in the park)	£10 - £25 mostly food / activities
Outdoor Cinema Evenings	£30 - £50 tickets, f&b / picnics
Seasonal Festival (Christmas etc)	£40 - £70 (rides, attractions,f&b & shopping
Craft / Artisan Market	£20 - £40 gifts, f&b, produce
Dogfriendly Event	£20 - £35 tickets, merchandise, f&b
Music Festival	£25 - £60 tickets, f&b & merch



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4. Target Demographics - Education & Community Groups

Educational experiences for schools and groups can be highly commercial for public parks. Commercials can come in the form of, direct income from group bookings for an allocated time period, add-on services; park ranger, activity packs, f&b provisions and seasonal / themed programmes which will attract repeat visits to the parks.

As well as providing direct revenue to the parks, educational sessions allow the park to be known for its positive links into community life, creating future paying customers for alternative reasons to visit the parks.

By creating packages for different educational and community needs (schools, scouts, adult learners, corporate teams), parks can ensure steady, year-round income streams alongside their other offerings.









WHAT'S IMPORTANT TO THEM?

- New Experiences
- Developing Skills
- Outdoors
- Curiosity
- Personal Development
- Fun
- Adventure
- Practical facilities and cost
- Ease

CHARACTERISTICS

- Organised & Time conscious
- Curriculum linked
- Large numbers
- Supervision needs
- Repeat visits
- Community groups - flexible scheduling
- Socially driven
- Cause orientated

Typical School Group Revenue

Group size: 30 pupils x £5 = £150 per session
3 visits / week x 8 months (32 weeks) = 96 visits/year
96 visits x £150 = £14,400/year

NEWBORNS / TODDLERS & PARENTS 0-3 | PRE-SCHOOL & PARENTS 4-7 | CHILDREN 8-12 | EARLY TEENS 13-15 | YOUTHS 16-20 | YOUNG PROFESSIONALS 21-29 | ADULTS 30-50 | Special Education

4. Target Demographics - Weddings





Weddings held in parks can range widely in cost depending on the level of formality, services included, and infrastructure needed. Below are current pricing trends and examples of weddings held in public parks within the UK.

Hinchingbrooke Country Park is well positioned to host weddings, with its beautiful, natural setting, large open spaces which also offer tranquillity and privacy, accessible location and on-site facilities with the correct commercial packages and permissions it could be a sought-after local wedding location.

General Cost Trends for Public Park Weddings

Component	Typical Cost (£)
Permit / Venue fee	£200 - £3,000
Marquee hire	2,0000 - £10,000
Catering (100 guests)	£4,000 - £8,000
Toilets, power, staff	£1,000 - £3,000
Total estimate (mid-range)	£10,000 - £18,000

Clissold Park (Hackney, London)	Markeaton Park, Derby	Wandsworth Parks. (Battersea Parks)
Location: Clissold House (within Clissold Park, a public park)	Registry office partnership in the Organgery	Venue hire (Pump House Gallery or park grounds): £1,000–£3,000
Ceremony only: From £600–£1,000	Cermonies from: £400	Marquee permitted: Setup costs range £5,000–£10,000
Reception hire: Up to £4,000	Reception extras: Outdoor space can be hired with council permission	Total cost estimate: £10,000–£20,000
Full wedding (with F&B): £7,000–£15,000	DIY Weddings; £5,000 - £10,000 depending on guest no. & services	

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WHAT'S IMPORTANT TO THEM?

- Family Togetherness
- Quality
- Uniqueness
- Ease of 'all in one place'
- Scale
- Cost
- Special 'extras'

CHARACTERISTICS

- Nature loving
- Outdoors orientated
- Budget conscious
- Experience focused
- Creative / Non traditional
- Local
- Environmentally conscious

YOUNG PROFESSIONALS 21-29

ADULTS 30-50



5.
Product Ideas

- Game Changers
- Destination
- Imagination
- Quick Wins

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5.







Product Selection Principles

All products have been considered in order to:

DRIVE FOOTFALL & INCREASE DWELL TIME

- To the under-used parks, to create 'destinations' that maximise opportunity for revenue potential. Value for money activities balanced with higher cost treats.

GENERATE SUSTAINABLE INCOME STREAMS

- Certain products will have separate costs to enter, others offer more reasons to visit and spend on F&B and Retail.

APPEAL TO MULTIPLE USERS

- offer a balanced variety so that everyone can have new experiences at the parks

WOW! CURB APPEAL & PESTER POWER

- create a level of visual appeal that translates into marketing and commercial returns.
- CHANGE PEOPLES OPINIONS! Important to give people a new reason to visit and show them the parks have changed! (and by extension, stay and pay) with the addition of quality projects.

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5.

Our Key

Investment



Demographics



Game Changers



FOR FAMILIES WITH YOUNG CHILDREN AND EXTENDED FAMILY UNITS

HIGHER INITIAL INVESTMENT

MULTIPLE COMMERCIAL OPPORTUNITIES FROM PAID FOR PLAY, F&B & RETAIL

A VERY COMPELLING REASON TO VISIT!

Product Suggestions

©T3 2025

5. Product Suggestion

Adventure Play

Adventure Play is a dynamic, commercial play space within the park, featuring imaginative, challenging, and inclusive equipment designed to encourage active play for children of all ages.

Chunky natural materials create tactile and hard-wearing play structures over multiple levels, with integrated net walkways and slides.

Operated on a paid-entry basis, it offers families a high-quality experience that complements the park's free facilities while generating sustainable income.

Demographic



Most Suitable Parks



Investment























5. Product Suggestion

IP Adventure Play

IP Adventure Play is a paid-entry attraction featuring imaginative and inclusive equipment that encourages active play for all ages.

Complementing the park's free facilities, it provides a high-quality family experience while generating income, enhanced by a unique IP theme that creates a distinctive branded draw.

Many popular children's books/films/TV series or even retail brands could be explored for the best fit for demographic and site.

Demographic



Most Suitable Parks



Investment















5. Product Suggestion

IP Maze/Non IP Maze

A Maze (whether IP Branded or not) is a paid-entry attraction within the park, offering a fun, themed experience for all ages.

It adds a distinctive draw to the free facilities while generating sustainable income and encouraging repeat visits.

Demographic

PRE-SCHOOL & PARENTS 4-7 | CHILDREN 8-12 | EARLY TEENS 13-15

Most Suitable Parks

Hinchingbrooke Country Park

Investment

£100-500k



















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5. Product Suggestion

Nature Accommodation / Spa/ Sauna

Nature-Styled Accommodation offers eco-friendly, characterful stays within the park, blending comfort with the natural setting.

Pods or lodges can have creative themes, from generic 'Enchanted Forest' to IP-led experiences. Additional features such as dark skies star-watching, private saunas or hot tubs, outdoor kitchens, and luxury hampers would elevate the visitor experience. Accomodation attracts new audiences, encourages longer stays, and generates strong income.

Demographic



Most Suitable Parks



Investment

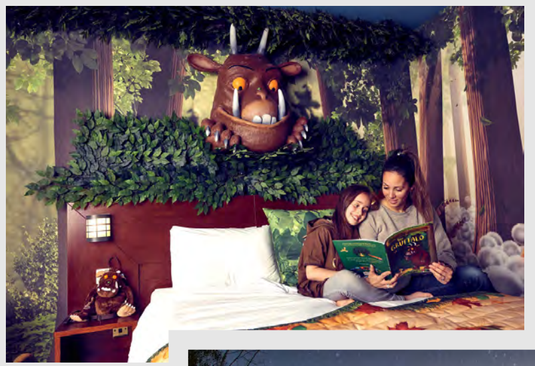






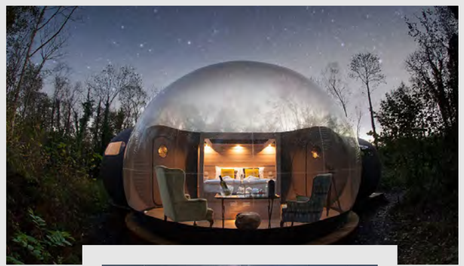


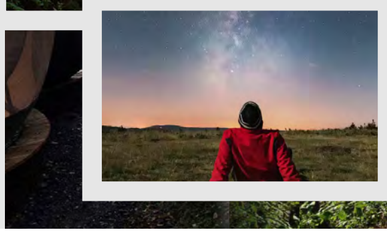














5. Product Suggestion

Flotels / Spa/ Sauna

Spa is a wellbeing-focused facility offering relaxation & treatments in a tranquil park setting. Operated commercially, it enhances the visitor offer while creating a sustainable revenue stream.

Saunas provide a unique outdoor wellness experience, complementing the park's natural surroundings. As a paid-entry feature, they add a memorable, health-focused attraction that broadens appeal & supports income generation.

Flotels are floating hotel units that offer unique waterside stays directly within the park's river setting. As a commercial accommodation offer, they create a distinctive visitor experience, extend dwell time, & generate sustainable income while making the most of the natural waterfront.

Demographic



Most Suitable Parks



Investment















5. Product Suggestion

Riverside Dining

Riverside Dining Café offers a paid, high-quality food and drink experience in a scenic riverside setting.

It complements the park's free facilities, encourages longer visits, and provides a sustainable income stream while enhancing the overall visitor offer.

Demographic



Most Suitable Parks



Investment



















5. Product Suggestion

Padelball /Pickelball

Padel & Pickleball Courts provide a modern, paid-entry sports offer that appeals to a wide range of ages and abilities.

As a fast-growing leisure activity, they attract new audiences, encourage repeat use, and generate sustainable income while adding diversity to the park's facilities.

IP or celebrity involvement helps take this from a "Destination Product" to a unique "Game Changer"!

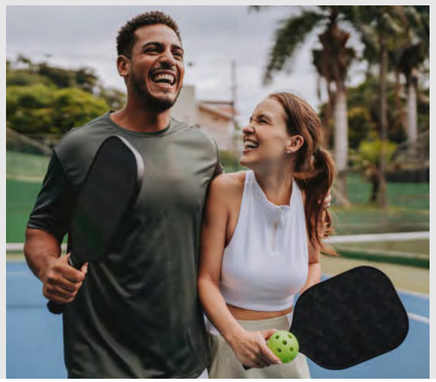














Demographic



Most Suitable Parks



Investment



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5. Product Suggestion

Adventure Golf

Adventure Golf is a themed, paid-entry attraction that combines fun, challenge, and creativity for all ages, with materials & landscaping suitable to the sensitive nature of the sites.

It offers a distinctive leisure experience that complements the park's free facilities, encourages repeat visits, and provides a reliable source of income.



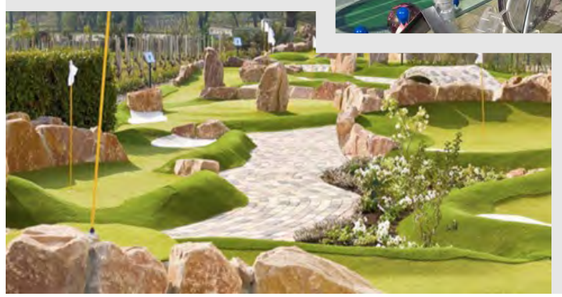
















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Demographic



Most Suitable Parks



Investment



Huntingdonshire DISTRICT COUNCIL

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5. Product Suggestion

IP. Adventure Trail

IP Adventure Trails are branded, paid-entry routes that weave storytelling and themed challenges into the park's landscape.

They create an immersive family experience that encourages exploration, repeat visits, and income generation while offering a distinctive draw beyond standard walking trails.

Classic brand I.P.s with longevity of appeal, such as The Very Hungry Caterpillar, Zog or Peter Rabbit, focus on the younger family demographic.

Demographic

PRE-SCHOOL & PARENTS 4-7 · CHILDREN 8-12 · EARLY TEENS 13-15 · Special Education

Most Suitable Parks

HINCHINGBROOKE COUNTRY PARK · PAXTON PITS NATURE RESERVE

Investment

£15-50k















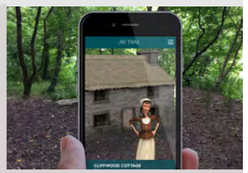
MAGIC LIGHT

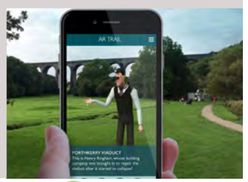












Destination



FOR KEY DEMOGRAPHICS;
CORE USERS & REPEAT VISITS

MID RANGE INVESTMENT

MULTIPLE COMMERCIAL OPPORTUNITIES

INCREASING DWELL TIME

DRIVE FOOTFALL TO ALL PARTS OF THE PARK

Product Suggestions

©T3 2025

5. Product Suggestion

High & Low Ropes

High & Low Ropes Course is a paid-entry adventure attraction that offers exciting, skill-building challenges for a wide range of ages and abilities.

It provides a distinctive, active experience that complements the park's free facilities, encourages repeat visits, and generates sustainable income.

Demographic

PRE-SCHOOL & PARENTS 4-7 | CHILDREN 8-12 | EARLY TEENS 13-15 | YOUTHS 16-20 | ADULTS 30-50

Most Suitable Parks

HINCHINGBROOKE COUNTRY PARK

Investment

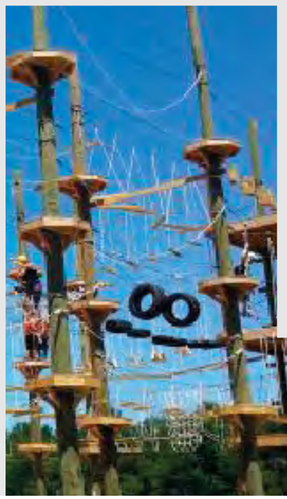
£100-500k















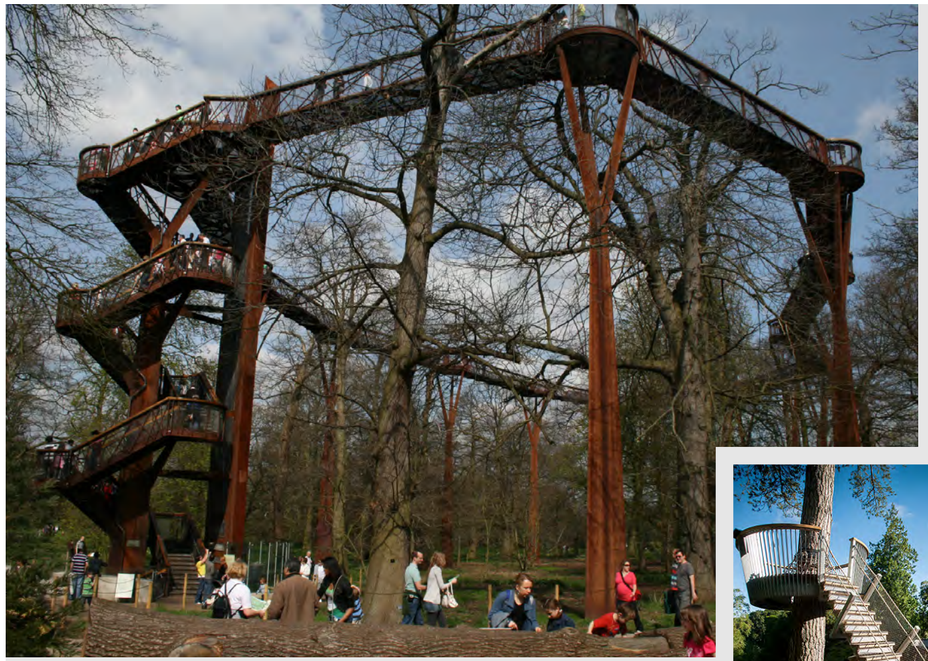


5. Product Suggestion

Sky Trail

Sky Trail Course is a paid-entry aerial adventure set on elevated platforms and rope bridges, offering a thrilling challenge in a safe, supervised environment. It delivers a distinctive, active experience that attracts families and groups, extends dwell time, and generates sustainable income for the park.

Sky trails are suitable for a much broader age and energy level than might be using high ropes courses for example. They provide exciting and new perspectives of the area and can also drive visitors to underused parts of the park.













Demographic



Most Suitable Parks

HINCHINGBROOKE COUNTRY PARK

Investment



Huntingdonshire DISTRICT COUNCIL

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5. Product Suggestion

Outdoor Sand & Water Play

Outdoor Sand & Water Play is a paid-entry, nature-inspired play space that encourages creative, hands-on fun & learning development for children of all ages.

It complements the park's free facilities, provides a high-quality family experience, and generates sustainable income while encouraging repeat visits.

Popular year round, awnings can make this activity more weather-proof.

Demographic

NEWBORNS / TODDLERS & PARENTS 0-3 | PRE-SCHOOL & PARENTS 4-7 | CHILDREN 8-12 | Special Education

Most Suitable Parks

HINCHINGBROOKE COUNTRY PARK

Investment

£50- £100-500k















5. Product Suggestion

Weddings

Weddings in the Parks offer a paid, premium experience that makes the most of the park's natural setting as a unique backdrop for ceremonies and receptions.

This creates a distinctive destination offer, attracts new audiences, & generates sustainable income while celebrating the park's character and beauty.

Commercials come predominantly from site hire.

Demographic

YOUNG PROFESSIONALS 21-29

ADULTS 30-50

RETIREES 60+

Most Suitable Parks

HINCHINGBROOKE COUNTRY PARK

Investment

£100-500k













5. Product Suggestion

Adventure Splash/Aqua Parks

Adventure Splash & Aqua Parks are paid-entry water attractions that combine fun, challenge, and active play through pools, inflatables, and splash zones.

They provide a distinctive family experience, attract both younger kids and adults, and generate sustainable income while encouraging longer stays in the park.

Good potential assocatiated F&B spend by spectators.

















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Demographic

CHILDREN 8-12 | EARLY TEENS 13-15 | YOUTHS 16-20 | YOUNG PROFESSIONALS 21-29 | ADULTS 30-50

Most Suitable Parks

HINCHINGBROOKE COUNTRY PARK

Investment

£50-100k

Huntingdonshire DISTRICT COUNCIL

5. Product Suggestion

Seasonal Lakeside F&B

A dedicated 're-charge' space for all the target markets, Seasonal Lakeside F&B offers a paid, high-quality food & drink experience set by the water, operating at peak times to target higher visitor numbers and control running costs. It could offer ice creams, picnic bundles and light bites as well as host experiences such as exclusive F&B tastings and events.

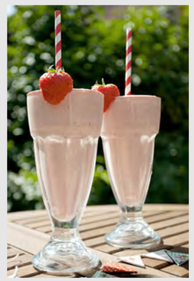
It enhances the park's leisure offer, encourages longer visits, and provides a flexible income stream while making the most of the scenic lakeside setting.

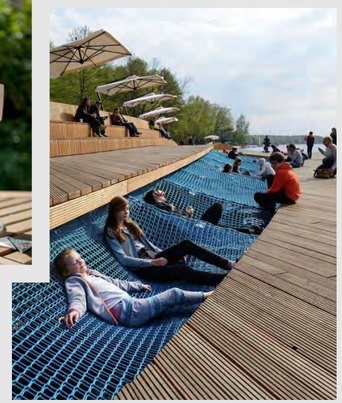










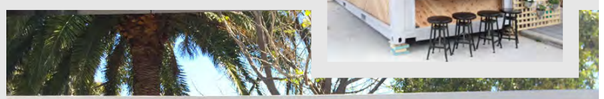














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Demographic



Most Suitable Parks



Investment



5. Product Suggestion

Interactive Balance Bike Track

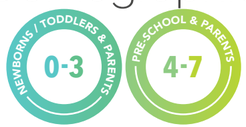
Integrated With Physical Play

Balance Bike Track is a paid-entry cycling space designed for younger children to develop confidence, coordination, and riding skills in a safe, fun environment. A special combination of physical obstacle-based play and hardy interactives that can be done with push bikes, peddle bikes and scooters.

It complements the park's free facilities, offers a distinctive family attraction, and generates sustainable income while encouraging repeat visits.

Great sponsorship opportunities.

Demographic



Most Suitable Parks



Investment

















BRITISH CYCLING

5. Product Suggestion

Boating / Paddle Board / Boat House

Boating & Paddleboarding are paid-entry, on-river experiences that bring adventure and relaxation to the parks waterfronts.

An all year-round activity, attracts families, tourists, couples and schools, as well as various sports, scouting and community clubs.

From casual boat hire to paddleboard sessions, they extend dwell time, and generate sustainable income while showcasing the river setting.

Demographic



Most Suitable Parks



Investment















5. Product Suggestion
Boating Experiences

Enhanced Boating Experiences build on standard boat hire by offering paid add-ons, such as onboard picnics, guided tours, or floating cinema events.

These premium options create a distinctive leisure offer, attract new audiences, & generate additional income while maximising the park's riverside appeal.











Demographic

PRE-SCHOOL & PARENTS 4-7 | CHILDREN 8-12 | EARLY TEENS 13-15 | YOUTHS 16-20 | YOUNG PROFESSIONALS 21-29 | ADULTS 30-50 | RETIREES 60+

Most Suitable Parks

HINCHINGBROOKE COUNTRY PARK · RIVERSIDE PARK · ST. NEOTS ·

Investment

£15-50k

©T3 2025

5. Product Suggestion

Quad Bikes

Quad Bike Rental is a paid-entry adventure activity offering safe, supervised rides on dedicated trails.

It provides a thrilling outdoor experience for a wide age range, attracts new audiences, and generates sustainable income while adding variety to the park's leisure offer.









Demographic

CHILDREN 8-12 · EARLY TEENS 13-15 · YOUTHS 16-20 · YOUNG PROFESSIONALS 21-29 · ADULTS 30-50

Most Suitable Parks

HINCHINGBROOKE COUNTRY PARK

Investment

£100-500k

©T3 2025

5. Product Suggestion

Jogging & Running Hubs

Jogging & Running Hubs provide dedicated routes and gathering spaces that support health and wellbeing, attracting regular use from local runners and fitness groups.

Their commercial potential comes from integrated food and beverage offers - such as cafés, juice bars, or pop-up kiosks - that serve as social meeting points, encourage longer stays, and generate sustainable income.

Demographic

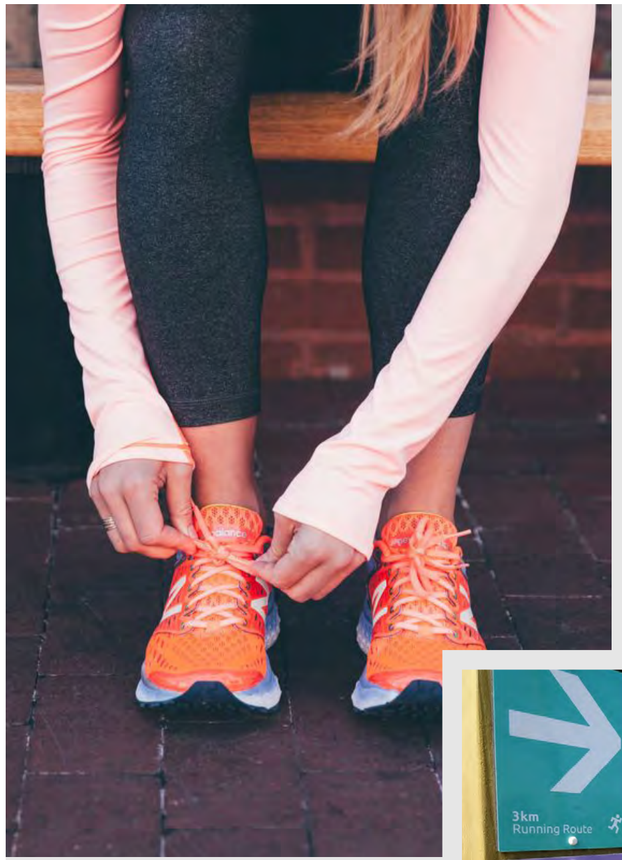
YOUTHS 16-20 · YOUNG PROFESSIONALS 21-29 · ADULTS 30-50 · RETIREES 60+

Most Suitable Parks

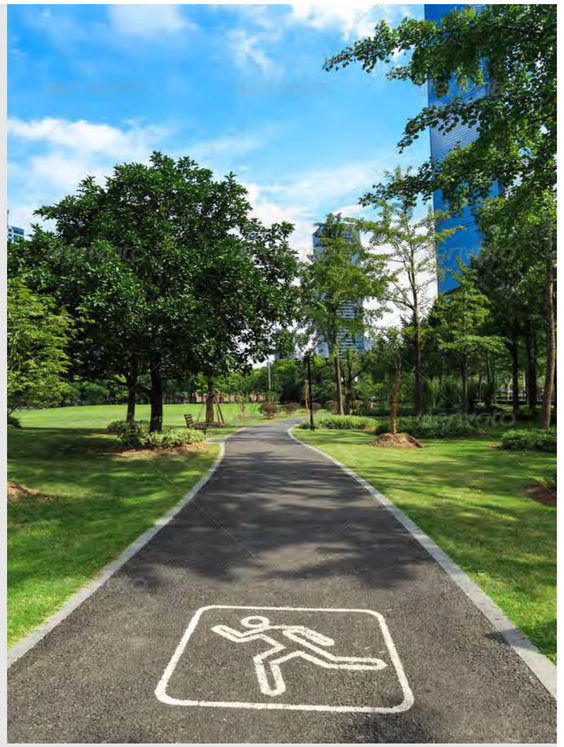
HINCHINGBROOKE COUNTRY PARK · RIVERSIDE PARK ST. NEOTS · PRIORY PARK ST. NEOTS · RIVERSIDE PARK HUNTINGDON

Investment

£15-50k















5. Product Suggestion

Cycling Hubs & Tracks

Cycling Hubs & Tracks provide safe routes, skills areas, and social spaces for cyclists of all ages and abilities.

Their commercial strength lies in integrated food & beverage offers—such as cafés, repair cafés, or pop-up kiosks—that become natural meeting points, encourage dwell time, and generate sustainable income while supporting the wider cycling community.













Demographic

PRE-SCHOOL & PARENTS 4-7 · CHILDREN 8-12 · EARLY TEENS 13-15 · YOUTHS 16-20 · YOUNG PROFESSIONALS 21-29 · ADULTS 30-50 · RETIREES 60+

Most Suitable Parks

HINCHINGBROOKE COUNTRY PARK · RIVERSIDE PARK · ST. NEOTS · PRIORY PARK · ST. NEOTS · RIVERSIDE PARK · HUNTINGDON

Investment

£50-100k

©T3 2025

5. Product Suggestion

Woodland Axe Throwing

Woodland Axe Throwing is a paid-entry adventure activity set in a natural woodland environment, offering safe, supervised sessions that combine skill, challenge, & stress-busting fun!

It provides a distinctive leisure experience, attracts new audiences, generates sustainable income, while adding variety to the park's attractions.

The 'arenas' can be tailored to suit the shape and lay-of-the-land, to integrate with the natural landscape.

Demographic



Most Suitable Parks

Investment



















5. Product Suggestion
Remote Controlled Games & Mini Land

Remote-Controlled Mini Land is a paid-entry attraction where visitors can operate remote-controlled boats and other vehicles in a themed miniature landscape.

It offers interactive fun for all ages, creates a distinctive family experience, and generates sustainable income while adding playful variety to the park's leisure offer.

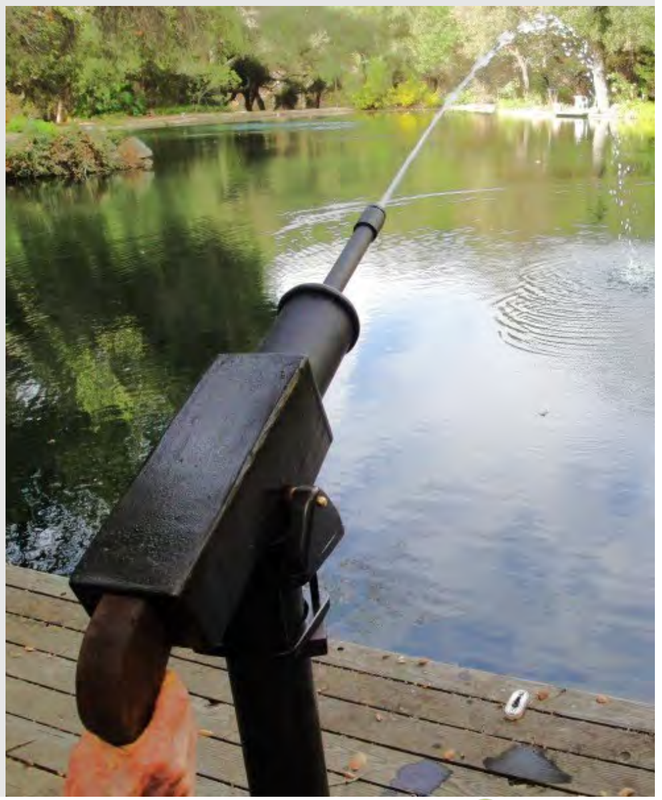








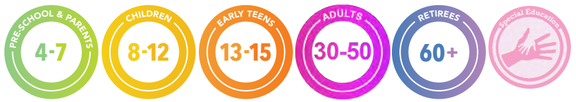








Demographic



Most Suitable Parks



Investment



©T3 2025

5. Product Suggestion

Trampolines & Bounce Pads

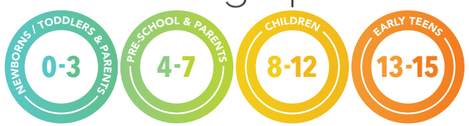
Trampolines & Bounce Pads are a paid-entry attraction offering active, high-energy fun for children and families.

They provide a distinctive play experience that complements the park's free facilities, encourage repeat visits, and generate sustainable income through their broad appeal.

Story, theming and music can elevate the bounce experience to make it even more unique.

They also offer additional fitness benefits.

Demographic



Most Suitable Parks



Investment

















5. Product Suggestion

Dog Agility

Dog Agility Areas provide dedicated, secure spaces where dogs can exercise and train on specialist equipment.

Pre-booked time slots paid online (and/or payment facility at entrance.)

While free-running and agility encourage regular use by dog owners, the main commercial opportunity lies in integrated food & beverage offers — such as cafés and kiosks designed to be dog-friendly — which create social hubs, extend dwell time, and generate sustainable income.















Demographic



Most Suitable Parks



Investment



©T3 2025

5. Product Suggestion

Immersive Experiences

Christmas Walk-through

Immersive Christmas Experience is a seasonal, paid-entry attraction that transforms the park into a festive destination with themed trails, lights, and interactive activities such as an Elves Workshop or ice skating.

It creates a memorable family experience, attracts new and repeat visitors, and generates significant seasonal income while enhancing the park's profile as a year-round destination.

Demographic



Most Suitable Parks



Investment



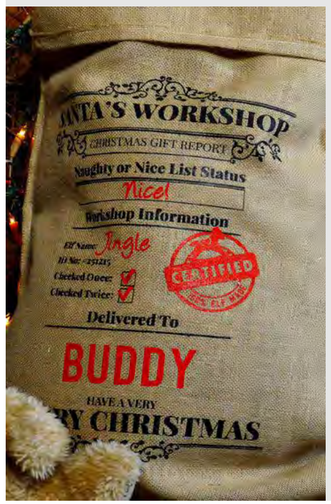


















5. Product Suggestion

Immersive Experiences

Winter Light Trail

Immersive Christmas Light Trail is a seasonal, paid-entry attraction that transforms the park into a magical early evening and night-time landscape of illuminated trails & festive displays.

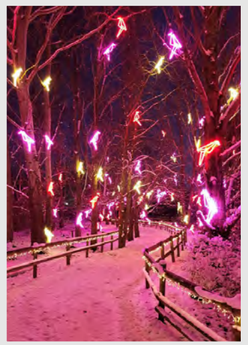
It offers a memorable family & group experience, draws visitors from a wide catchment, and generates strong seasonal income while raising the park's profile as a destination.















Demographic



Most Suitable Parks



Investment



5. Product Suggestion

Immersive Experiences

Halloween Trail & Maze

Immersive Halloween Trail & Outdoor Maze is a seasonal, paid-entry attraction that combines themed walks, interactive scares, and a spooky maze.

Aimed at the younger family market during the day, with potential to make it slightly older early eve (or, alternatively, aim at a tween/teen/adult market.) Combine with food stands, shows, live music, storytelling, candle-lit tours, hale bale mazes, pumpkin carving, etc.

It delivers a unique, memorable experience for families, parties and groups, attracts visitors from a wide area, and generates strong seasonal income while broadening the park's year-round appeal.

Demographic



Most Suitable Parks



Investment

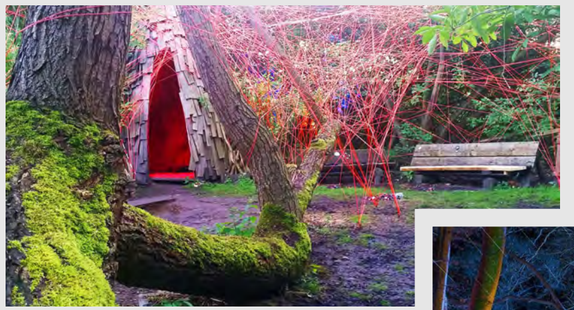








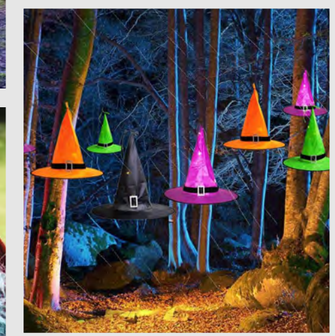














5. Product Suggestion

Immersive Experiences

Al fresco Foodie Exp.

Al fresco Food Experience is a paid, seasonal dining offer that brings high-quality food and drink into the open-air setting of the park. Temporary structures & seating house a gourmet pop-up food experience.

It creates a distinctive social experience, encourages longer visits, and generates sustainable income while making the most of the park's natural surroundings.

Possible sponsorship partners from local artisan brewery's or restaurants.



















Demographic

CHILDREN 8-12 · EARLY TEENS 13-15 · YOUTHS 16-20 · YOUNG PROFESSIONALS 21-29 · ADULTS 30-50 · RETIREES 60+

Most Suitable Parks

HINCHINGBROOKE COUNTRY PARK · RIVERSIDE PARK ST. NEOTS · PRIORY PARK ST. NEOTS · RIVERSIDE PARK HUNTINGDON

Investment

£50-100k

©T3 2025

5. Product Suggestion

Immersive Experiences

Pop-up Cinema Experiences

Pop-Up Cinema Experience is a seasonal, paid-entry attraction that transforms the park into an open-air theatre with big-screen films under the stars.

It offers a memorable social experience for families and groups, attracts repeat visits, and generates sustainable income while adding cultural variety to the park's offer.













Page 251

Demographic



Most Suitable Parks



Investment



5. Product Suggestion

Farm Shop

Farm Shop is a paid-entry retail offer within the park, showcasing local produce, artisanal goods, and seasonal treats.

It provides visitors with a high-quality shopping experience, supports local suppliers, & generates sustainable income while complementing the park's leisure and food offer.



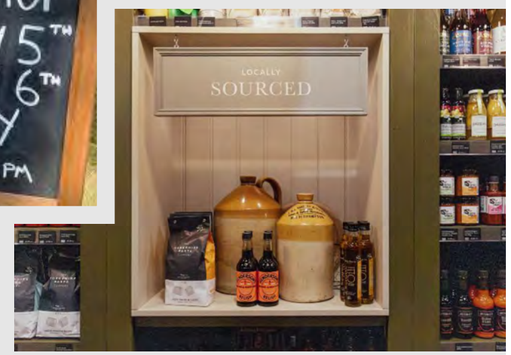












Demographic

CHILDREN 8-12 · EARLY TEENS 13-15 · YOUTHS 16-20 · YOUNG PROFESSIONALS 21-29 · ADULTS 30-50 · RETIREES 60+

Most Suitable Parks

HINCHINGBROOKE COUNTRY PARK · RIVERSIDE PARK ST. NEOTS · PRIORY PARK ST. NEOTS · RIVERSIDE PARK HUNTINGDON

Investment

£15-50k







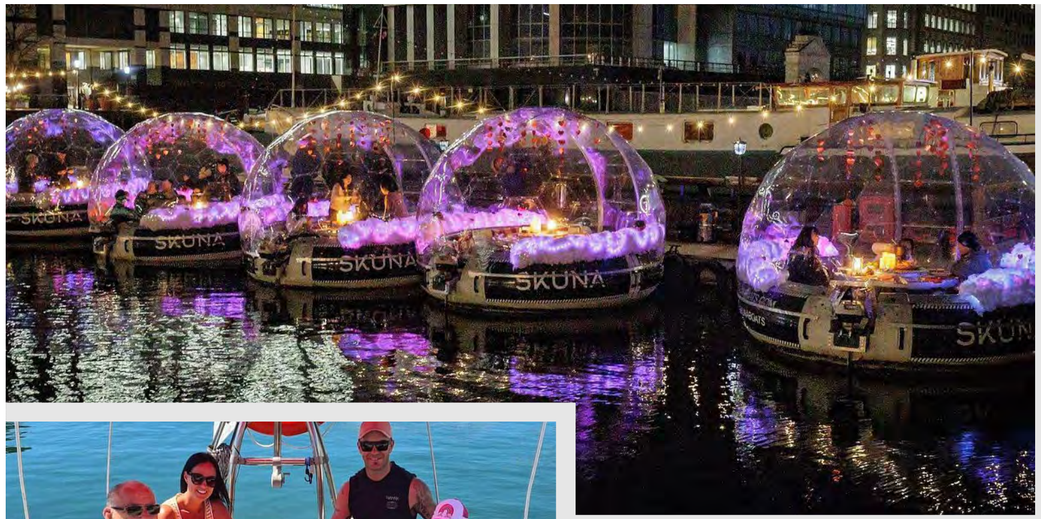
Page 252

5. Product Suggestion

BBQ & Igloo Boat Hire

BBQ & Igloo Boat Experience is a premium, paid-entry attraction offering private hire boats equipped for dining, grilling, or cosy igloo-style gatherings on the water.

It creates a distinctive & very social media-friendly social experience, attracts families and groups, and generates strong commercial returns from lake or river locations.













Page 253

Demographic



Most Suitable Parks



Investment



Imagination



Note - these are not considered particularly commercial ideas, but an essential ingredient in elevating the overall quality of the visitor experience, and brand. The social media will generate awareness of the interesting new things at the park, driving footfall to the more commercial ideas.

LOW TO MID RANGE INVESTMENT

USED TO HELP REPOSITION THE PARKS IN THE MINDS OF VISITORS

THOUGHTFUL & MEMORABLE

ENCOURAGES SOCIAL MEDIA SHARES & DWELL TIME TO DRIVE FOOTFALL TO THE MORE COMMERCIAL PRODUCTS

Product Suggestions

©T3 2025

5. Product Suggestion

Bee-keeping & Allotment Play

Bee Keeping and Allotment Play is a paid, hands-on attraction where families can explore themed play spaces inspired by nature, food growing, and pollinators.

Blending education with fun, it encourages learning about sustainability and biodiversity while generating income and adding a distinctive eco-themed experience to the park.

Branded take-home allotment starter kits could be sold, as well as using the produce in the on-site F&B venues.











Demographic

NEWBORNS / TODDLERS & PARENTS 0-3

PRE-SCHOOL & PARENTS 4-7

CHILDREN 8-12

Special Education

Most Suitable Parks

HINCHINGBROOKE COUNTRY PARK

Investment

£100-500k

©T3 2025

5. Product Suggestion

Sound Spots

Sound Spots are interactive installations placed around the park that use soundscapes, music, or storytelling to create immersive moments along trails and open spaces.

They can bring to life authentic local history, or link directly to the nature you can find on-site. They engage a wide range of ages.

Free for visitors to enjoy, they are funded through sponsorship, offering brands a unique way to support culture and community while enhancing the visitor experience.







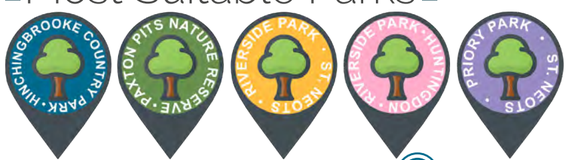




Demographic



Most Suitable Parks



Investment



©T3 2025

5. Product Suggestion

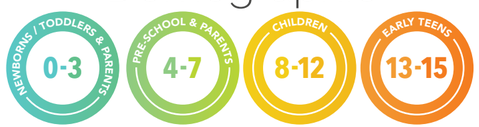
Hedgehogs Experience

Creatures, Burrows & Tunnels, Sand & Water Play

Hedgehog Attraction is a paid-entry experience that combines themed play, interactive features, and conservation learning, centred on one of Britain's most loved animals.

It offers families a distinctive, nature-focused attraction, encourages repeat visits, and generates sustainable income while promoting awareness of local wildlife.

Demographic



Most Suitable Parks



Investment





5. Product Suggestion

Dancing Fountains
& Show Space

Dancing Fountains & Water Play is a paid-entry attraction featuring interactive jets, splash zones, and choreographed water displays.

It creates a playful, family-friendly experience that complements the park's free spaces, encourages repeat visits, and generates sustainable income while adding a visually striking feature to the park.









Demographic



Most Suitable Parks



Investment



©T3 2025

5. Product Suggestion

Pop-up Beer Garden

Seasonal Beer Garden is a paid-entry hospitality offer that transforms part of the park into a lively social space during peak months.

Serving drinks and light food in a beautiful outdoor setting, it attracts adults and groups, encourages longer visits, and generates strong seasonal income while adding a vibrant, festive atmosphere to the park.







Demographic



Most Suitable Parks

HINCHINGBROOKE COUNTRY PARK

Investment









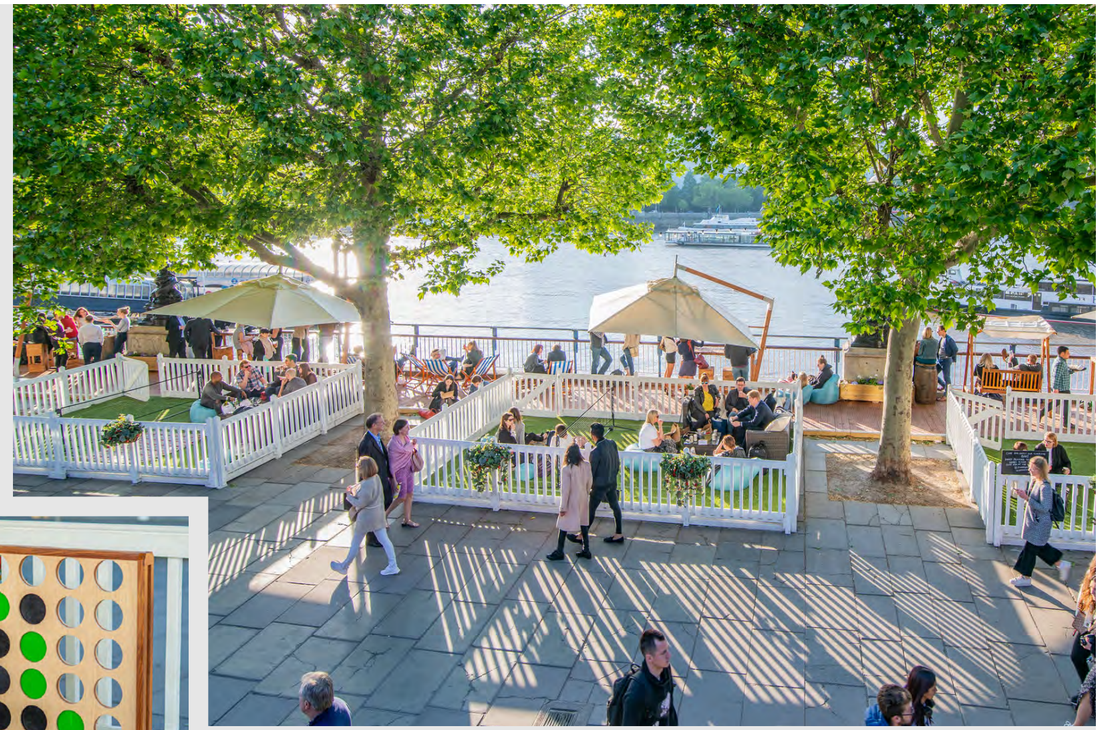
5. Product Suggestion

Exclusive Picnic Spots
(Pre-booked)

Exclusive Picnic Spots are premium, pre-bookable areas within the park offering dedicated seating, scenic views, and optional food and beverage add-ons.

They provide visitors with a unique, private experience, encourage longer stays, & generate sustainable income while enhancing the park's leisure offer.













Demographic



Most Suitable Parks



Investment



©T3 2025

5. Product Suggestion

Ice Skating & Hot Chocolate

Ice Rink & Hot Chocolate Experience is a seasonal, paid-entry attraction combining the excitement of outdoor skating with a cosy food and drink offer.

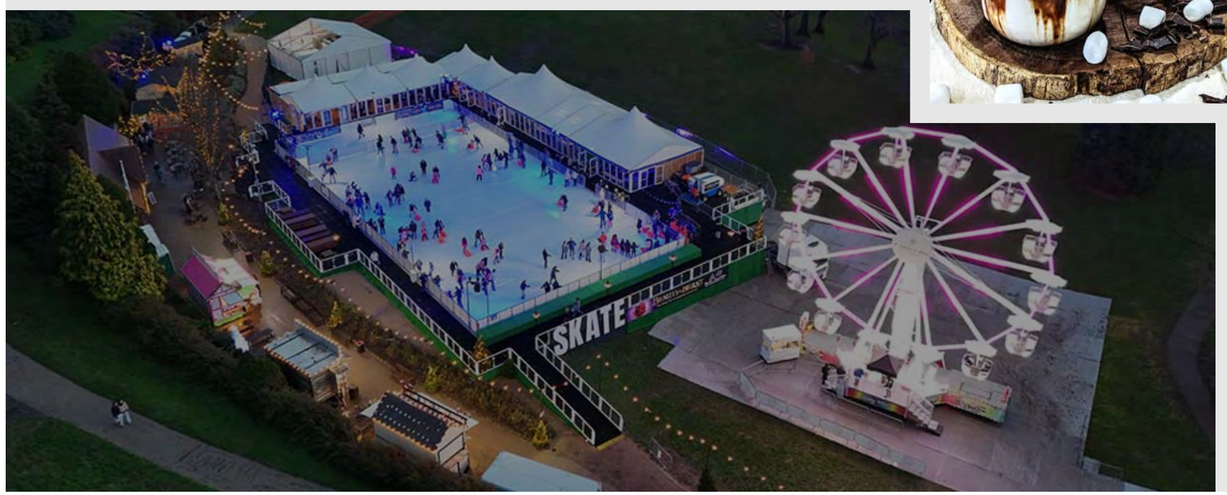
It creates a festive, family-friendly destination, encourages repeat visits, and generates strong winter income while adding a very memorable highlight to the park's seasonal programme.









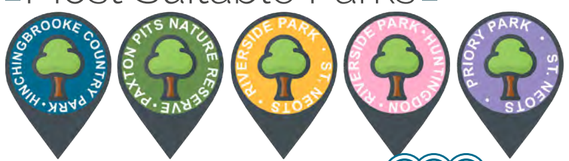




Demographic



Most Suitable Parks



Investment



©T3 2025

5. Product Suggestion

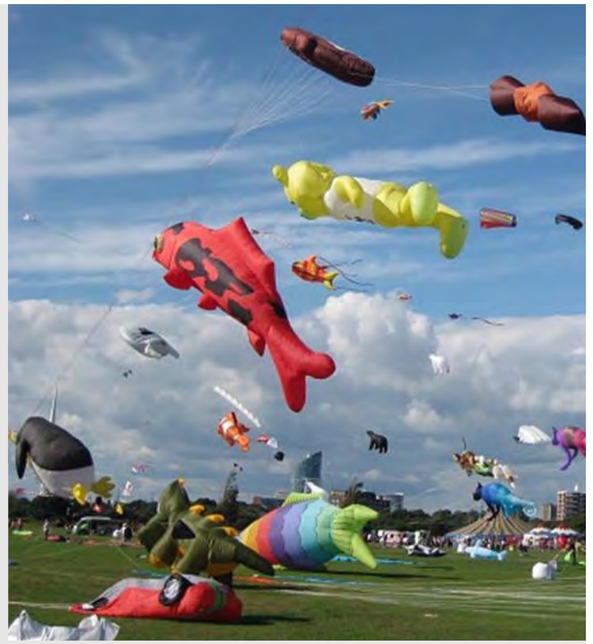
Kite Flying Festivals

Kite Flying Festival is a seasonal, paid-entry event that fills the park with colour, movement, and family-friendly activities.

It creates a vibrant community spectacle, attracts visitors of all ages, and generates income through ticketing, food and beverage sales, and sponsorship while celebrating the park's open spaces.













Demographic

0-3 · 4-7 · 8-12 · 13-15 · 16-20 · 21-29 · 30-50 · 60+

Most Suitable Parks

Hinchingbrooke Country Park · Paxton Pits Nature Reserve · Riverside Park, St Neots · Riverside Park, Huntingdon · Priory Park, St Neots

Investment

£15-50k

©T3 2025

5. Product Suggestion

Wildlife Discovery Backpacks
“Lakeology”

Nature Backpacks are free-to-borrow activity kits filled with trails, games, and discovery tools that help families explore the park in fun and educational ways.

Funded through sponsorship, they enhance the visitor experience, encourage repeat visits, and give sponsors a visible role in supporting learning and engagement with nature.











Demographic

PRE-SCHOOL & PARENTS 4-7

CHILDREN 8-12

Most Suitable Parks

PAXTON PITS NATURE RESERVE

Investment

£15-50k

©T3 2025

5. Product Suggestion

Messy Play

Messy Play is a paid-entry attraction designed for young children to explore, create, and learn through hands-on activities with sand, water, mud, and art.

It offers a distinctive, family-friendly experience, encourages repeat visits, and generates sustainable income while complementing the park's wider play offer.













Demographic



Most Suitable Parks



Investment



©T3 2025

5. Product Suggestion

Interactive Sensory Garden

Interactive Sensory Garden is a free-to-enjoy attraction that engages visitors through touch, sound, scent, and sight.

Blending nature with interactive features, it creates a calming yet playful experience for families and individuals of all ages.

Funded through sponsorship, it enhances the park's wellbeing offer, encourages repeat visits, and provides sponsors with a visible way to support community health & engagement with nature.

Demographic



Most Suitable Parks



Investment



















5. Product Suggestion

Geocaching

Geocaching Experience is a free-to-enjoy digital treasure hunt that encourages visitors to explore the park using GPS-enabled devices.

Blending outdoor adventure with discovery, it appeals to families and groups of all ages.

Funded through sponsorship, it enhances engagement with the landscape, encourages repeat visits, and provides sponsors with a creative platform to connect with the community.

Demographic

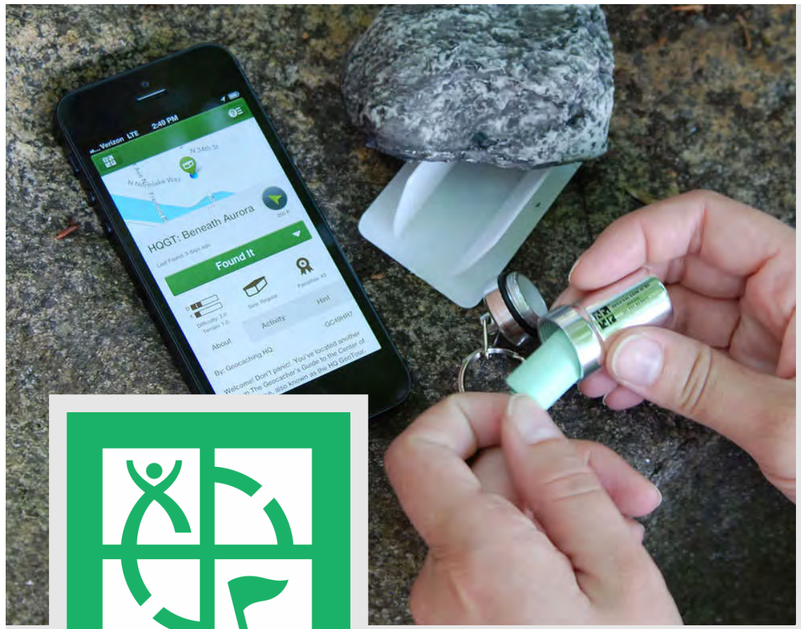
CHILDREN 8-12 · EARLY TEENS 13-15 · YOUTHS 16-20 · YOUNG PROFESSIONALS 21-29 · ADULTS 30-50 · RETIREES 60+

Most Suitable Parks

HINCHINGBROOKE COUNTRY PARK · PAXTON PITS NATURE RESERVE

Investment

£15-50k

















5. Product Suggestion

Forest School

Forest School is a nature-based learning programme delivered through structured, paid sessions in the park's woodland.

It attracts families and schools, offers curriculum-linked outdoor education. It also encourages appreciation of the park's creatures & habitats, supporting its future protection.

As a strong commercial win, it generates reliable income while strengthening the park's role as a centre for play and learning.

Demographic

PRE-SCHOOL & PARENTS 4-7 | CHILDREN 8-12 | EARLY TEENS 13-15

Most Suitable Parks

HINCHINGBROOKE COUNTRY PARK · PAXTON PITS NATURE RESERVE

Investment

£15-50k









Survival Academy

Bear Grylls









5. Product Suggestion

Public Art & Photo Ops.

Premium Park Selfies

Public Art & Photo Ops are free-to-enjoy installations placed throughout the park, designed to create striking visual landmarks and engaging backdrops for visitor photos and interactive memorable moments.

Funded through sponsorship, they enhance the park's cultural appeal, encourage sharing on social media, and provide sponsors with high-visibility opportunities to connect with the community.







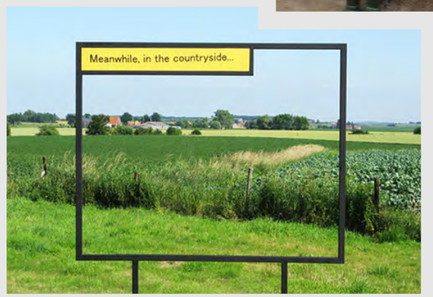


















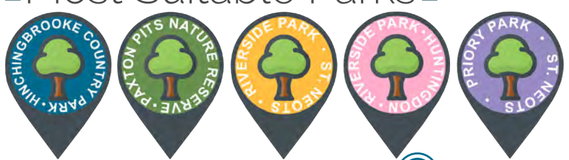


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Demographic



Most Suitable Parks



Investment



Quick Wins



LOW TO MID RANGE INVESTMENT

USED TO HELP SHOW PARKS ARE CHANGING

THOUGHTFUL - GENERALLY MAKES VISIT BETTER

Product Suggestions

©T3 2025

5. Product Suggestion

Pop-up Shakes/Juice Bar

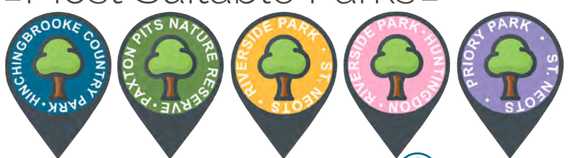
Pop-Up Shakes & Juice Bar is a quick commercial win, offering refreshing drinks from a temporary kiosk or stall during peak visitor times.

It provides a simple, high-margin addition to the park, encourages dwell time, and generates immediate income with minimal set-up requirements.

Demographic



Most Suitable Parks



Investment





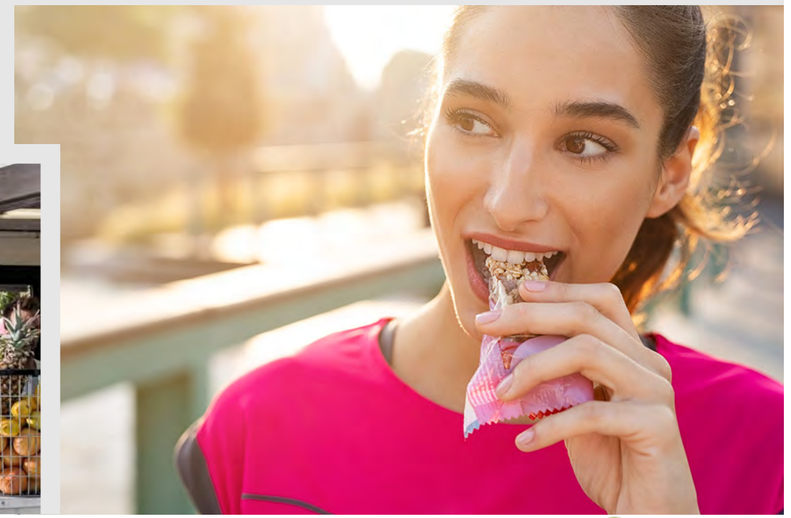












5. Product Suggestion

Fun Transport Hire

Fun Transport Hire (offering scooters, tricycles, Segways, and similar options) is a quick commercial win that adds playful mobility around the park.

It attracts families and groups, encourages repeat use, and generates immediate income with flexible, easy-to-manage hire operations.

















Demographic

0-3 · 4-7 · 8-12 · 13-15 · 16-20 · 21-29 · 30-50 · 60+

Most Suitable Parks

Hinchingbrooke Country Park · Riverside Park · St. Neots

Investment

£15-50k

©T3 2025

5. Product Suggestion

Fitness Indoor/Outdoor Studio

Fitness Hubs are outdoor gym-style zones offering strength, cardio, and mobility equipment in a park setting.

They can also provide space for mindfulness, meditation, fitness & Tai chi classes.

As a quick commercial win, they can operate on a membership or pay-per-use model, attracting regular users, supporting community health, and generating sustainable, recurring income.












Demographic



Most Suitable Parks



Investment



©T3 2025

5. Product Suggestion

Designer Deck Chair Hire

Designer Deck Chair Hire is a quick commercial win that offers stylish, comfortable seating for visitors to enjoy the park's open spaces.

They are also social-media friendly photo ops.contributing positively to increased park awareness.

Easy to manage and highly visible, it encourages dwell time, adds a touch of character, and generates immediate income through simple hire fees.

Demographic



Most Suitable Parks



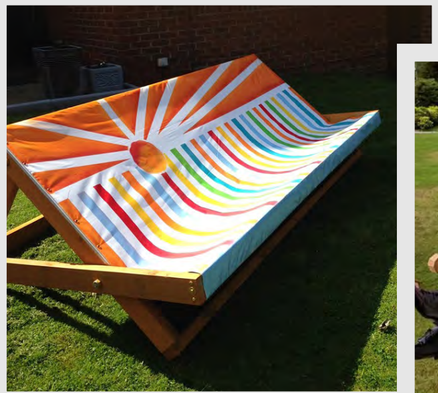
Investment







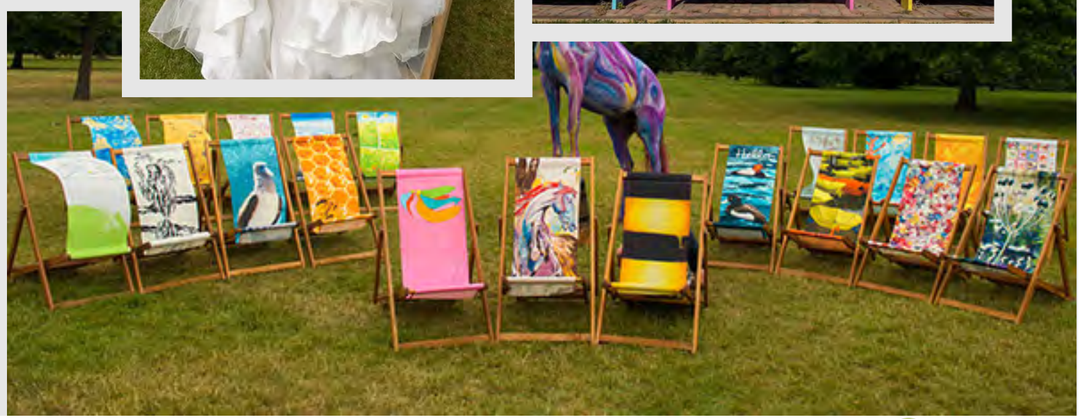












5. Product Suggestion

Farmers/Makers Market

Farmers & Makers Market is a quick commercial win that brings local food, drink, and crafts into the park through seasonal stalls and events.

It supports local producers, attracts a broad audience, encourages repeat visits, and generates income through pitch fees and increased food and beverage sales.

Demographic



Most Suitable Parks



Investment





5. Product Suggestion

Bookable Party Gazebo

Bookable Party Gazebos are a quick commercial win, offering sheltered, private spaces for birthdays, celebrations, and group gatherings in the park.

Easy to manage and highly flexible, they generate steady income through hire fees while encouraging longer visits and repeat use.













Demographic



Most Suitable Parks



Investment



©T3 2025

5. Product Suggestion

A Few Extras

These ideas could add variety and fresh appeal to the park, creating both commercial and sponsorship opportunities.

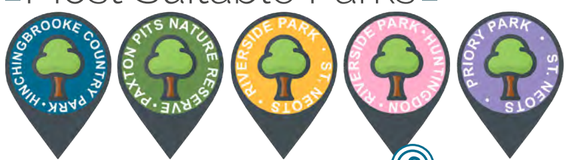
These might include Net Chill-Out Zones, offering playful relaxation spaces for all ages; EV Charging Points, providing practical infrastructure with strong sponsorship potential; and Ninja Courses, delivering paid-entry, high-energy challenges for families and teens.

Each idea brings a distinctive experience or service, encouraging repeat visits while generating income or brand visibility.

Demographic



Most Suitable Parks



Investment







net chill out zones
(to enhance F&B)





Motorhome Hook-ups



Sponsored BBQ



Outdoor Fitness Goes Ninja Course!



Rubbish Bin
Way-finding

Cutting Room Floor



IDEAS THAT DON'T ADD UP (COST, OPERATIONALLY, THROUGHPUT, ETC.)

IDEAS THAT ARE DUPLICATES AND CAN BE COVERED IN SECTIONS ALREADY SHOWN

Product Suggestions

©T3 2025

5. Product Suggestion

Skate & Scooter Park

Existing skate park at Riverside St. Neots and in the area to be considered.

Although a strong idea, it is not a very commercial opportunity. The more targeted "Balance Bikes & Play" for young families has stronger potential (see Destination Product section.)





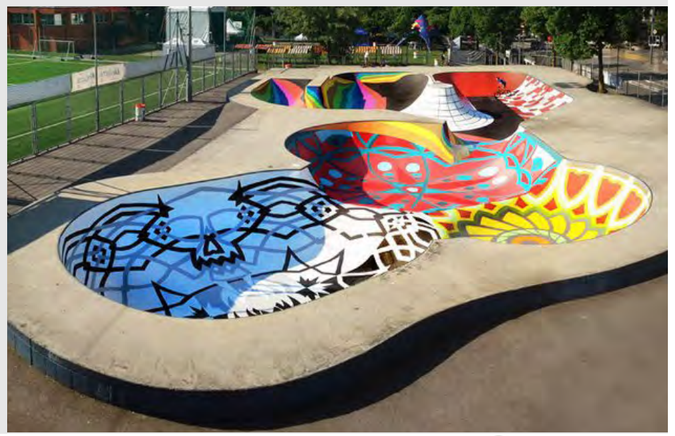












Page 278

Demographic



Most Suitable Parks

Investment



5. Product Suggestion
Parkour Training

Parkour is a training discipline using movement that developed from military obstacle course training. Freerunning evolved from Parkour as a form of acrobatics and self expression.

Some (normally urban) parks have developed Parkour areas as a way to encourage exercise for the tricky tween to teen market.

Not a very commercial proposition although could be a sponsorship opportunity.











Demographic



Most Suitable Parks

Investment



©T3 2025

5. Product Suggestion
Ice Cream Farm Exp.

Ice Cream Farm Experience - is recognised as the UK's most unique and successful 'free to enter' family attraction.

A mixture of Free Play, Food & Beverage and Pay To Enter indoor and outdoor play, the attraction predominately appeals to <7 year olds, families and parties.

Probably too commercial and theme park style for the marketplace.













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Demographic

NEWBORNS / TODDLERS & PARENTS 0-3 | PRE-SCHOOL & PARENTS 4-7 | CHILDREN 8-12 | Special Education

Most Suitable Parks

Investment

£500+k

5. Product Suggestion

Large Indoor Play

Large Indoor Play - **Although very commercial, no suitable existing buildings exist.**

Couple this extra investment with local competition makes this non-viable.













Demographic

NEWBORNS / TODDLERS & PARENTS 0-3

PRE-SCHOOL & PARENTS 4-7

CHILDREN 8-12

Special Education

Most Suitable Parks

Investment

£500+k

©T3 2025

5. Product Suggestion

Outdoor Splash Pads
& F&B Unit

Outdoor Water Play - **Environment, facilities, costs, safety, training and safeguarding all cause this to be un-viable.**









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Demographic



Most Suitable Parks

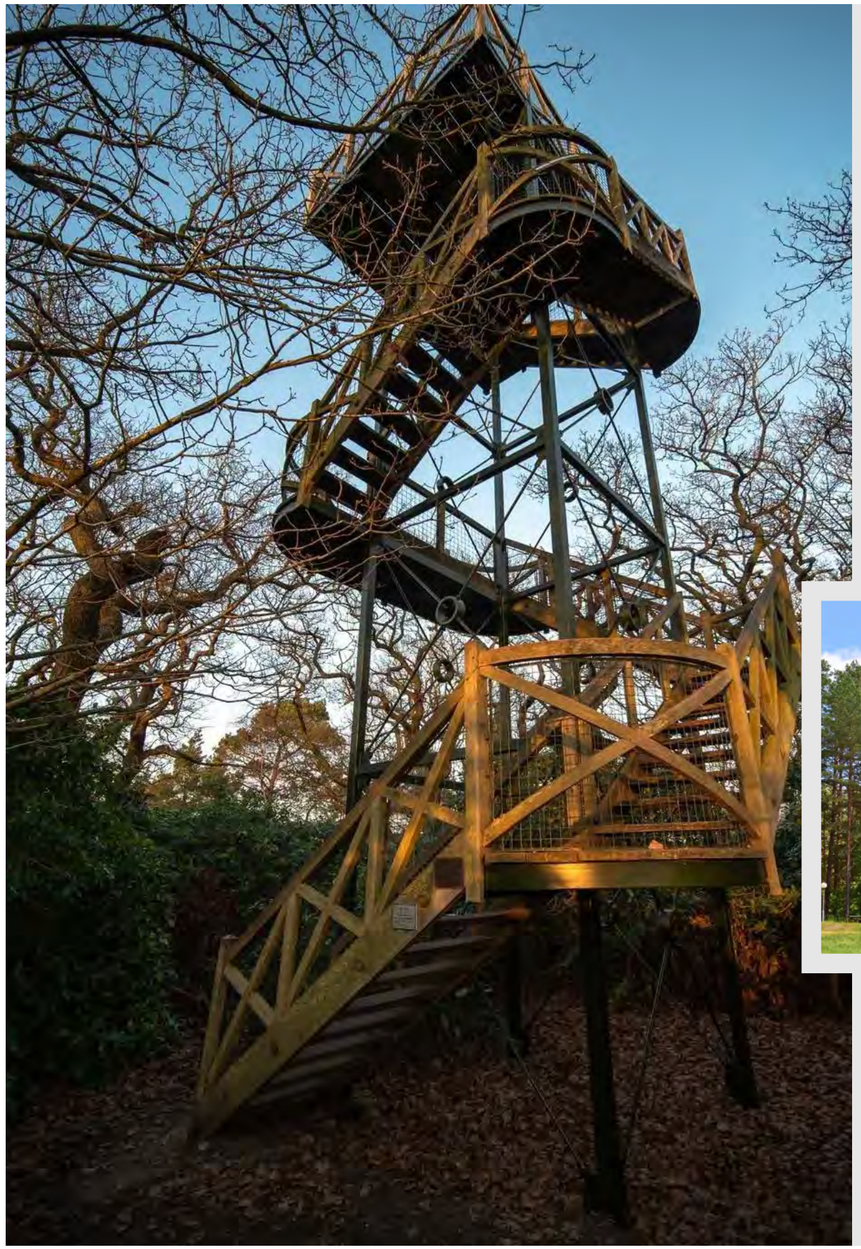
Investment



5. Product Suggestion

Observation Wheels/Towers

Observation Wheels & Towers - **Investment and lack of population makes these non-viable.**









Demographic

PRE-SCHOOL & PARENTS 4-7 | CHILDREN 8-12 | EARLY TEENS 13-15 | YOUTHS 16-20 | YOUNG PROFESSIONALS 21-29 | ADULTS 30-50 | RETIREES 60+

Most Suitable Parks

Investment



©T3 2025

5. Product Suggestion

Experiential Theatrical Shows

Experiential Theatre Shows - Could be viable if a touring show is available.

Could be the task of an event manager but **one offs are non-viable.**

















Demographic



Most Suitable Parks

Investment



©T3 2025



6.

Financial Overview

INVESTMENT PLAN

DISCLAIMER

The following investment plan is indicative and assumes a prior stage of comprehensive masterplanning. This process should include cluster planning, consideration of the park brands and vision, economies of scale, and alignment with local demographics. Final investment decisions should be made only after this masterplanning stage is complete.

6. Game Changer Products

Number	Category	Item	Investment	Contribution Per Anum after										Occupancy Note	
			Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
				GAME CHANGERS											
1	Game Changer	Adventure Play	500,000	38,155	40,441	42,060	43,694	45,342	47,001	48,672	50,353	52,044	53,742	60 days @ 200 Pax per day, 60@100 PPD, 60@50PPD & 180 Zero	£10.00
2	Game Changer	Maze	500,000	12,855	14,461	15,562	16,666	17,772	18,881	19,989	21,097	22,202	23,303	60 days @ 200 Pax per day, 60@100 PPD, 60@50PPD & 180 Zero	£7.50
3	Game Changer	Accommodation (High Level Inv)	1,000,000	384,709	482,259	494,726	507,407	520,302	533,413	546,744	560,294	574,067	588,063	3 months 100% Occupancy, 3 @ 75%, 3 @ 50%, 3 @ 25% based on 60 rooms	£300.00
3	Game Changer	Accomodation (Med Level Inv)	500,000	21,034	33,158	34,633	36,118	37,614	39,119	40,632	42,153	43,679	45,210	3 months 100% Occupancy, 3 @ 75%, 3 @ 50%, 3 @ 25% based on 60 rooms	£150.00
4	Game Changer	Riverside Dining	500,000	66,593	96,158	98,892	101,663	104,470	107,312	110,189	113,100	116,046	119,024	6 months each table being turned 2x per day, 3 months being turned 1 per day and 3 months 1/4 of tables being used.	Food - £15 ph & Drink £12 ph
5	Game Changer	Padel & Pickel	300,000	76,954	79,922	82,013	84,136	86,289	88,473	90,687	92,932	95,207	97,512	6 months all courts are used 50% of the time (8 hours per day), 3 months @ 25% and 3 months @ 10%	£40 per court per hour / £5 ph F&B / £3 ph Retail
6	Game Changer	Adventure Golf	200,000	39,248	41,103	42,259	43,431	44,619	45,822	47,040	48,274	49,522	50,785	60 days @ 200 Pax per day, 60@100 PPD, 60@50PPD & 180 Zero	£7.5 pp, £1 for ice cream, £1 for F&B, £1 for Parties
7	Game Changer	IP Adventure Trail	30,000	7,232	7,537	7,752	7,970	8,191	8,415	8,642	8,873	9,107	9,343	2 months @ 100 pd, 2 months @ 50 pd, 2 months @ 25 pd & Six months zero	£2.5 entrance. £0.25p ice cream

Number	Category	Item	Investment	Contribution Per Anum after										Occupancy Note	
			Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
				Destination Products											
8	Destination Products	High Low Ropes	500,000	130,660	135,316	138,833	142,403	146,024	149,697	153,422	157,198	161,026	164,903	2 months @ 200 pd, 2 months @ 100 pd, 2 months @ 50 pd & Six months Zero	£7.5 entrance £10 photo op, included
9	Destination Products	Sky Trail	150,000	31,464	32,735	33,644	34,566	35,501	36,448	37,408	38,380	39,364	40,359	2 months @ 200 pd, 2 months @ 100 pd, 2 months @ 50 pd & Six months Zero	£5.5 entrance
10	Destination Products	Outdoor Sand & Water Play	250,000	77,703	81,357	84,488	87,730	91,087	94,566	98,172	101,911	105,789	109,814	60 days @ 200 Pax per day, 60@100 PPD, 60@50PPD & 180 Zero	£7.50
11	Destination Products	Weddings	150,000	68,860	73,085	74,802	76,547	78,321	80,125	81,958	83,821	85,713	87,636	3 months with 2 weddings per month, 6 months with 4 per month and 3 months with 8 weddings per month. Total of 54 weddings which is extremely pessimistic.	Average charge of £14500 per wedding
12	Destination Products	Aqua Park	100,000	13,501	14,228	14,687	15,153	15,623	16,099	16,581	17,067	17,558	18,053	2 months @ 200 pd, 2 months @ 100 pd, 2 months @ 50 pd & Six months Zero	£4 entrance

6. Destination Products

Number	Category	Item	Investment	Contribution Per Anum after										Occupancy Note	
			Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
				Destination Products											
13	Destination Products	Seasonal Lake Side F&B	250,000	5,588	6,434	6,977	7,521	8,066	8,612	9,158	9,703	10,247	10,788	Seasonal - 2 months 100 customers, 2 months 50, 2 months 25, 6 months Zero	£9 ph spend
14	Destination Products	Interactive Balance Bike Track	100,000	7,116	7,560	7,870	8,182	8,498	8,815	9,134	9,455	9,778	10,101	Seasonal - 2 months 100 customers, 2 months 50, 2 months 25, 6 months Zero	£4 ph spend
15	Destination Products	Boating, Padel Board & Boathouse	100,000	11,655	12,296	12,717	13,143	13,573	14,008	14,448	14,891	15,338	15,790	Very Low Occupancy Prediction; 2 months at 60 ppm, 2 months at 30 ppm and 2 months at 15 ppm. 6 months zero seasonal	£9 spend ph and £2 Ice Cream spend average
16	Destination Products	Boating Experiences	25,000	46,678	48,015	49,031	50,067	51,122	52,198	53,294	54,410	55,548	56,707	Very Low Occupancy Prediction; 2 months at 100 ppm, 2 months at 50 ppm and 2 months at 25 ppm. 6 months zero seasonal	£10 spend per boat hire
17	Destination Products	Quad Bikes	100,000	22,151	23,194	23,833	24,481	25,139	25,805	26,480	27,164	27,857	28,559	Extreme Low Occupancy Prediction; 2 months at 50 ppm, 2 months at 25 ppm and 2 months at 10 ppm. 6 months zero seasonal	£25 spend per hire
18	Destination Products	Jogging Hub	25,000	-6,416	-5,729	-5,788	-5,849	-5,912	-5,977	-6,045	-6,115	-6,187	-6,263	6 months at 100 purchases per day & 6 months with 50 purchases per day average.	£8.50 per head
19	Destination Products	Cycling Hub	25,000	-6,416	-5,729	-5,788	-5,849	-5,912	-5,977	-6,045	-6,115	-6,187	-6,263	6 months at 100 purchases per day & 6 months with 50 purchases per day average.	£8.50 per head
20	Destination Products	Woodland Axe Throwing	50,000	33,109	34,315	35,097	35,893	36,703	37,526	38,365	39,217	40,085	40,967	3 months 50 per day, 3 months 25 per day, six months zero	£15 per head plus £5 F&B
21	Destination Products	Remote Controlled Games & Mini Land	50,000	11,835	12,342	12,685	13,032	13,385	13,743	14,105	14,473	14,845	15,222	2 months @ 200 pd, 2 months @ 100 pd, 2 months @ 50 pd & Six months Zero	£2.5 per play
22	Destination Products	Trampolines & Bounce Pads	50,000	11,835	12,342	12,685	13,032	13,385	13,743	14,105	14,473	14,845	15,222	2 months @ 200 pd, 2 months @ 100 pd, 2 months @ 50 pd & Six months Zero	£2.5 per play
23	Destination Products	Dog Agility	25,000	-6,416	-5,729	-5,788	-5,849	-5,912	-5,977	-6,045	-6,115	-6,187	-6,263	6 months at 100 purchases per day & 6 months with 50 purchases per day average.	£8.50 per head
24	Destination Products	Christmas Walk-through	100,000	13,773	17,257	20,899	24,990	29,587	34,751	40,551	47,067	54,385	62,604	Event. 5000 rising 10% pa.	£15 per head.
25	Destination Products	Winter Light Trail	100,000	13,773	17,257	20,899	24,990	29,587	34,751	40,551	47,067	54,385	62,604	Same as above.	
26	Destination Products	Halloween Lantern Walk & Maze	500,000	4,531	13,024	21,899	31,885	43,119	55,756	69,968	85,950	103,920	124,122	Event. 7500 rising 10% pa.	£25 per head
27	Destination Products	Al Fresco Foodie Experience	100,000	48,803	50,479	51,663	52,868	54,093	55,338	56,604	57,891	59,198	60,527	2 months @ 200 pd, 2 months @ 100 pd, 2 months @ 50 pd & Six months Zero	£15 pp
28	Destination Products	Pop Up Cinema Experience	50,000	57,599	59,378	60,645	61,935	63,250		65,952	67,340	68,753	70,193	Event. 30 annual events with 200 people	£20 ticket plus £7.50 F&B
29	Destination Products	Farm Shop	15,000	14,032	14,413	14,741	15,076	15,416	15,763	16,116	16,475	16,841	17,213	Assumption of rental. £2k per month in year 1, growth by inflation	£24k per anum
30	Destination Products	BBQ & Igloo Boat Hire	50,000	33,109	34,315	35,097	35,893	36,703	37,526	38,365	39,217	40,085	40,967	3 months average 50 people and 3 months average 25. 6 Months Zero	£15 per head plus £5 F&B

6. Imagination Products

Number	Category	Item	Investment	Contribution Per Anum after										Occupancy Note	
			Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
				Imagination Products											
31	Imagination Products	Bee Keeping & Allotment Play	100,000	28,768	29,869	30,641	31,426	32,222	33,030	33,850	34,681	35,524	36,379	2 months @ 200 pd, 2 months @ 100 pd, 2 months @ 50 pd & Six months Zero	£5 pp. Assume school groups heavy
32	Imagination Products	Sound Spots	25,000	16,906	17,202	17,602	18,009	18,423	18,845	19,274	19,710	20,154	20,605	Assumption of Sponsorship	£30k per anum
33	Imagination Products	Hedgehogs Experience	25,000	9,016	9,373	9,616	9,863	10,115	10,370	10,629	10,893	11,160	11,431	4 months @ 40 ppd & 4 months @ 20 ppd. 4 months Zero	£5 pp. Assume school groups heavy
34	Imagination Products	Dancing Fountains & Show Space	100,000	531	658	888	1,122	1,360	1,604	1,852	2,105	2,364	2,627	Assumption of Sponsorship	£30k per anum
35	Imagination Products	Pop up Beer Garden	15,000	10,062	10,408	10,662	10,922	11,187	11,456	11,732	12,013	12,299	12,591	Event Rental. 3 months with 3 events per week, 3 months with 2 events per week. 6 months zero	£500 venue hire
36	Imagination Products	Exclusive Picnic Spots	50,000	-3,975	-3,926	-3,908	-3,893	-3,879	-3,866	-3,856	-3,848	-3,842	-3,838	Assumes 10 spots with 48 rentals each per anum.	£20 rental Fee of area
37	Imagination Products	Ice Skating & Hot Chocolate	200,000	38,974	40,652	41,800	42,963	44,141	45,334	46,543	47,767	49,005	50,258	Event. 3 months with average of 75 per day	£20 entrance & £5 F&B
38	Imagination Products	Kite Flying Festivals	15,000	1,242	1,367	1,434	1,503	1,572	1,641	1,712	1,783	1,855	1,927	Event. 1000 per day, weekend 2 days	£5 entrance, £1 Ice Cream, £3 F&B
39	Imagination Products	Lakeology Wildlife Discovery Backpacks	15,000	-1,000	-966	-939	-912	-884	-856	-826	-797	-767	-736	Assumes sponsorship annually	£3k per annum
40	Imagination Products	Messy Play	25,000	12,855	13,029	13,665	13,994	14,328	14,667	15,012	15,363	15,720	16,083	Very Low Occupancy Prediction; 2 months at 100 ppm, 2 months at 50 ppm and 2 months at 25 ppm. 6 months zero seasonal	£5 per child entrance
41	Imagination Products	Interactive Sensory Garden Nature Trail	100,000	24,585	25,603	26,290	26,987	27,694	28,412	29,139	29,877	30,624	31,381	Very Low Occupancy Prediction; 2 months at 100 ppm, 2 months at 50 ppm and 2 months at 25 ppm. 6 months zero seasonal	£10 per child entrance
42	Imagination Products	GeoCashing	15,000	-1,476	-1,455	-1,444	-1,434	-1,424	-1,414	-1,404	-1,396	-1,387	-1,380	Assumes sponsorship annually	£3k per annum
43	Imagination Products	Forest School	25,000	-1,921	-1,886	-1,867	-1,850	-1,833	-1,816	-1,801	-1,786	-1,772	-1,759	Assumes sponsorship annually	£5k per annum
44	Imagination Products	Public Art & Photo Ops	50,000	-3,855	-3,802	-3,782	-3,764	-3,747	-3,732	-3,719	-3,708	-3,699	-3,693	Assumes sponsorship annually	£10k per annum

6.



Number	Category	Item	Investment	Contribution Per Anum after										Occupancy Note	
			Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
				Quick Wins											
45	Quick Wins	Pop Up Shakes / Juice Bar	50,000	-4,398	-4,093	-4,079	-4,067	-4,057	-4,048	-4,041	-4,037	-4,034	-4,035	2 months of 175 sales per day	£8.50 per sale
46	Quick Wins	Fun Transport Hire	25,000	38,715	39,902	40,766	41,648	42,547	43,464	44,400	45,354	46,327	47,320	Very Low Occupancy Prediction; 2 months at 100 ppm, 2 months at 50 ppm and 2 months at 25 ppm. 6 months zero seasonal	£10 average hire
47	Quick Wins	Fitness Studio	300,000	48,482	50,583	52,088	53,612	55,154	56,716	58,295	59,892	61,506	63,137	Membership Model.	200 members paying £75 per month plus £50 F&B Per anum
48	Quick Wins	Designer Deck Chair Hire	15,000	24,339	25,089	25,631	26,183	26,746	27,319	27,903	28,498	29,104	29,722	Seasonal Hire. Assumed 3 months at 50 hires per day	£15 per hire
49	Quick Wins	Farmers Market	10,000	10,197	10,536	10,783	11,035	11,292	11,554	11,821	12,094	12,372	12,656	Hire of area. Assumes 30 pitches for 50 weekends	£20 per pitch
50	Quick Wins	Bookable Party Gazzebo	25,000	-1,420	-1,371	-1,343	-1,314	-1,287	-1,259	-1,233	-1,207	-1,181	-1,156	Assumes 5 Gazebos being rented 50% of the year 2x per week	£25 per hire

Totals

Number	Category	Item	Investment	TOTALS SUMMARY - Contribution Per Anum after										
			Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
		NET CONTRIBUTION PER ANUM		1,531,934	1,733,965	1,798,228	1,864,957	1,934,714	1,943,195	2,084,479	2,165,153	2,250,201	2,340,064	
		Total Investment	7,580,000											

NOTES

Does not include cost of Brand Licence Fees, Operator Commision (if applicable), rent, waste, Stationary, marketing, legal costs & accountancy as all assumed to be central costs

Does not include any costs of infrastructure such as car parking, road additions, signage etc

Interest rate is set at 6% using PWLB rates over a 10 year term. Longer term is possible?

Investment asumptions are based on areas specified plus market knowledge

All above is conceptual and subject to detailed design. Design fees not included.

Contribution is after repayment of sinking fund, loan intrest & capex and Corporation Tax



7.
Summary

This report explores a comprehensive range of opportunities to enhance the park's visitor experience while generating sustainable income. It identifies potential quick wins - such as pop-up food offers, hireable gazebos, and designer deck chair hire - alongside larger, long-term investments like immersive light trails, indoor play facilities, and accommodation.

The proposals balance commerciality with community and conservation values, offering both paid-entry attractions and sponsored free experiences such as sound spots, nature backpacks, and public art installations. Ideas are designed to encourage longer dwell time, repeat visits, and wider audience appeal, from families and schools to adult leisure seekers.

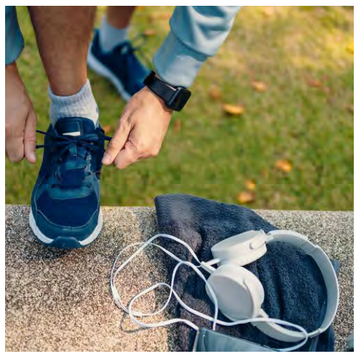
The report also highlights opportunities for F&B growth through café extensions, seasonal pop-ups, and premium dining experiences, as well as active and wellness attractions including running hubs, cycling hubs, padelball courts, and spa/ sauna concepts.

Together, these recommendations provide a roadmap for driving revenue, increasing engagement, and positioning the park as a year-round destination, while remaining sensitive to its natural setting and community role.

8. Bibliography

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Thank You



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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Corporate Performance Report, Quarter 3 2025/26
Meeting/Date:	Cabinet, March 17th 2026,
Executive Portfolio:	Councillor Ferguson, Executive Councillor for Resident Services and Corporate Performance
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 3 2025/26 (covering the period October to December 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 3, 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 3 (October to December 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 three. 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

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

Status of Corporate Plan Actions	Number	Percentage
Green (on track)	42	76%
Amber (within acceptable variance)	13	24%
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.

76% of our Corporate Plan actions are reported as on track (green) this quarter. The remaining 24% of projects were reported as being within the acceptable variance (amber), with no actions reported as being behind schedule (red). 39 of the actions reported as green in quarter three were also reported as green in quarter two. 3 of the 13 actions reported as amber this quarter have reduced from reporting as green, and the remaining 10 continue to report as amber.

3.7 The statuses of Corporate Plan projects at the end of December 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 three saw a reduction in the number of Corporate Plan projects reporting as green, with 75% (nine) now reporting as being on target, all of these remaining as green from quarter three. Two projects are currently reporting as amber, with one remaining as this status and one falling behind its target. One project, the Natural Flood Defence project, is currently reporting as remaining behind schedule (red). Works with partners and internal services are continuing to provide a timeline for the project, and stakeholders are optimistic regarding the outcomes of the project.

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

Latest Operational Performance Indicator Results	Number	Percentage
Green (on track)	23	68%
Amber (within acceptable variance)	3	9%
Red (behind schedule)	8	24%

Note: this only includes operational performance measures which are linked to actions in the current Corporate Plan. Percentages may not sum to 100% due to rounding.

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	↔
30. Council Tax collection rate	R	↓
31. Business Rate collection rate	R	↓
32. Staff short-term sickness days lost per FTE	R	↔
33. Staff long-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.

3.9 The number of households housed through the Housing Register and Home-Link scheme continues to perform below the intervention level. Through December, 423 households have been housed through the scheme, 27 below the target. This is due to the number of new build completions being lower than in previous years. This includes affordable homes, which have seen 361 fewer affordable homes delivered compared to the first three quarters of 2023/24. As new houses become available, the service is working hard to ensure our residents are housed.

3.10 While the delivery of affordable housing remains below target this quarter, this is due to external factors such as market conditions, developer viability assessments, broader economic pressures such as inflation and interest rates, and government funding. While the service continues 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 Councils do not achieve their yearly target of affordable delivery matched to demand. Since April 2023,1150 affordable homes have been delivered, equating to 105 per quarter. This is 6 houses below the target each quarter, with further completions expected in the next two quarters.

3.11 The number of planning applications over 16 weeks has performed below the intervention level this quarter, with 22 applications now being over 16 weeks old. Although a significant improvement on the 175 applications over 16 weeks old in April 2023, with an average of 5 cases being resolved a month, the target for December has not been achieved because of several sensitive sites which require additional work to be resolved. It is expected that these sites will be resolved before the end of the year.

3.12 In quarter three, a total of 14,861.18 tonnes of waste were collected from domestic properties across the district, with 45.55% of this being either recycled or composted. Year to date, the recycling rate stands at 48.59%, a 2.41% 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. The total rainfall through the first three quarters was 10.3% lower than average rainfall in Monks Wood weather

recording station for the months of April through December, and the summer months of June to September saw 26% less rainfall than average in Monks Wood weather recording station. To further support residents in the opportunity to recycle, the number of textile recycling banks has been expanded, and electrical recycling bins have been introduced across the district.

3.13 The collection rate of Council Tax has fallen behind target this quarter and is 0.45% behind target. This is due to the reprofiling of instalments from the additional 560 dwellings added to the Council Tax system this quarter. The trend ahead of the trend for 2023/24, which finished the year ahead of target.

3.14 The Business Rate collection rate is 0.73% behind the intervention level at the end of December. An unexpected uplift in collection percentage in quarter three last year caused a challenging target for the current year, but the service is still expecting to finish the year above target. The trend is in line with the trend for 2023/24, which finished the year ahead of target (99.38%).

3.15 Short-term sickness days lost per FTE have reduced by 0.12 days in quarter three, but is still behind target. 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 get back into work. This reflects a national trend in short-term sickness increases.

3.16 The number of days lost to long-term sickness per FTE has increased by 0.91 days in quarter three. A number of unexpected long-term absences affected the sensitive metric, but cases are being actively managed with a variety of avenues being explored for each case. This reflects a national trend in long-term sickness increases.

3.17 The average waiting time between referral and completion of jobs funded through the Disabled Facilities grants remains better than target, and is over 9 weeks faster compared to December 2024. The four One Leisure sites have seen 381,247 admissions in quarter three. This is a 5.75% increase in performance compared to last year and is largely attributed to the continuous improvements being made to the various sites. The number of missed bins remains ahead of target, with a missed collection rate of 0.045% for the 1,470,473 bins collected. Customer Services has reduced the average wait time for calls by 13 seconds in quarter three, whilst also increasing the percentage of calls answered.

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 4th March 2026. Comments from the Panel will be shared with Cabinet following the Overview and Scrutiny Panel's meeting.

4.2 Councillor Jennings expressed his satisfaction with the progress of the Disability Grant but noted his disappointment regarding the ongoing delays.

4.3 Councillor Jennings raised concerns regarding the Waste Performance Indicators, noting that achieving the target for PI19 may negatively impact the figures for PI20. He further suggested that including tonnage per bin would provide useful contextual information.

4.4 Councillor Chapman highlighted concerns regarding homelessness and stated that data on the number of rough sleepers would provide a clearer understanding of the full extent of homelessness within the District.

4.5 Councillor Gardener sought clarification on whether the fly-tipping figures included waste discarded from vehicles on the motorway and asked if this could be incorporated, noting that such waste detracts from the appearance of the District.

4.6 Councillor Martin welcomed the improved presentation of the reports, noting that they were now easier for the Panel to consider. He concurred with Councillor Catmur's earlier observation that, although many Indicators are marked green, the report does not fully reflect all activity within the Organisation. He suggested that providing additional information on the Amber and Red Indicators would aid understanding of the Council's overall position.

4.7 Councillor Blackwell referred to Action 29 of the Progress Report and sought clarification on how performance could be improved, noting that no supporting metrics were provided.

4.8 Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for an informed decision to be made on the report recommendations.

5. RECOMMENDATIONS

5.1 The Cabinet is invited to consider and comment on progress and performance during Quarter 3, 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 3, 2025/26
Appendix A – Cover Report, Quarter 3, 2025/26
Appendix B – Progress on Corporate Plan Actions/Projects, Quarter 3, 2025/26
Appendix C – Operational Performance Measure Graphs, Quarter 3, 2025/26
Appendix D – Accessible Copy of Performance Measure, Quarter 3, 2025/26

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Huntingdonshire
DISTRICT COUNCIL

Performance Report
Quarter 3 - 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.



During quarter 3, the Health and Wealth building Strategy awarded over £50,000 across five successful applications. Funding was allocated to projects focusing on improving physical and mental health outcomes, strengthening social connections, and supporting residents into employment and education. Initial indications suggest that a participant from one project has secured paid employment.

The priorities of Huntingdonshire Futures have continued to be embedded across the work of the Council. The project to determine the value of establishing a self-designated landscape in the Great Ouse Valley progressed, with timelines being established with central government and the business case being approved in December.

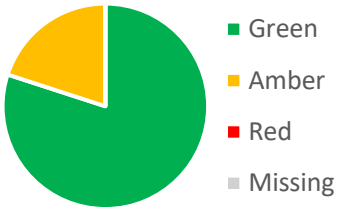
Active Lifestyles continued to provide a range of activities to residents, including Get Active sessions for those living with and beyond cancer; and Pulmonary Rehab classes for those living with pulmonary conditions. Additionally, the new EmpowHER programme is to begin in quarter 4 after partnerships between Active Lifestyles, the Community Action Team, the Integrated Neighbourhood Teams and local schools were established. EmpowHER will give young people the skills to recognise and address violence against women and girls. The continuation of classes and the introduction of new activities have seen a 25% increase in Active Lifestyle & Sports Development Activities attendance.

The improvement to One Leisure sites continued in quarter 3. The gym upgrades in Ramsey concluded in November, and the Huntingdon Sports and Health Hub progressed to further RIBA architectural stages. The continual progression of upgrades to One Leisure sites has resulted in attendances increasing by over 5%.

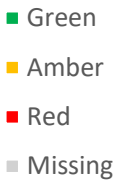
Work with local partners to further skills and employment opportunities in the District has stalled this quarter due to continued problems surrounding referrals into the Work Well scheme. However, the rate of referral to a plan within the scheme is exceptional, with participants providing positive outcomes, enabling them to return to employment with wrap-around support.

Performance Summary:

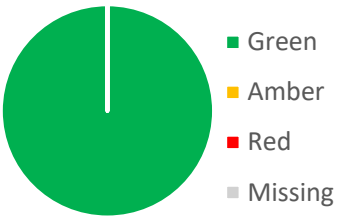
Status of Corporate Plan actions	Number	%
Green (on track)	8	80%
Amber (within acceptable variance)	2	20%
Red (behind schedule)	0	0%
Missing	0	0%



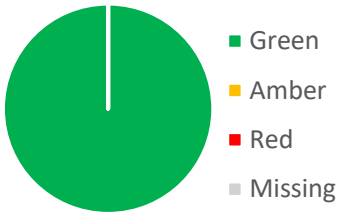
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)	0	0%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risk/issues)	0	0%
Missing	0	0%



Operational PI latest status	Number	%
Green (achieved)	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.	↓	A
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	↓	A
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 project to deliver an integrated financial vulnerability model has remained green through quarter 3. Further meetings with Cambridgeshire County Council to identify the costs needed to deliver targeted work were held. These would allow officers to provide a proactive approach in crisis prevention. The continuation of this work for a further two years will allow communities to be less reliant on the public sector.

We continue to prevent the causes of homelessness wherever we can. The vulnerable young people pathway roll-out began with a series of joint webinars with the Cambridgeshire & Peterborough Safeguarding Partnership Board. Additionally, the Care Leavers pathway has been reviewed and updated, the hospital discharge pathway has been completed, and the Criminal Justice pathway will commence in quarter 4. The continual reviewing of all pathways maximises early intervention opportunities, and contributes to the number of homelessness preventions achieved of 372, being ahead of target.

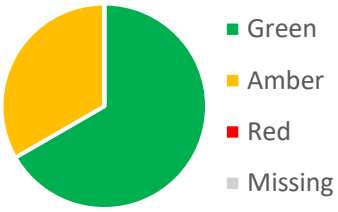
The Council's aim to maximise the benefits of a targeted approach to support residents at risk of experiencing crisis through the promotion and delivery of relevant services has remained behind target this quarter. Although a commitment from Cambridgeshire Police to develop these ideas has been agreed, further work did not take place as expected in quarter 3. Work is set to resume in quarter 4, allowing the Council to positively impact the quality of life of local people and prevent the risk of serious crime occurring.

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 exceed target through December. 160 residents have received access to funding this year, a 22% increase from the same period last year. The average time taken between referral and completion has continued to surpass its target and is over 6 weeks faster compared to December 2024. The continual improvements to this service are enabling residents to access the funding they need to live independently.

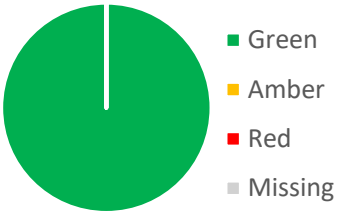
The number of households housed through the Housing Register and Home-Link scheme remains below target this quarter. An additional 153 households have been housed in quarter 3, and the total year figure of 423 is over 30% lower than December 2024. The underperformance is attributed to fewer new-build completions and a decrease in vacancies becoming available for letting in the existing stock.

Performance Summary:

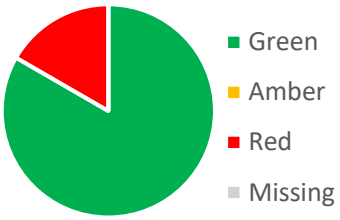
Status of Corporate Plan actions	Number	%
Green (on track)	2	67%
Amber (within acceptable variance)	1	33%
Red (behind schedule)	0	0%
Missing	0	0%



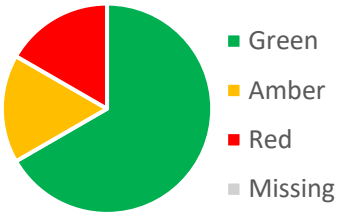
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)	1	100%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risk/issues)	0	0%
Missing	0	0%



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)	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
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 prolongued 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	G
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



We have continued to support campaigns for improvements to the living conditions of local residents in quarter 3. In preparation for the Renters' Rights Act, a Housing Enforcement Officer has been appointed, and an action plan is being developed to prevent a potential rise in the number of evictions and ensure the legislation provides positive outcomes.

The Council has continued to support refugees and other guests. Although the number of new arrivals under the Homes for Ukraine Scheme remains low, we continue to manage and support these guests. Frequent enquiries are received from Serco to house asylum seekers, all of which are carefully considered and challenged if necessary. The active participation in the consultation process ensures refugees are located appropriately with minimal likelihood of impacting communities and services.

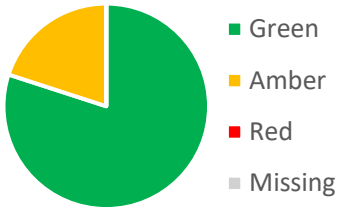
To help identify residents who are at risk of a crisis and entitled to further support, the LIFT programme and a support officer have been agreed to be funded by Cambridgeshire County Council. The use of data in this fashion will ensure that those who are more vulnerable or in need, who are unaware of the support packages available to them, will receive the support they need to improve their situation.

The number of households in temporary accommodation is 143 at the end of quarter 3. This performance, which is currently not reaching target, is attributed to a reduction in the number of social tenancy lettings, which negatively impacts officers abilities to move households out of temporary accommodation and into a long-term solution.

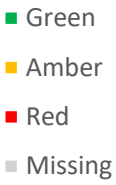
We have continued to be an active partner within health and social care in quarter 3 through our Active Lifestyles services and the WorkWell programme. However, a successful bid in quarter 2 to be involved in the national pilots of local neighbourhood services based in GP areas was descoped by the NHS. Although the project will no longer proceed, we will continue to look for new ways to support residents.

Performance Summary:

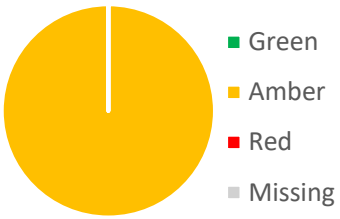
Status of Corporate Plan actions	Number	%
Green (on track)	4	80%
Amber (within acceptable variance)	1	20%
Red (behind schedule)	0	0%
Missing	0	0%



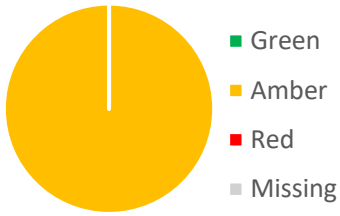
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)	0	0%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risk/issues)	0	0%
Missing	0	0%



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



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

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

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.

We continue to work with Registered Providers in quarter 3 to improve conditions in existing accommodation. Regular meetings are taking place with Places for People to address issues identified by the Corporate Team and to work on a regeneration project in Huntingdon. Awaab's Law has now come into effect, which ensures our residents are living in homes that are safer and of a higher quality by giving the Regulator of Social Housing and Environmental Health Teams the power to take action regarding hazards around damp and mould.

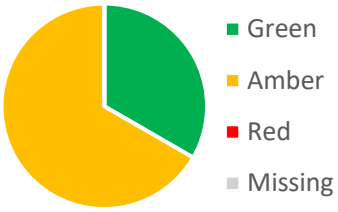
Works with Health and Social Care Providers continues as ongoing work with Cambridgeshire County Council will result in residents being able to live independently for longer, improving their wellbeing. This has been achieved by attending a workshop on the Joint Strategic Needs Assessments with a focus on damp and mould in existing homes. Further workshops will be attended on how we can work closer together in this area from a Housing, Health and Social Care perspective.

The level of housing delivery remains behind the Council's goal. Many homes which had been planned to be completed this year have seen delays due to Highway Works under S278 of the Highways Act. Three sites have been affected, with delivery delayed past quarter 4 of this financial year, however, these homes will still be delivered. The lower level of housing delivery has, in turn cause the number of affordable homes delivered to be behind target, with 183 homes delivered in the first nine months of the year, and a further 66 forecasted to be delivered in quarter 4.

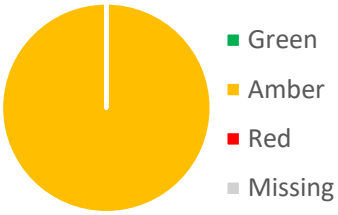
The planning service continues to perform excellently in ensuring new planning applications are processed on time. The percentage of planning applications processed within 8 weeks or the agreed extension period for major, minor, and household extension applications is 93% or higher. The number of planning applications over 16 weeks has nearly halved in quarter 3 due to the additional resources acquired to drive positive performance, with a further reduction expected in quarter 4 due to the continuation of these additional resources and a significant proportion of cases to be resolved at Development Management Committees.

Performance Summary:

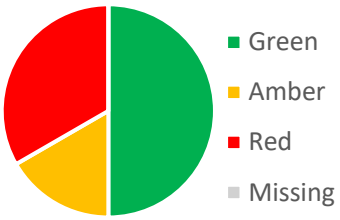
Status of Corporate Plan actions	Number	%
Green (on track)	3	33%
Amber (within acceptable variance)	6	67%
Red (behind schedule)	0	0%
Missing	0	0%



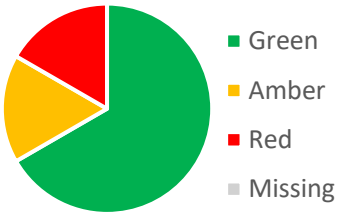
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)	0	0%
Amber (behind schedule, project may be recoverable)	1	100%
Red (significantly behind schedule, serious risk/issues)	0	0%
Missing	0	0%



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.	↑	G
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).	↓	A

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.



Ten of the eleven corporate plan actions for Forward-Thinking economic growth are on track at the end of quarter 3, including the update to the Local Plan. The Preferred Options Draft Local Plan was published for public consultation in November and December, including the supporting Sustainability Appraisal. Seven public exhibitions and online opportunities saw over 2,900 responses from residents, local organisations, businesses, landowners, and other stakeholders to discuss individual concerns and promote approaches.

Huntingdonshire continues to be promoted as a destination to businesses that are proactively reducing their carbon emissions. Promotion in quarter 3 focused on defence, advanced manufacturing, and clean growth sectors, particularly for the Alconbury Weald site and the North Huntingdon growth cluster. This activity has strengthened Huntingdonshire's profile as a competitive and credible destination for high-value inward investment, and supported investor confidence in the district's long-term offer.

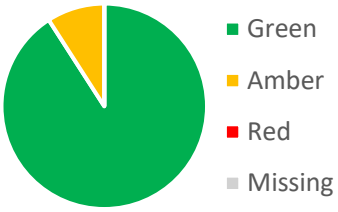
The Economic Growth Strategy and Action Plan has moved into the delivery phase in quarter 3. Actions from the plan have been embedded into teamwork programmes, with leads actively progressing priority activities alongside partners and businesses. The now implemented strategy is providing a clear, shared framework for economic growth activity, improving focus, accountability, and alignment across projects and partnerships.

Quarter 3 saw work within Huntingdonshire's market towns focused on ensuring town centres are vibrant hubs of economic and social activity. Collaboration with town councils, businesses, and local partners saw multiple initiatives, including Halloween and Christmas town trails. Events like these contributed to a footfall in the four market towns of 3,922,752 in quarter 3.

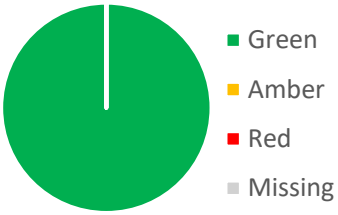
A number of events have succeeded in promoting the profile of Huntingdonshire as a place to invest, grow and deliver economic growth in quarter 3. 82 CEOs and businesses attended a business-focused event, the high-profile defence event at the House of Commons saw over 60 attendees, and ongoing Business Booster drop-ins saw ongoing engagement. The 196 businesses the Council engaged with had relations strengthened and a platform to receive support.

Performance Summary:

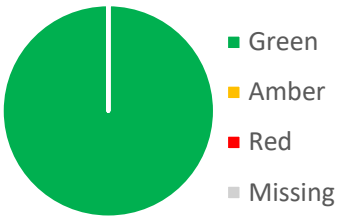
Status of Corporate Plan actions	Number	%
Green (on track)	10	91%
Amber (within acceptable variance)	1	9%
Red (behind schedule)	0	0%
Missing	0	0%



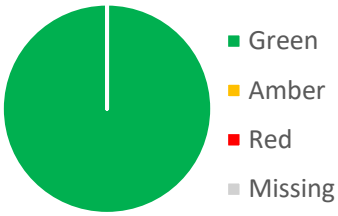
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)	1	100%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risk/issues)	0	0%
Missing	0	0%



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.	↑	G
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.

The project to implement household food waste collections has continued to progress positively in quarter 3, with the rollout of the service to residents on track to begin in April. More vehicles have now been procured, completing the fleet, all of which are treated by HVO, a lower-emission alternative to traditional fuels. Communications have continued to be circulated to residents, and the webpage went live with information and frequently asked questions. Food caddies will begin to be delivered in quarter 4, along with further communications to residents.

Further revisions have been made to the Council's procurement rules to further embed social and environmental value. The policy has been revised to ensure the specificity of rules is detailed, and further internal reviews of the Code of Procurement will see how Social Value is applied to the Council and its residents.

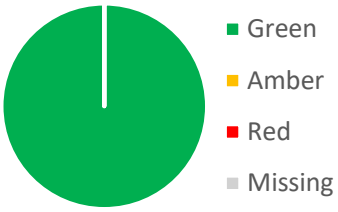
To showcase and encourage community action to lower carbon emissions, the internal staff Climate Champions group held its first event across two sites to encourage the recycling and reusing of clothes to reduce individual's carbon footprint significantly. Future events are being planned to encourage staff to continually reduce their carbon footprint. To further showcase and encourage community action to lower carbon emissions, the Council hosted its third Annual Climate Conference in quarter 3, with over 120 attendees and twenty stallholders from education, local councils, farming, and waste minimisation. The event saw partnerships strengthened, an increased awareness of innovative solutions, and a reinforced commitment to building a sustainable future.

The project to enable community action and engagement to achieve greater biodiversity has remained behind target this month, as the Natural Flood Defence project has faced issues regarding end dates and extensions. The partner is enthusiastic about the desired outcomes of the project, which include the opportunity for increased biodiversity.

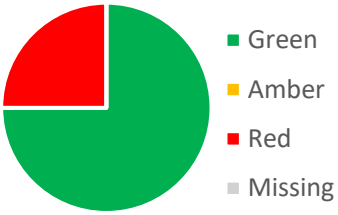
The efficiency of the vehicle fleet continues to perform above target with an Energy Efficient Driving Index Score of over 82.1%. The efficient driving of the Council's fleet, paired with the use of Hydrotreated Vegetable Oil Fuel within the fleet, allows for a significant reduction in carbon dioxide across the service.

Performance Summary:

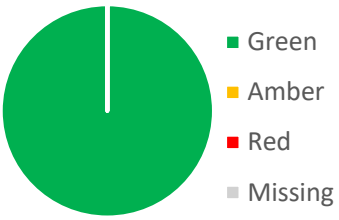
Status of Corporate Plan actions	Number	%
Green (on track)	8	100%
Amber (within acceptable variance)	0	0%
Red (behind schedule)	0	0%
Missing	0	0%



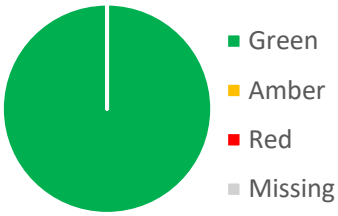
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)	3	75%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risk/issues)	1	25%
Missing	0	0%



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 continued to be delivered in quarter 3, with a variety of schemes, initiatives, and events taking place. Included in this were a menopause nutrition session, an 'I Am Remarkable' session, World Diabetes Day, and International Men's Day events, which were all well-attended by staff. Additionally, staff have been offered a number of financial wellbeing initiatives, including My Money Matters. This has helped staff members in future financial planning and saving on National Insurance payments from the employer.

The final recommendations from the Local Government Association Corporate Peer Challenge were implemented into the Council's work in quarter 3, with progress updated to be reported to Overview and Scrutiny in January. Implementing these actions ensures we are continuing to do our core work well to become best in class and helps towards our best value duty

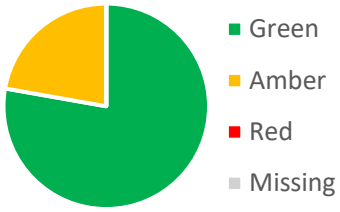
Quarter 3 saw continued positive progress in the Customer Services improvement programme, with NEC customer accounts and SMS reminders for Council Tax to be implemented next quarter. NEC customer accounts will allow for a simplified process for staff and residents, whilst the SMS reminders will decrease the number of payments falling into statutory processes, reducing the associated costs with sending letters, progressing to summons and court action. These continued efficiency improvements in the service will allow staff to improve on the already above target percentage of calls answered at over 89%, and reduce the waiting time for customers, currently at 124 seconds.

The number of missed bins has exceeded the target in quarter 3, with a missed collection rate of 0.045% from a total of 1,470,473 total collections, remaining significantly below the national collection rate 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.

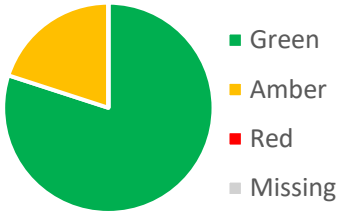
The rates of both Council Tax and Business Rates collection are currently behind target as of the end of quarter 3. The Council Tax collections are 0.45% behind target due to 560 dwellings being added to the net collectable, but instalments are not due for payment. Business Rates are 1.33% behind the target, which is set from the previous year's figures, which had a positive quarter 3 due to a reduction in net collectable as a result of RV changes. However, the service is still expecting to achieve the end of year goal.

Performance Summary:

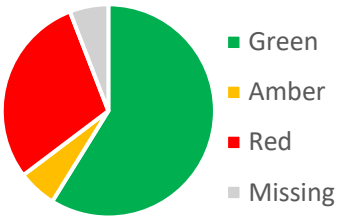
Status of Corporate Plan actions	Number	%
Green (on track)	7	78%
Amber (within acceptable variance)	2	22%
Red (behind schedule)	0	0%
Missing	0	0%



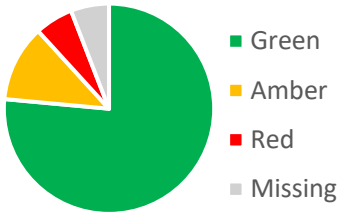
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)	4	80%
Amber (behind schedule, project may be recoverable)	1	20%
Red (significantly behind schedule, serious risk/issues)	0	0%
Missing	0	0%



Operational PI latest status	Number	%
Green (achieved)	10	59%
Amber (within acceptable variance)	1	6%
Red (below acceptable variance)	5	29%
Missing	1	6%



Operational PI year-end forecast status	Number	%
Green (achieved)	13	76%
Amber (within acceptable variance)	2	12%
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.	↑	G
64. Listen to local residents and respond to their input on service delivery.	↔	G
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 Hinchingbrooke Country Park (PROJECT).	↔	A

Operational Performance Indicator	Latest Status	Forecast Status
Percentage of household waste reused / recucled / 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	A
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	R	G
Business Rates collection rate	R	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)	R	G
Staff Turnover (per month)	G	G
Average length of staff service (years)	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 3	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	The first funding panel held was made up of representatives from partner organisations as well as residents. 16 applications were considered, and 5 of those were successful. Just over £50,000 was awarded to groups for projects that are helping with physical and mental health, social connection, getting people into work and education, and training. Grants have been made, and performance measures agreed. The web page is up and running, and the projects have commenced. Launch event for the remainder of the funding to take place on 29th January 2026.	↔	G	Performance measures relevant to each project have been agreed upon, which will demonstrate impact. The Social Value Engine has also been commissioned and will measure the social impact and value against every £1 spent. Early indications from one of the projects are that one of their first participants has been able to move from claiming benefits to paid work.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	Following the initial review of the Social Value Policy, further revisions have been made and have been re-circulated for comment. A meeting is planned for early February to review and finalise this policy.	↔	G	Continued collaboration with the working group is ensuring that the Social Value Policy will help deliver a robust policy that is in line with the HDC's goals and ambitions.
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 metrics are in place to measure the impact of the grants awarded in Quarter 3. The report will be taken to Members in Quarter 4.	↔	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 3	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 Ramsey Gym investment project was completed in late November. Huntingdon Sports and Health Hub is progressing to RIBA (architectural stages) stages 3 & 4, as approved at Cabinet in October. The planning application for the Huntingdon Sports and Health Hub was submitted in early December. CIL funding for an additional 3G synthetic turf pitch at St Ives Outdoor Centre was also approved at Cabinet in October. Alongside this, a funding bid has been made to the Football Foundation for £800k to support the new pitch project.	↔	G	The upgrades will supply better facilities and services for our residents, and more activities and options will be available for residents. Attendances are up 25% year to date for Active Lifestyles activity sessions, and One Leisure is 5% ahead of the previous year's attendance.

Outcome: Improving the happiness and wellbeing of residents

Activity type: Enable

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	Referrals into the Work Well scheme have been lower in this quarter due to the continued issues with GPs and DWP not referring. Conversion rates from referral to a plan are exceptional, and participants are reporting good outcomes. The Coaches have been using the time when not with clients to promote referrals and deliver drop-in sessions with DWP.	↓	A	Participants report very positive outcomes, enabling them to return to work with wrap-around support. It is important that everyone is familiar with the scheme and how to refer to and not rely on certain sectors to highlight the opportunity.
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	Targeted activity to improve relationships between the health sector and schools/colleges so that children and young people understand the opportunities available to them. Focus on preparing residents for work in the health sector due to the recruitment freeze.	↓	A	More interest in future employment in health roles and tackling misconceptions around qualifications required for certain roles.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	A new programme, 'EmpowHER', is due to be rolled out in Quarter 4 following partnership working in Quarter 3 between Active Lifestyles, the Community Action Team, the Integrated Neighbourhood Teams and local schools. The programme is to be delivered in Huntingdon and Ramsey and is devised to give young people the skills to recognise and deal with violence against women and girls. Huntingdon Sports & Health Hub has progressed to RIBA Stage C/D and has been submitted for planning permission. Work has been happening behind the scenes linking up the Work Well Initiative, between the Residents Advice Team, Active Lifestyles, the Integrated Neighbourhoods and Huntingdon PCN with the intention of rolling out specific ESCAPE courses to help people get back to work.	↔	G	An initiative with the locality Integrated Neighbourhood Boards and Primary Care Networks has generated 36 applications for Undefeatable Membership of One Leisure by individuals with qualifying health conditions. 39 events have been attended by the Active Lifestyles Team, generating over 2,500 interactions with residents advising of the benefits of physical activity and healthy lifestyles. Active Lifestyles attendances continue to grow at a good rate [54,303 v 43,227] (25% up year to date) at sessions delivered by the team.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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. In Quarter 3, a pilot working with Hinchingbrooke Hospital has begun, which is focused on working with partners to offer advice to staff working in the NHS.	↔	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 3	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	HDC continues to engage with Cambridgeshire County Council and CPCA on active travel matters. A bid was submitted in Quarter 2 for National Highways designated funds by CCC via CPCA for the St. Neots to Phoenix Park connection last year. The other link to Wyboston Lakes was not pursued further for a variety of reasons, predominantly as the majority of the link fell within Bedfordshire. The consultation on the A141 and St Ives Improvement scheme was undertaken by the CPCA in Quarter 3, with the outcomes being awaited.	↔	G	Continued collaborative working with partners to deliver infrastructure to unlock significant growth to deliver on housing and economic ambitions.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	The new place team met with the central government to build upon existing relationships and re-establish a timeline for the 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. The final draft report from Arkwood was signed off by HDC at the end of Quarter 3. For Huntingdonshire Futures grants, no further changes have been made since the end of Quarter 2. Looking forward, officers are currently awaiting the outcome from Cabinet regarding grants for the next financial year.	↔	G	Self-designation, whilst not a 'national landscape' designation, will signify a commitment of key partners to making the Ouse Valley Way an area of interest in terms of tourism and conservation. If grants do get approved by Cabinet, then this will increase the number of opportunities for groups to host events across Huntingdonshire.

Outcome: Keeping people out of crisis

Activity type: Do

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	Further meeting with Cambridgeshire County Council to identify costs needed for HDC to deliver targeted work in relation to the Crisis and Resilience Fund. This would mean that the RAI Team would specifically focus on this workstream with the move from reactive to a proactive approach. This aligns with our vision of prevention and resilient communities.	↔	G	Funding provides security for the RAI Team for a further 2 years and enables them to focus specifically on moving residents out of crisis into more sustainable situations. This piece of work aims to have long-term benefits where communities are less reliant on the public sector.
12. Act on opportunities for early intervention and regularly report on learning and impact.	Cllr Ferguson	The review has resulted in discussions with relevant services and CAB to implement a triage approach to customer contact that ensures that the customer gets the right help/ support on their first contact, that they don't have to tell their story multiple times, the importance of professional curiosity, and making every contact count.	↔	G	Development of a new approach to how residents in need contact the Council and are then managed is underway. This will result in efficiencies as well as improving outcomes for our residents.

Outcome: Keeping people out of crisis

Activity type: Enable

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	A commitment from Cambs Police to develop these ideas has been agreed; however, in Quarter 3, this did not progress as planned and will be revisited in Quarter 4. There is a risk this may not happen, and escalation to a senior Police Officer has occurred.	↔	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. The Care Leavers pathway has been reviewed and updated by Cambridgeshire County Council and Children's Services. The hospital discharge pathway has been completed with the various hospital trusts, and the Criminal Justice pathway involving Probation Service and prison leavers will commence in Quarter 4, aiming to be completed this 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 3	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	New arrivals under the Homes for Ukraine Scheme have remained low, and the existing cohort is managed exceptionally well with minimal issues. We are receiving frequent enquiries from Serco to procure properties for use as HMOs or family accommodation for asylum seekers. Every proposal is considered carefully and challenged where necessary.	↔	G	Actively participating in the consultation process for proposed accommodation ensures that refugees are located in appropriate locations with minimal likely impact on communities and services.
16. Deliver the recommendations of the review into Disabled Facilities Grants undertaken by Officers and Members in 2024/25.	Cllr Ferguson	A national consultation was completed in Quarter 2. This provided an opportunity to highlight the issues brought forward as part of the review. The outcome of the consultation was not delivered in Quarter 3.	↔	G	The outcome of the consultation will ensure that HDC funding is being used optimally.

Outcome: Helping people in crisis

Activity type: Enable

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	Cambridgeshire County Council has agreed to fund the LIFT programme as well as a Support Officer in each district that will, in turn, through data, help identify residents who are at risk of crisis and entitled to further support. This group of residents will be targeted by the RAI Team, and wrap-around support will be provided to enable them to secure a more stable position.	↔	G	Many residents are not aware that they are entitled to a number of different support packages and are effectively the hidden vulnerable. The use of data in this way will ensure that those most in need or vulnerable will get the support that they need and ultimately improve their situation.

Outcome: Helping people in crisis

Activity type: Influence

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	In preparation for the Renters' Rights Act 2025, a Housing Enforcement Officer has been appointed. We recognise that the new legislation has benefits, but may result in an increased number of evictions. An action plan to prevent this and ensure the legislation results in positives is being developed.	↔	G	Misconceptions around the new legislation being tackled to ensure vulnerable people are not worse off as a result of unfair action being taken.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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 Quarter 2, whilst a successful bid was made to the Government to be involved in the national pilots of local neighbourhood services based in GP areas, Huntingdonshire was descoped from the bid by the NHS. In spite of this, HDC continues to work with local GPs in neighbourhoods with impacts from Active Lifestyles and the WorkWell Programme, leading to strong partnership working.	↓	A	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 3	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	Work has continued on the Housing Strategy, and a draft will be going to Overview and Scrutiny in March 2026. Alongside this activity, the Housing Strategy Team has also developed an Empty Homes Strategy, which has links to the Housing Strategy that will be at Overview and Scrutiny in January 2026.	↔	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. There has been a delay in this application going to DMC, and this is now expected in February 2026.	↓	A	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.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
22. Develop policy to support the use of civil penalties with regard to private sector housing enforcement.	Cllr Ferguson	The preparation of the Renters' Rights Act 2025, including a Housing Enforcement Officer being appointed, is allowing for the further development of the policy to support the use of civil penalties in private sector housing enforcement. We recognise that the new legislation has benefits, but may result in an increased number of evictions. An action plan to prevent this and ensure the legislation results in positives is being developed.	↑	G	Misconceptions around the new legislation being tackled to ensure vulnerable people are not worse off as a result of unfair action being taken.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	HDC is still awaiting further guidance on the Supported Housing (Regulatory Oversight) Act. Once further guidance is provided, it will enable officers 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 3	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. Many units have had delivery held up this financial year due to Highway Works (S278). This has affected three sites, which have delayed delivery into the next financial year. The units are therefore not lost, just delayed into future financial years.	↔	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. The Council has recently appointed an Empty Homes Officer to look at bringing Empty Homes back into use, which supports this objective, and working with Places for People on a Regeneration Scheme.	↔	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 3	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. Discussions are ongoing 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 came 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 the Regulator of Social Housing and Environmental Health Teams the power 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 3	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	HDC continues to work with Cambridgeshire County Council and has recently attended a workshop on the JSNA, which has a fuel poverty and damp and mould in existing homes focus. This work continues in January 2026 with a further workshop on how we can work closer together in this area from a Housing, Health and Social Care perspective.	↔	G	Enabling people to live independently for longer improves the wellbeing of our residents.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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 continues to focus 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 higher-quality housing.

Outcome: Forward-thinking economic growth

Activity type: Do

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	Work has focused on strengthening Huntingdonshire's inward investment proposition, promoting the district through regional and national networks as a location for high-value businesses, particularly within defence, advanced manufacturing, and clean growth sectors. Ongoing promotion of strategic employment sites, including Alconbury Weald, has highlighted high-quality space, strong connectivity, and opportunities for sustainable development, while engagement with developers, agents, and investors has ensured the offer is clear and market-ready.	↔	G	This activity has strengthened Huntingdonshire's profile as a competitive and credible destination for high-value inward investment. The focus on priority sectors has helped to build a stronger inward investment pipeline, supporting the council's economic growth objectives while aligning with climate ambitions. Promotion of strategic sites has increased market awareness and supported investor confidence in the district's long-term offer.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
31. Deliver the business grants within the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) programme.	Cllr Wakeford	Delivery of the UKSPF and REPF business grants has progressed, with grant schemes promoted, applications assessed and funding allocated in line with programme priorities. Officers have supported businesses through the application process, undertaken due diligence and monitoring, and worked with internal and external partners to ensure funding is targeted at projects that support business growth, productivity and investment across both urban and rural areas.	↔	G	The delivery of grants has enabled businesses to invest in growth, equipment, skills and premises improvements, supporting increased productivity and resilience. The programme has helped unlock private sector investment, supported rural and town centre economies, and contributed to wider economic growth objectives by enabling businesses to create jobs, improve competitiveness and progress more sustainable ways of operating.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
32. Establish the Economic Growth Strategy and Action Plan.	Cllr Wakeford	The Economic Growth Strategy and Action Plan has moved into the delivery phase. Actions have been embedded into teamwork programmes, with leads actively progressing priority activities alongside partners and businesses. The strategy continues to be promoted through the Invest in Huntingdonshire website and is being used to guide engagement, funding bids, and project development across the service.	↔	G	The strategy is now providing a clear, shared framework for economic growth activity, improving focus, accountability, and alignment across projects and partnerships. Early delivery against the Action Plan is ensuring resources are targeted towards agreed priorities, supporting consistent decision-making, and strengthening the council's ability to demonstrate progress and impact against its economic growth objectives.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
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 their development following planning. Projects in Ramsey are progressing well in partnership with the Town Council. Although this is behind schedule, it is expected that the first element of the project will be delivered early in 2026, commencing with the car park, and an extension of time has been given by the CPCA into the next Financial Year. 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 3	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	Quarter 3 saw the Preferred Options Draft Local Plan finalised and published for public consultation in November and December, along with its supporting Sustainability Appraisal. Engagement included online opportunities and seven public exhibitions with staff available to discuss individual concerns. Further evidence documents were published on flooding, water, transport, infrastructure, habitats, ecological constraints, and the viability of the draft plan's policies and proposals.	↔	G	Residents, local organisations, businesses, landowners, and other stakeholders were able to raise concerns, promote their preferred approaches, and express support for proposals to help HDC move the plan forward to the Proposed Submission version targeted for the summer. Just over 2,900 responses were received during the engagement period.

Outcome: Forward-thinking economic growth

Activity type: Enable

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	Work has focused on supporting market towns and town centres as vibrant hubs of economic and social activity, including engagement with town councils, businesses and local partners. Activity has included town centre initiatives such as the Ramsey Christmas town trail, support for local retail businesses, promotion of events and footfall-generating activity.	↔	G	This activity has helped to sustain footfall, support local businesses and reinforce the role of market towns and town centres as places to work, visit and spend time. Collaborative working with partners has improved coordination of activity, supported local pride and confidence, and contributed to more resilient town centres that support economic vitality alongside social and community wellbeing.
36. Support the visitor economy and culture sector including CPCA Local Visitor Economy Partnership.	Cllr Wakeford	Work has focused on supporting the visitor economy and culture sector, including active engagement with the CPCA. The council is supporting the development of the full LVEP application, which is planned for submission in 2026, and is now providing officer resources to four dedicated working groups to help shape priorities, governance, and delivery across the partnership.	↑	G	This activity has strengthened Huntingdonshire's influence within the sub-regional visitor economy, ensuring local priorities are reflected in the emerging LVEP programme. Early engagement and dedicated officer input are helping to position the district to benefit from future investment, improve coordination across the culture and tourism sector, and support sustainable growth in visitor numbers, spend, and cultural activity over the longer term.

Outcome: Forward-thinking economic growth

Activity type: Influence

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	Work has continued with the CPCA and wider partners to support skills development and access to opportunities. This has included engagement with CPCA-led programmes, collaboration with training providers, education partners and businesses, and alignment of local activity with priority sectors to ensure skills provision responds to current and future labour market needs.	↔	G	This collaborative approach is helping to improve access to skills, training, and employment opportunities for residents, while supporting businesses to address skills gaps. Working at a sub-regional level is strengthening alignment between economic growth and skills investment, supporting a more resilient workforce and contributing to inclusive and sustainable economic growth across Huntingdonshire.
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	Work has continued with partners to support investment and growth in Huntingdonshire, including active engagement with the CPCA, neighbouring authorities, and key stakeholders. Activity has focused on understanding and responding to opportunities linked to Local Government Reorganisation and emerging devolved powers, ensuring Huntingdonshire's priorities are reflected in sub-regional discussions and emerging proposals.	↔	G	This partnership working is helping to position Huntingdonshire to maximise future investment opportunities and influence decisions arising from reorganisation and devolution. Early engagement is strengthening strategic relationships, improving readiness to secure funding and powers, and supporting a more coordinated approach to delivering sustainable economic growth for businesses and communities.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	The consultation on the A141 and St Ives Improvement scheme was undertaken by the CPCA in Quarter 3, with the outcomes being awaited. HDC's response to the Fens Reservoir Phase 3 Non-Statutory Consultation has been submitted. HDC relevant representations for East Park Solar Farm are to be submitted in Quarter 4.	↔	G	The Planning team continues to influence the development of NSIP projects to support the ambitious growth agenda, unlocking housing and economic growth.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	By the end of Quarter 3, officers have supported and engaged in the development of the CPCA Local Growth Plan, working with partners to highlight Huntingdonshire's inward investment and growth priorities. This has included contributing evidence, shaping emerging priorities, and promoting key opportunities, including strategic employment sites and priority sectors, to ensure the district's interests are clearly reflected.	↔	G	This engagement is helping to ensure Huntingdonshire is well-positioned within the Local Growth Plan, strengthening the case for future investment and growth. Influencing the plan at an early stage supports alignment between local priorities and sub-regional funding and delivery, increasing the likelihood of investment that delivers sustainable economic growth for businesses and residents.
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	A programme of events was delivered to promote Huntingdonshire as a place to invest, grow, and deliver economic growth. Highlights included a business-focused event attended by 82 local businesses and the CEO, a high-profile session at the House of Commons with over 60 attendees, and ongoing engagement through regular Business Booster drop-in sessions in Ramsey. These events have supported direct engagement with local businesses, strengthened networks, and showcased opportunities within the district.	↔	G	The programme has significantly raised the profile of Huntingdonshire among both existing and prospective investors. Attendance at these events has fostered stronger relationships with local businesses, provided a platform for dialogue and support, and demonstrated the council's active role in driving economic growth. Regular participation in the Business Booster sessions indicates ongoing engagement and demand from local businesses for advice and support, contributing to the delivery of the Economic Growth Strategy.

Outcome: Lowering carbon emissions

Activity type: Do

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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, and 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. A formal presentation is to be given to Cabinet in January 2026.
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 3	Direction of Travel	Latest Status	Impact as a Result of Action
45. Showcase and encourage community action to lower carbon emissions.	Cllr Howell	The internal HDC Climate Champions group hosted its first clothes swap event across both Pathfinder House and Eastfield House to a large number of staff and positive feedback. Staff were able to donate and take clothes home whilst learning some key facts about the climate impact of buying new clothes. Additionally, HDC hosted its 3rd Annual Climate Conference in Quarter 3, which saw over 120 attendees interacting with eachother and over 20 stallholders.	↔	G	The recycling and reusing of clothes decreases an individual's carbon footprint significantly, as it prevents the high carbon cost of additional production and transport of clothes. The Annual Climate Conference addressed desired outcomes following feedback from last year. It brought together diverse voices from education, local councils, farming, and waste minimisation. There was also an afternoon workshop on the impact of digital carbon footprints and a panel about the importance of resilience for water management in the District. Keynote sessions inspired collaborative action and shared best practices across sectors. Conversations and speeches strengthened partnerships, increased awareness of innovative solutions, and reinforced a shared commitment to building a sustainable future.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
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	The action to ensure the delivery of Climate Awareness Training across the Council has now been completed. All staff now have access to the 30-minute 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 significant time saving compared to being out for a day through carbon literacy training.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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 in Council operational buildings was completed in Q1. Five Solar Panel Canopies were completed at One Leisure Sites.	↔	G	The action to maximise the use of solar in Council operational buildings was completed in Q1. Reduction in HDC carbon emissions and reduction in utilities across the one leisure centre.
49. Improve household recycling, reduce greenhouse gas emissions and reducing food waste through implementation of household food waste collections (PROJECT).	Cllr Kerr	The rollout of food waste collections is still on track to go live on 1st April 2026. In Quarter 3, more vehicles arrived on site, completing the fleet with all equipment also fitted. The webpage went live to the public with information surrounding the collections, and communications circulated information too. Looking to Quarter 4, food caddies will begin to be delivered on 12/01/2026, and further communications are to be circulated. Additionally, further recruitment will take place.	↔	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 3	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	The bid for HNDU funding was unsuccessful due to a high number of exceptional applications. Officers are now investigating alternative investment opportunities. 8 out of 11 Net Zero Villages projects have been completed through the end of Quarter 3. The outstanding villages are Fenstanton, Southoe, and Great Gransden. All three of these villages are expected to be completed before the end of February deadline.	↔	G	The establishment of the heat network potential is unable to take place currently at the proposed Hinchingbrooke site. This has slowed down investigations into installing a heat network for Huntingdon. Further opportunities are being explored for other funding sources. Net Zero Villages has allowed rural communities to make positive changes to assets to reduce their carbon emissions whilst making them more energy efficient. This allows these assets to last longer, are cheaper to run, and continue to provide long-term social spaces for communities to continue to enjoy.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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 Bio4All project has now been completed, and the Project Manager is drafting the closure report. The Biodiversity Audit/St Ives Nature Corridor project report still needs to be completed, and the Project Manager has reached out to MKA Ecology for support on the final report once a quote has been received. The Natural Flood Defence project has the opportunity to partner with Anglian Water on a project at Huntingdon Riverside, which would meet the desired outcomes of the project, but there are different end dates. The project manager has engaged with the CPCA about potential extensions and reached out to the Place Strategy & Climate Lead for support on the project.	↔	R	These projects give us further collaboration opportunities with Anglian Water and the CPCA.

Outcome: Lowering carbon emissions

Activity type: Influence

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	In Quarter 3, further revisions were made to the procurement rules. The policy was revised to ensure the specificity of rules was detailed and information regarding the size of a business was included. These have been re-circulated internally for comments and suggestions.	↔	G	Further review of the HDC's Code of Procurement will see reference being made to how Social Value will be applied across the whole HDC and across the district.
53. Expand positive climate action support for local businesses, celebrating best practice and sharing knowledge.	Cllr Howell	Climate contributed 50% of the cost in order to host the Huntingdonshire Business Awards. This event was well attended and extremely well received by attendees. Planning has taken place for an event in Quarter 4 for local businesses in St Ives to borrow thermal imaging cameras to allow them to make small adjustments to ensure their assets become more energy efficient.	↔	G	Extensive media coverage and promotion of local businesses. The 2026 awards have already been secured, and Climate has provided the deposit to secure the event. Will allow further continuation of business promotion for the local area Allowing businesses to borrow cameras has the potential to present money-saving opportunities, as well as establish whether this event could be replicated in the market towns across the District.

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

Activity type: Do

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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 Quarter 2 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 3	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).	Cllr Davenport-Ray	All leadership development modules are underway, with completion expected by the end of Quarter 4. The electric vehicle scheme launches in Quarter 4. Wellbeing initiatives continued, including Escape Pain, and a My Money Matters AVC sign-up session. Incremental progression forms were digitised with built-in authorisation. The Hybrid Project Group continues to work on implementation. ED&I communications invited staff to join the group. The staff survey and analysis were completed. Engagement activity included a pumpkin decorating competition, a menopause nutrition session, roadshows, I Am Remarkable session, a World Diabetes Day, International Men's Day events, and Christmas initiatives. The Occupational Health retender progressed to shortlisting, an expenses policy was drafted, and renewal discussions began with VIVUP.	↔	G	Since My Money Matters came in to help staff on 15 October with additional voluntary contributions, 6 more staff signed up, and there has been an increase of nearly 10k in employer NI savings since 15th October. Engagement - Eddie the Elf is the second most successful intranet post in the last 6 months. Approximately 50 staff at the Christmas quiz. 29 staff members attended Escape Pain management. Another 29 attended Tai Chi. 42 in total at the diabetes walk and talk. I am remarkable - approx 30 staff. Pumpkin decorating - 10 entries.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	Work was completed in Quarter 3, which plans to introduce NEC customer accounts and SMS for Council Tax payment reminders. The NEC is to launch at the end of January, and the SMS reminder scheme for Council Tax is to commence at the start of February.	↔	G	NEC customer accounts are expected to reduce avoidable contact, reduce time spent on manual tasks, and provide a simplified process for staff. SMS reminders for Council Tax customers aim to decrease the number of payments falling into statutory processes, reducing the associated costs with sending letters, progressing to summons and court action.
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	Digital engagement platform purchased corporately that is a central part of the new Communications Plan. The new communications plan is to be rolled out during Quarter 4. Transition to allow amendments actioned for start in Quarter 4. DM Process review implemented. Householder Guidance on the website. Power BI corporate project underway. ODP with 3CICT ongoing.	↔	G	Communications have been modernised and their frequency enhanced, enabling faster, easier, and modern engagement with the public. Upcoming amendments will allow individuals, agents, and developers to make changes to applications without restarting the process. The Development Management (DM) process will strengthen the DM team and accelerate application timelines. Updated householder guidance will support self-service, while Power BI and ODP will drive greater digitisation across the department.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	The project to implement Civil Parking Enforcement, as designated by the Department for Transport was completed in August 2025.	↔	G	The implementation of Civil Parking Enforcement is now ensuring the enforcement of on-street parking activity, aligning with the corporate plan outcome ofdelivering good quality, high value-for-money services with good control and compliance with statutory obligations
59. Build the enhancements to visitor facilities at Hinchingbrooke Country Park (PROJECT).	Cllr Howell	HDC is to appoint a contractor to enhance a visitor centre. Negotiations are currently in progress to value engineer costs, and pre-commencement works are progressing with the internal layout of the Countryside Centre now being drawn. Work on the archeological trenches will begin the last week of January. Landscaping has now been added to the new food cube, and utilities have been connected.	↔	A	The contract being finalised will allow work to accelerate in Quarter 4.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	The Corporate Peer Challenge Action Plan has now been fully implemented; actions are evidenced as either showing as complete or embedded as business as usual with clear accountable leads. The Quarter 3 progress update is due to be reported to Overview and Scrutiny in January 2026.	↔	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	The Transformation Data Analysis Tool (TDAT) was launched with Services across the council in Q3 as part of the mid-year Service Planning review for 2026/27; this initiall phase was completed by the end of Q3. The next phase in Q4 is to review the submitted plans collectively, identifying transformation opportunities using the TDAT information and processing authorisation for the updated Transformation Programme for 2026/27.	↔	A	Services were provided access to the Transformation Data Analysis Tool being a set of information to support decision-making regarding continuous improvement projects and new opportunities.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	All of the internally available unit costing information has now been consolidated into a single unit costing library. We are in the final stages of accessing national financial data sets that will allow greater comparison with our peers. This information will be used as part of the Quarter 4 conclusion of transformation opportunities for developing the Transformation programme for 2026/27.	↔	A	The information will help understand our comparison with peers regarding value for money and unit costing, and identify transformation opportunities forthe next financial year.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
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. Colleagues in the Planning Policy Team have used this technology within the local plan, and Customer Services are deploying a pilot to test call summarisation. This has moved to Quarter 4 due to Officers seeking firm assurances on information governance. 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.	↑	G	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	Promotion and support of Local Plan Preferred Options consultation. The communications and engagement activity was conducted in line with the communications plan that was presented to O&S in July 2025. The consultation was promoted via social media, press, and the HDC website. Engagement sessions also took place at locations across the district.	↔	G	Comments received from stakeholders and statutory consultees will be processed, reviewed, and further technical evidence will be gathered to inform the Proposed Submission Local Plan. We anticipate consulting on this in summer 2026.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	Cabinet approved the LGR proposal for Option E, and this was formally submitted to Central Government at the end of Nov 25. All five proposals were presented for member consideration and Cabinet decision.	↔	G	The development of the proposal submissions involved key Officers from across the Council providing a highly professional and transparent approach with all staff, other councils, and members. The level of engagement with members has been particularly positive, with regular updates on progress and new information being shared as the proposals were progressed.

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

Activity type: Enable

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	Volunteers working with Rangers on practical work parties have assisted with site improvements, including building and installing a new all-ability bridge at Hinchingbrooke, creating and installing wooden waymark signs at Paxton Pits, and replacing boardwalk sections with recycled fibregrid at Holt Island to future-proof access. Waiting lists exist for practical volunteer roles at some sites. Volunteers working with Parks and Open Spaces have contributed 2918 Days up to the end of Quarter 3.	↔	G	Improved accessibility and visitor experience; enhanced sustainability with recycled materials; strong community engagement evidenced by waiting lists; significant added value through volunteer support, reducing project costs.

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

Activity type: Influence

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 3	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	Building on the previous work shown in the first half of the year, Quarter 3 has seen the planning and launch of two key campaigns about Huntingdonshire - Happens in Hunts and Helping Hands in Hunts - and national-level events in the House of Parliament to promote the work being done in the Defence Sector. Councillors also received an update on the Peer Review in Quarter 3, and in Quarter 4 formal papers will be coming to O&S and Cabinet. These will demonstrate the work done to meet the recommendations of the Peer Challenge.	↔	G	Demonstrating our impact will enhance our reputation with residents, businesses, and other key partners.

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Huntingdonshire
DISTRICT COUNCIL

Appendix C: Operational Performance Measures Graphs, Quarter 3 2025/26





Huntingdonshire DISTRICT COUNCIL

	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 prolongued 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	G
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	A	A

	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

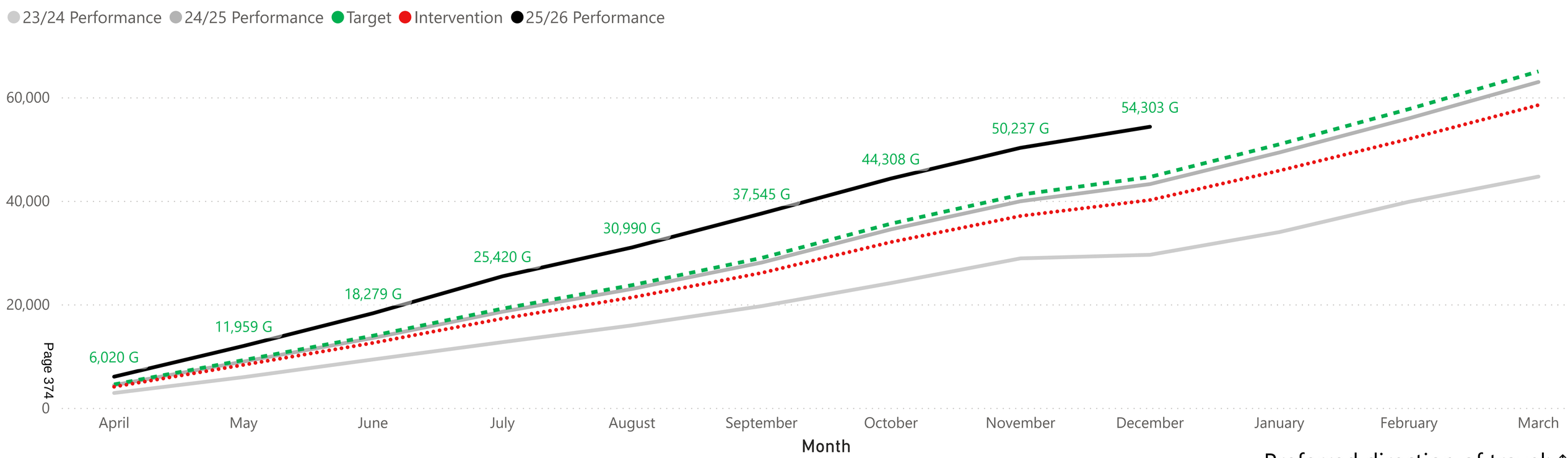
	Forward thinking economic growth	Latest RAG	Forecast
16	Cumulative footfall in our market towns (Huntingdon, St Ives, St Neots & Ramsey) (monthly)	G	G
17	Total number of business engagements by the Economic Development team	G	G

	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 / recucled / 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	A
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	R	G
31	Business Rates collection rate	R	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)	R	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



Preferred direction of travel: ↑

Latest Commentary from Service:

Attendances are 25% up year to date compared to Q3 2024/25 (54,303 v 43,327). Despite the sessions taking a break for the Christmas period, over 4,000 attendances were recorded at all activities - 16% up compared to December 2024. Sessions with the highest attendances YTD include Right Start 3 (Strength and Balance) (8,296), Right Start Aqua (5,174), Walking Sports (3,052), Over 60's Club (2,964), Wellbeing Walks (2,832) and Right Start 5 (Older Adults Circuits) (2,500). In total, there have been over 5,000 attendances at Specialist Exercise Classes for people with long-term health conditions, including more than 2,000 at Postural Stability and 1,500 at both Cancer and Cardiac Sessions. 2026 sees the addition of 'Tai Chi Qi Gong', so we are expecting attendances to grow further.

Latest year-end forecast:

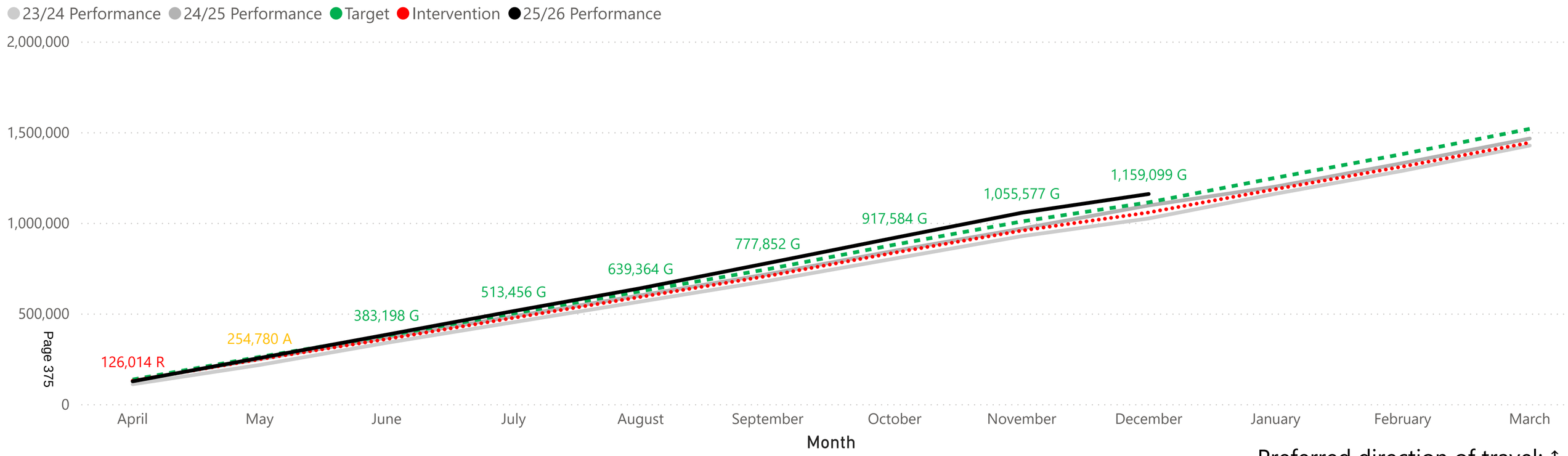
70,000

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)



Preferred direction of travel: ↑

Latest Commentary from Service:

Performance across all One Leisure Centres continues to exceed both target and 2024/25 performance. December attendances were 103,522, which is 2,670 attendances higher than the performance in December last year. Year to date performance is 46,505 ahead of target and 90,069 ahead of last year. The main drivers of positive performance remain the Gym refurbishments , Group Exercise, and Swimming.

Latest year-end forecast:

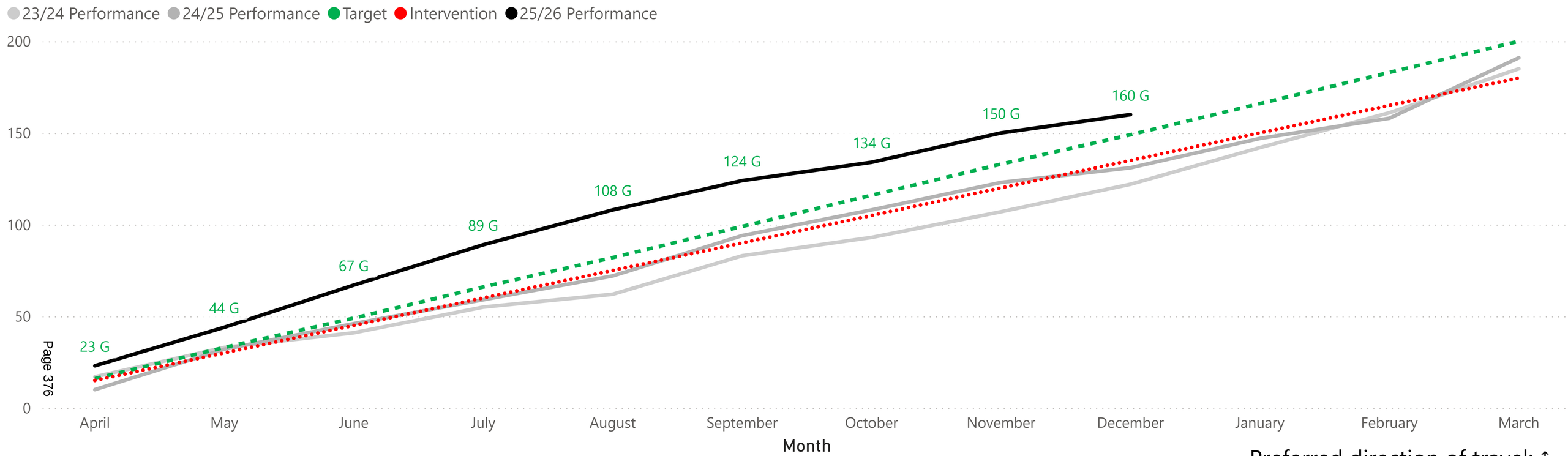
1,561,099

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)



Preferred direction of travel: ↑

Latest Commentary from Service:

An additional 10 residents have been supported by the Disabled Facilities Grant in December, totalling 36 in Q3. Overall, an additional 29 residents have been supported compared to December 2024. Some delays persist with approval for the work from Places for People.

Latest year-end forecast:

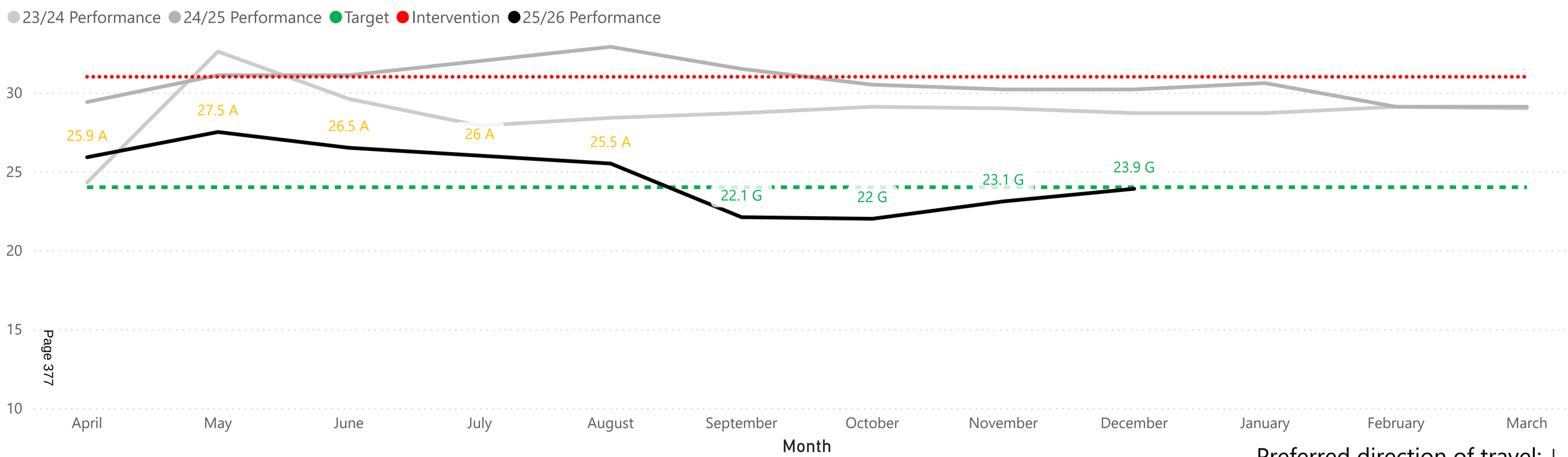
225

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



Preferred direction of travel: ↓

Latest Commentary from Service:

The number of weeks between referral and completion of work funded through the Disabled Facilities Grant is now 23.9, an improvement of 6.3 weeks from December 2024. The performance has been positively impacted in the last 12 months by fewer complex cases being submitted. These types of works significantly increase the time taken for Disabled Facilities Grants. The quicker approval times from Places for People also contribute to the lower timescale

Latest year-end forecast:

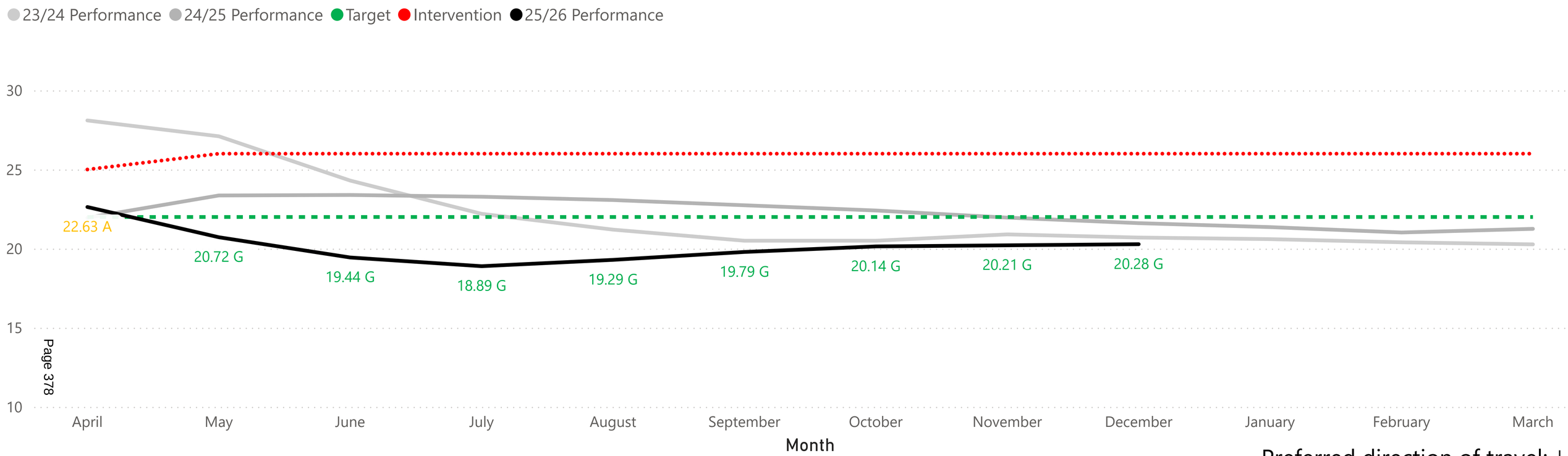
25

Latest projected outturn status:

A

Outcome: Keeping people out of crisis

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



Preferred direction of travel: ↓

Latest Commentary from Service:

At the end of December, the average number of days was 1.72 days ahead of target and 1.33 days faster than the same month in 2025. This improvement reflects the positive impact of changes made to the Council Tax Support Scheme. The final outturn remains unchanged.

Latest year-end forecast:

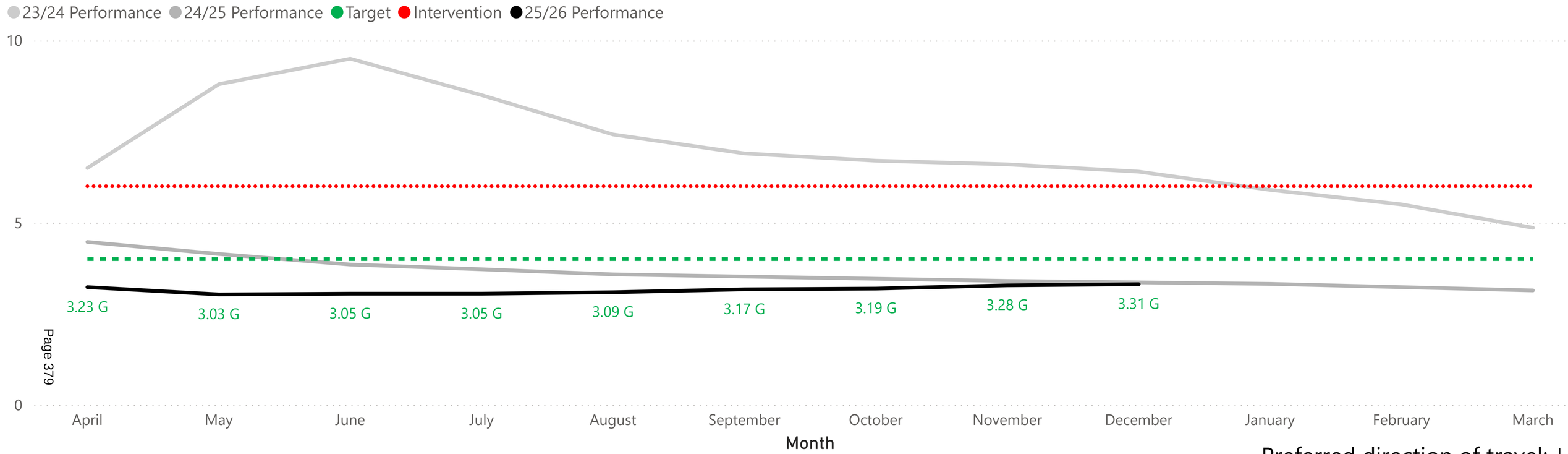
22

Latest projected outturn status:

G

Outcome: Keeping people out of crisis

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



Preferred direction of travel: ↓

Latest Commentary from Service:

The average number of days to process changes of circumstances is 0.69 days better than the target. 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:

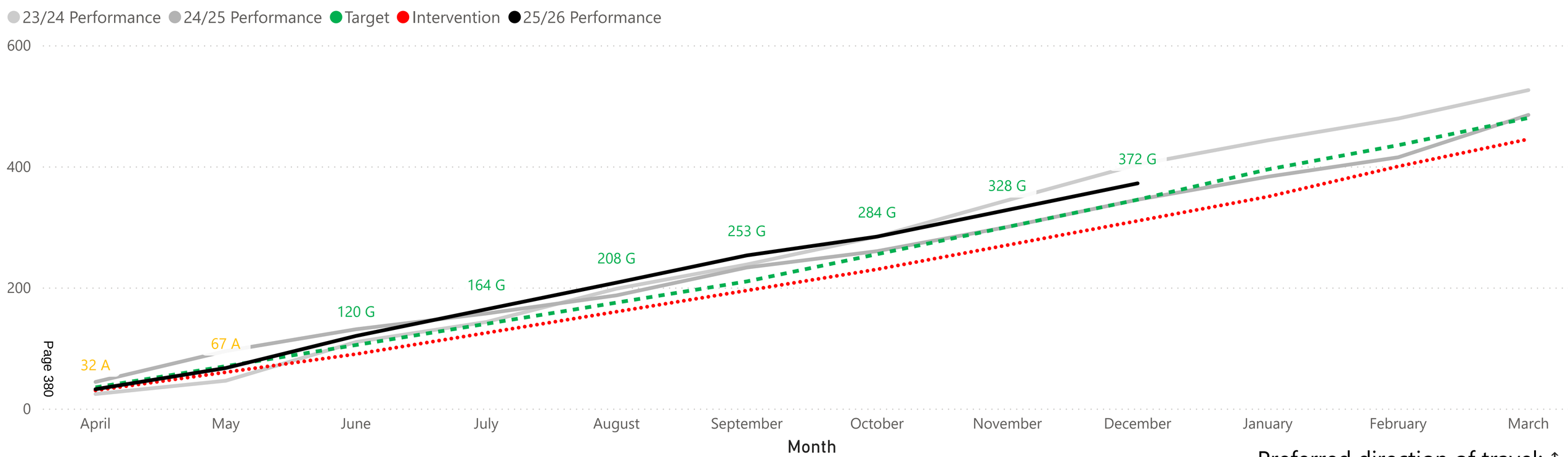
4

Latest projected outturn status:

G

Outcome: Keeping people out of crisis

PI 7: The number of homelessness preventions achieved



Preferred direction of travel: ↑

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, 372 successful preventions have been achieved - compared to 345 during the same period last year (an 8% increase). The current end-of-year projection stands at 490, though this will continue to be reviewed as the year progresses. When evaluating this PI, it is important to consider its interaction with PI 8 (number of households housed through the register) and PI 9 (the number of households in temporary accommodation). Although we are achieving significant numbers of homelessness preventions, the reduction in the number of households housed through the register means that when homelessness is unavoidable, households are staying in temporary accommodation longer, and the number in temporary accommodation is increasing.

Latest year-end forecast:

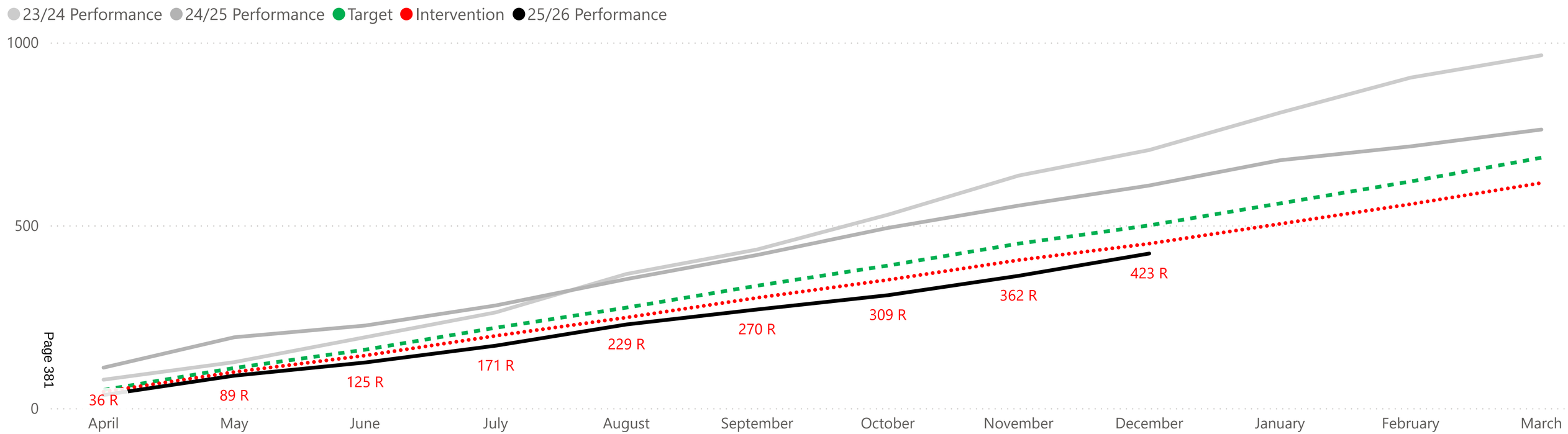
490

Latest projected outturn status:

G

Outcome: Keeping people out of crisis

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



Preferred direction of travel: ↑

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, 423 households have been housed, down from 609 through the same period in 2024/25 (a 31% reduction). This decrease in the number of lettings is due to the lower number of new-build completions compared to last year, together with a decrease in vacancies becoming available for letting in the existing stock. Although we anticipate new builds will increase later in the year, we have adjusted the year end forecast figure to 565. 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. Questions have also been asked of Places for People about their increase in disposal of properties that are becoming available for reletting, impacting the number of relets that are available.

Latest year-end forecast:

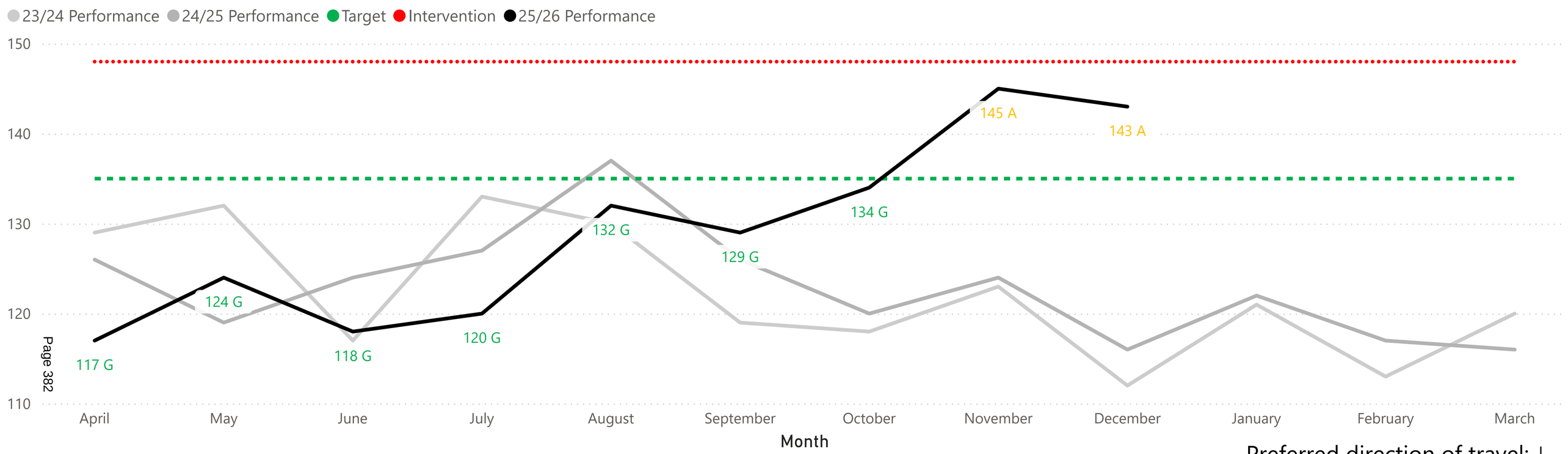
565

Latest projected outturn status:

R

Outcome: Helping people in crisis

PI 9: The number of households in temporary accommodation



Preferred direction of travel: ↓

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 December was 143, which compares to 116 at the same point last year. This increase is mainly due to the reduction in the number of social tenancy lettings (PI8), which impacts our ability to move households through temporary accommodation. Although it is forecast that the number of lettings will increase slightly as more new build sites deliver over the coming months, some of these may be delayed into next financial year, meaning that the target for this PI may not be achieved.

Latest year-end forecast:

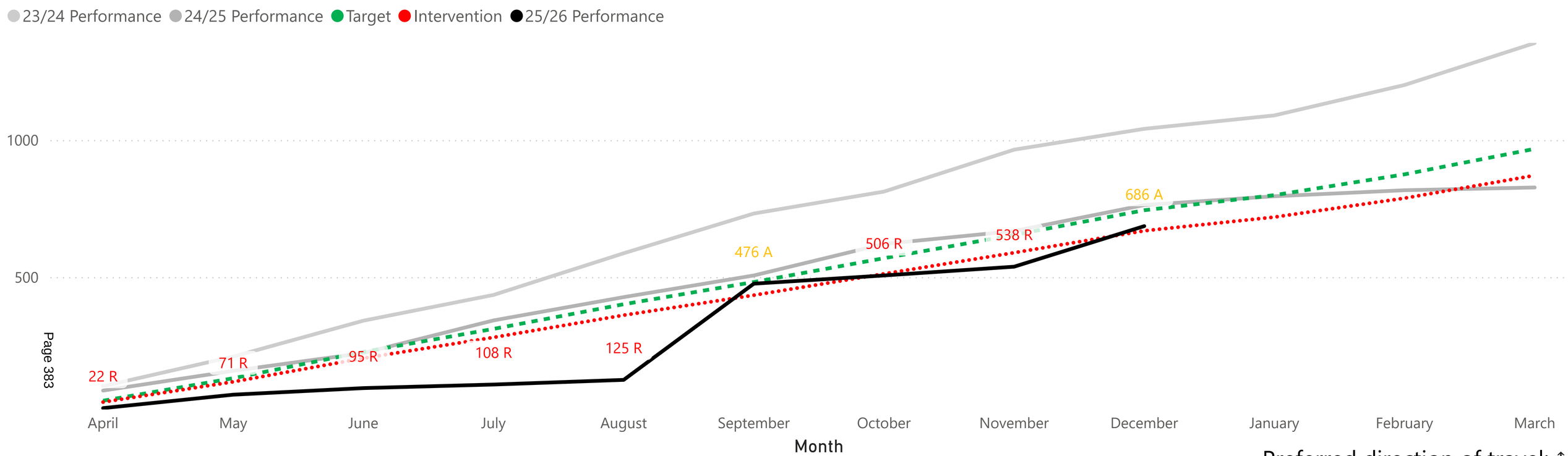
145

Latest projected outturn status:

A

Outcome: Improving Housing

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



Preferred direction of travel: ↑

Latest Commentary from Service:

An additional 148 properties were banded in November in Huntingdonshire. A total of 211 new properties are awaiting banding, with 61 of these being older than 4 months. The oldest case is now over a year old, as the property has been awaiting banding since December 2024. This long delay is due to the VOA prioritising banding properties within the same location (for example multiple houses on a new street or estate) rather than the oldest properties.

Latest year-end forecast:

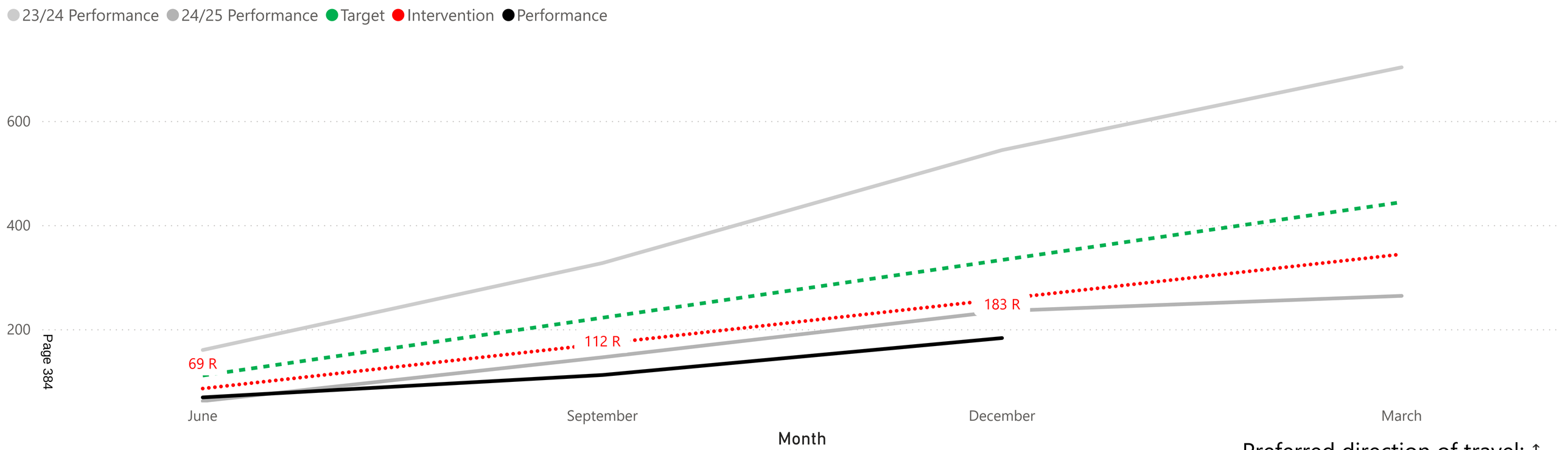
871

Latest projected outturn status:

A

Outcome: Improving Housing

PI 11: The number of affordable houses delivered



Preferred direction of travel: ↑

Latest Commentary from Service:

Since the end of Quarter 2, we have experienced significant delays on some larger developments. In order to lay services and complete road construction, highway closures are necessary, and legal agreements must be completed. Homes can only be accessed once the works are completed. Revised forecasting is now circa 249 completions.
As last time, a large proportion is expected in Quarter 4, amounting to further risk of slippage. However, the homes delayed are not lost and will slip into next year.

Latest year-end forecast:

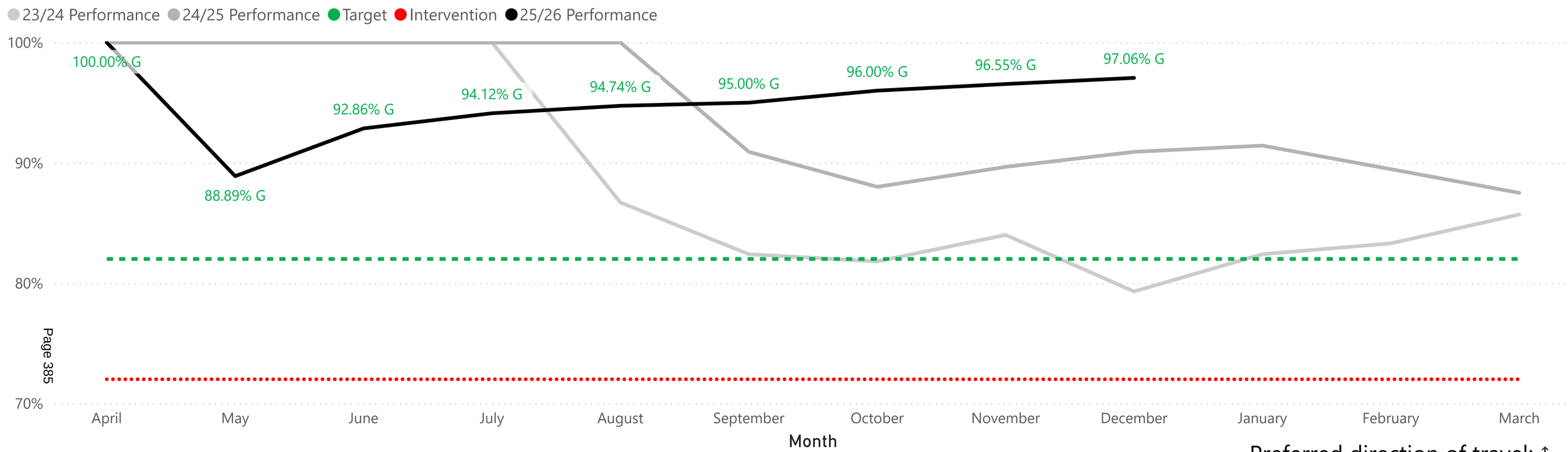
249

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)



Preferred direction of travel: ↑

Latest Commentary from Service:

All 5 Major applications were determined on time in December. 33 out of 34 Major applications are determined on time year to date, including 14 out of 14 in Quarter 3. Performance continues to remain strong, on track to achieve the forecast performance figure.

Latest year-end forecast:

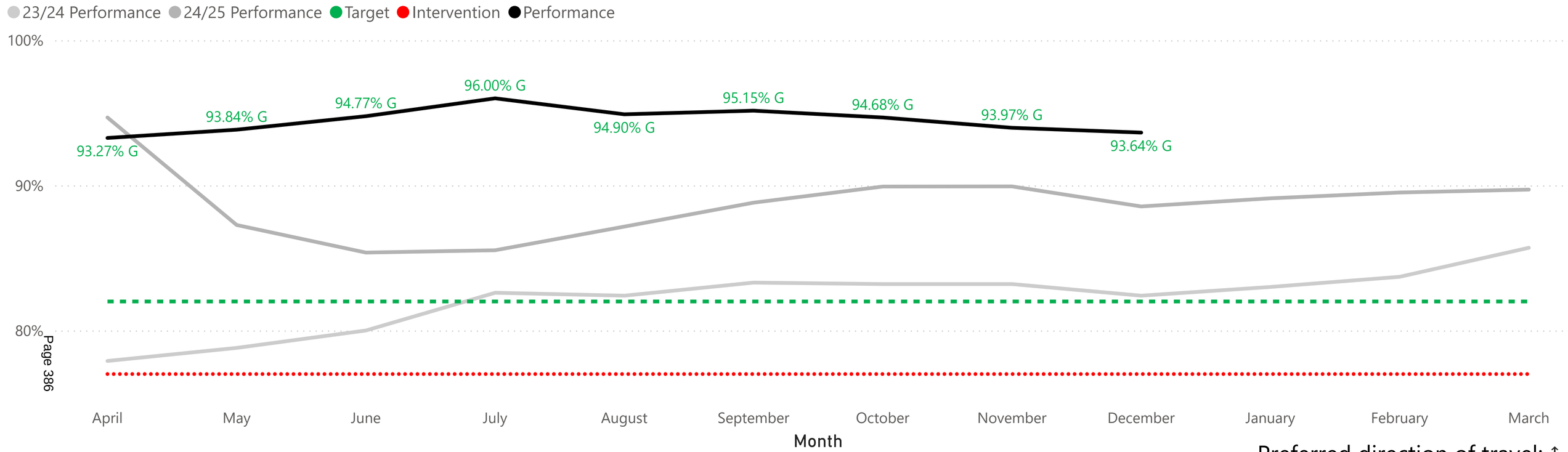
92%

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)



Preferred direction of travel: ↑

Latest Commentary from Service:

81 out of 89 Minor & Other applications were determined in December within the 8-week time frame. Year to date, 751 out of 802 applications have been determined within their time frame, including 241 out of 266 in Quarter 3. Whilst the year to date performance has decreased by 0.33% in the past month, the service remains on track to achieve the forecast performance figure.

Latest year-end forecast:

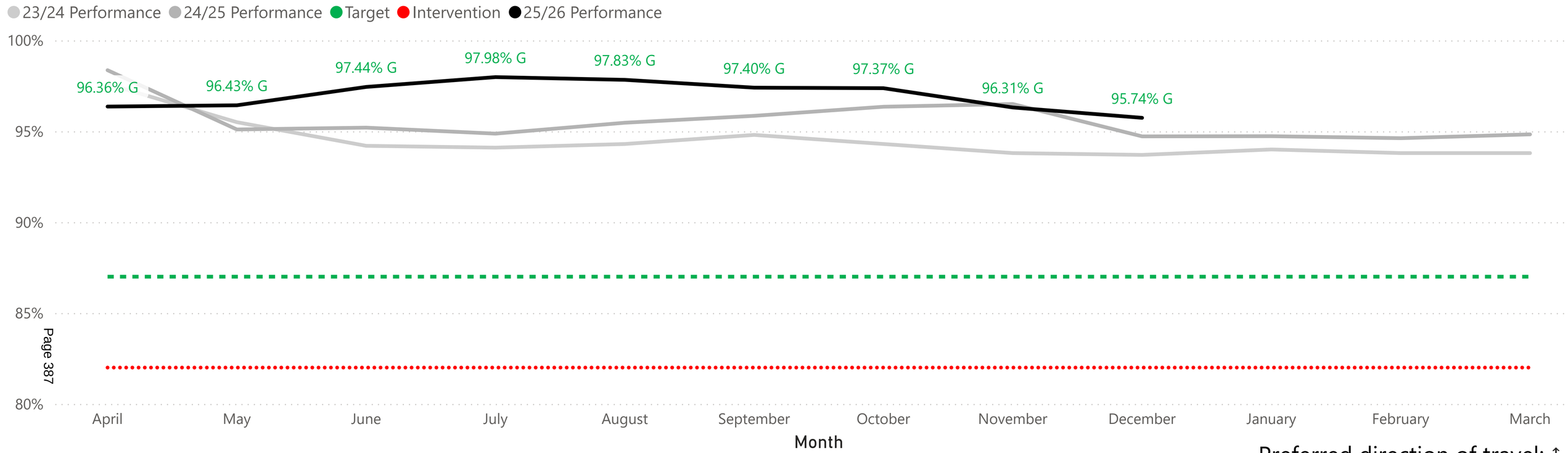
92%

Latest projected outturn status:

G

Outcome: Improving Housing

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



Preferred direction of travel: ↑

Latest Commentary from Service:

43 out of 47 Householder applications were determined in December within the 8-week time frame. Year to date, 382 out of 399 Householder applications were determined within time. Year to date performance has increased by over 1%, and the service is still on track to achieve the forecast performance figure.

Latest year-end forecast:

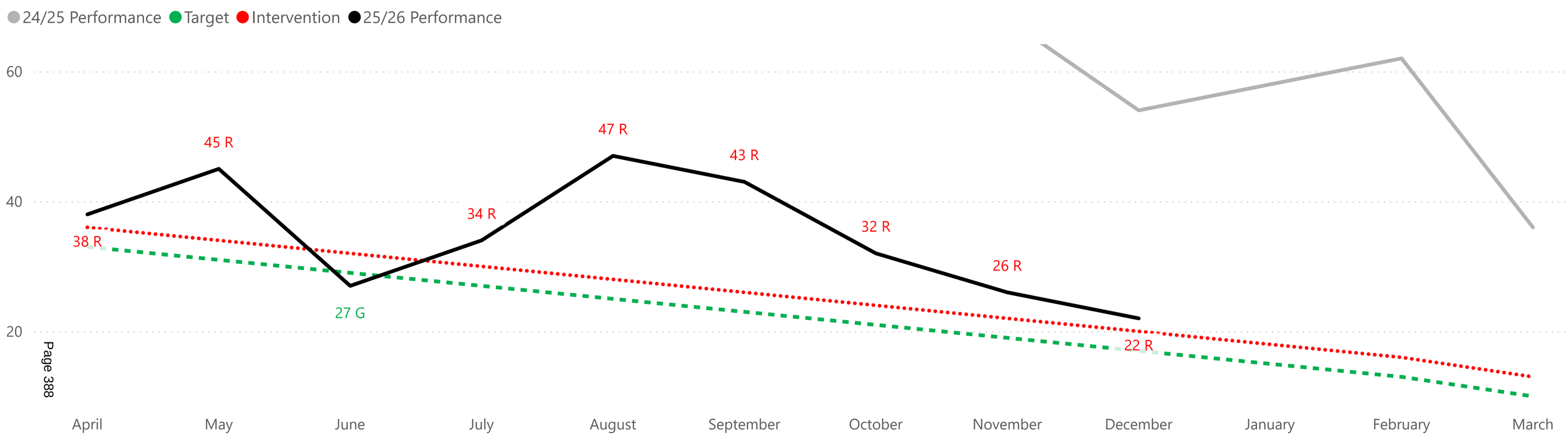
93%

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.



Preferred direction of travel: ↓

Latest Commentary from Service:

The backlog of planning applications decreased by 4 in December, bringing the final Quarter 3 reduction to 21. While the current backlog is behind target, a significant proportion of applications are for sensitive sites, and it is anticipated they they will be taken to the upcoming Development Management Committees. The service still expects to achieve the forecasted figure.

Latest year-end forecast:

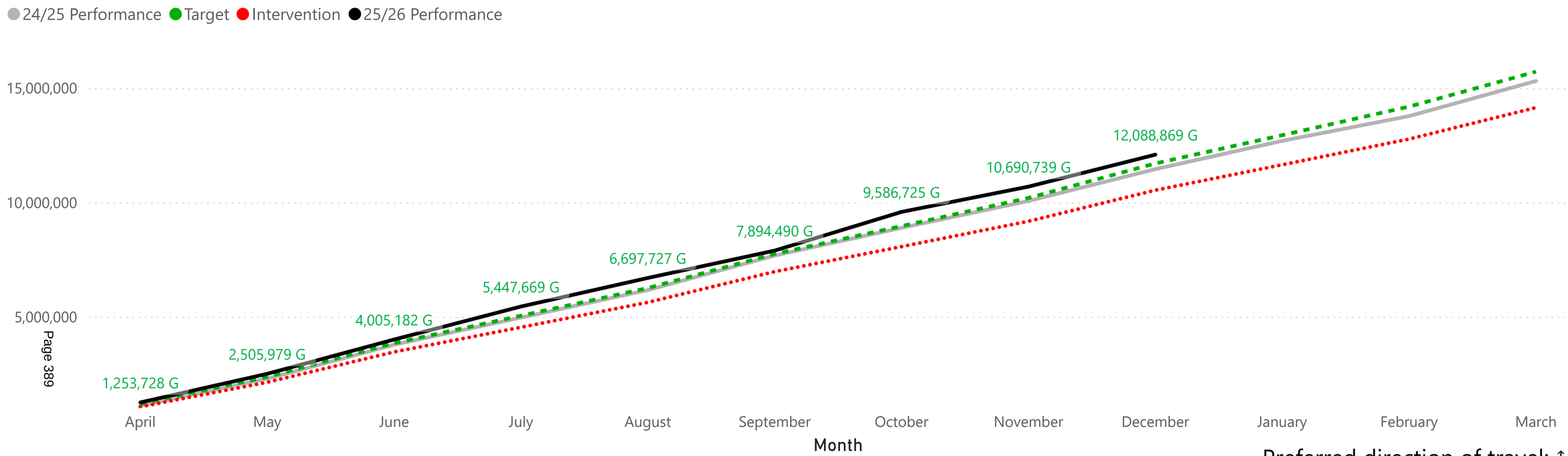
10

Latest projected outturn status:

G

Outcome: Forward Thinking Economic Growth

PI 16: Cumulative footfall in our market towns



Preferred direction of travel: ↑

Latest Commentary from Service:

Huntingdon recorded a total footfall of 544,496 in December, with the busiest day driven by Christmas shopping on the 23rd December.
St Ives saw a total footfall of 410,349, with its peak day likely linked to Christmas shopping, as over 21,000 visitors attended on 22nd December.
Ramsey recorded 11,065 visits in December, with the second week showing the strongest footfall. The 13th December, the busiest day, coincided with the Festive Extravaganza organised by HDC and Ramsey Town Council.
St Neots recorded 432,220 visits in December, with the third week seeing the highest footfall. Overall, the month showed consistently strong figures, likely boosted by the Christmas Trail organised by HDC and St Neots Town Council.
In Quarter 3, Huntingdon saw the highest footfall with 1,502,831 visitors. St Neots and St Ives both saw a boost in visitors, with 1,129,420 and 1,084,560 footfall respectively. Ramsey totalled 31,368 visitors.

Latest year-end forecast:

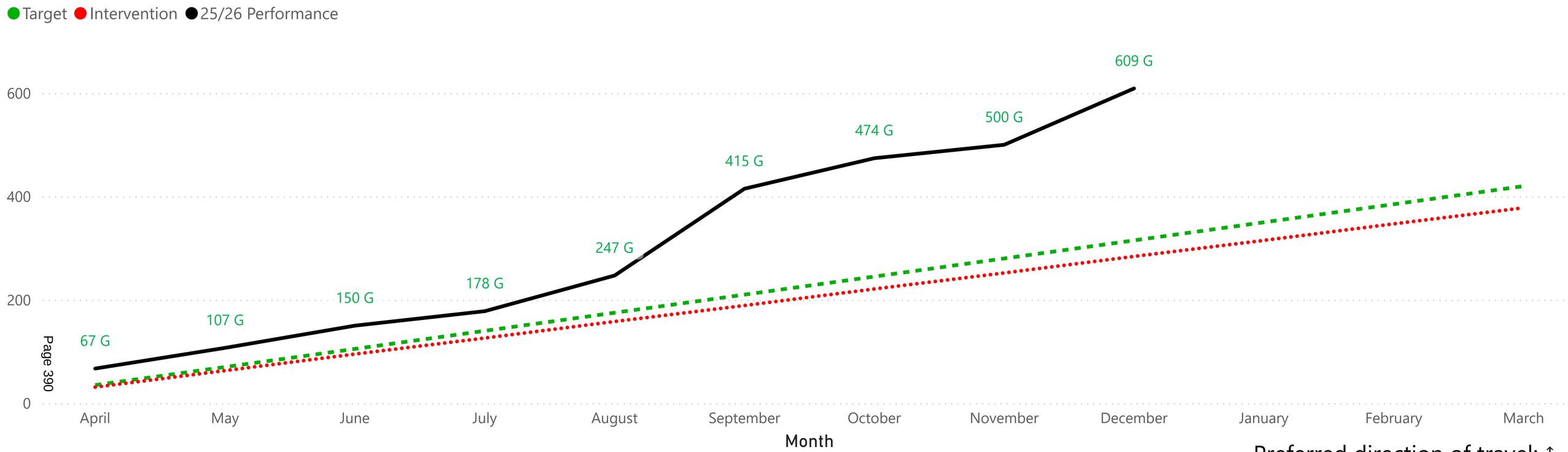
15,719,143

Latest projected outturn status:

G

Outcome: Forward Thinking Economic Growth

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



Preferred direction of travel: ↑

Latest Commentary from Service:

Business support activity in December was relatively quiet but delivered key outcomes. Digital grant recipients were contacted for feedback, with responses received from most. Engagements included follow-up grant support, Business Booster sessions, targeted assistance linked to the defence supply chain, and ongoing inward investment work on a potential aviation maintenance and repair facility. Partnership meetings took place, referrals were exchanged with CPCA, and planning continued for Business Booster programmes launching in January 2026 and later in the year.

Latest year-end forecast:

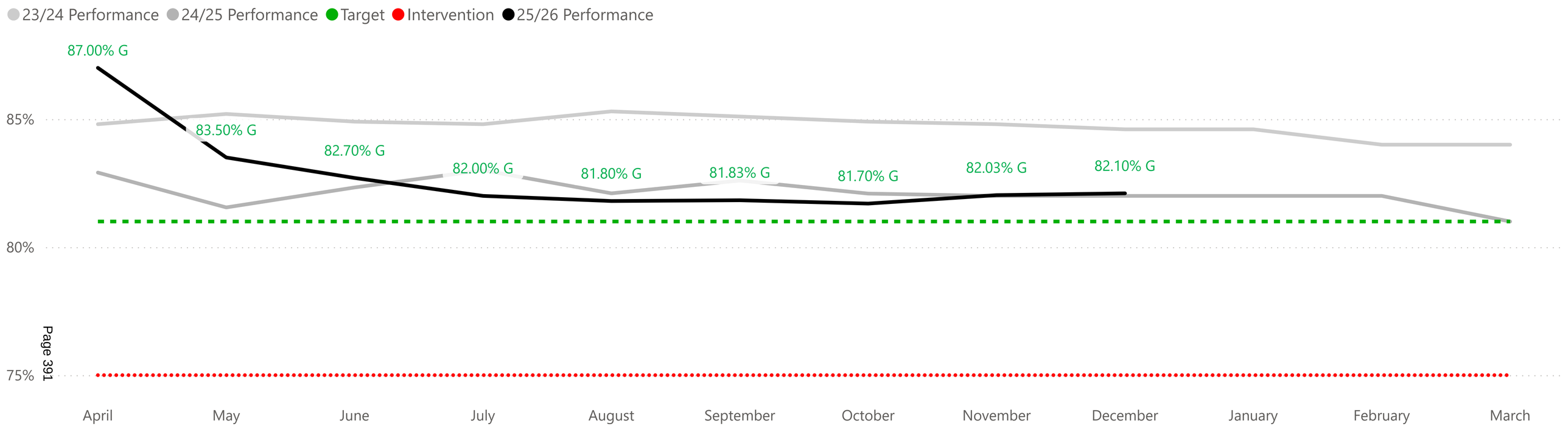
700

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



Preferred direction of travel: ↑

Latest Commentary from Service:

With a cumulative fleet driving efficiency (EEDI) score of 82.10%, the Waste Service has outperformed its target. Regular performance reviews and the sharing of successful practices will help sustain and potentially enhance this efficiency over the remainder of the year.

Latest year-end forecast:

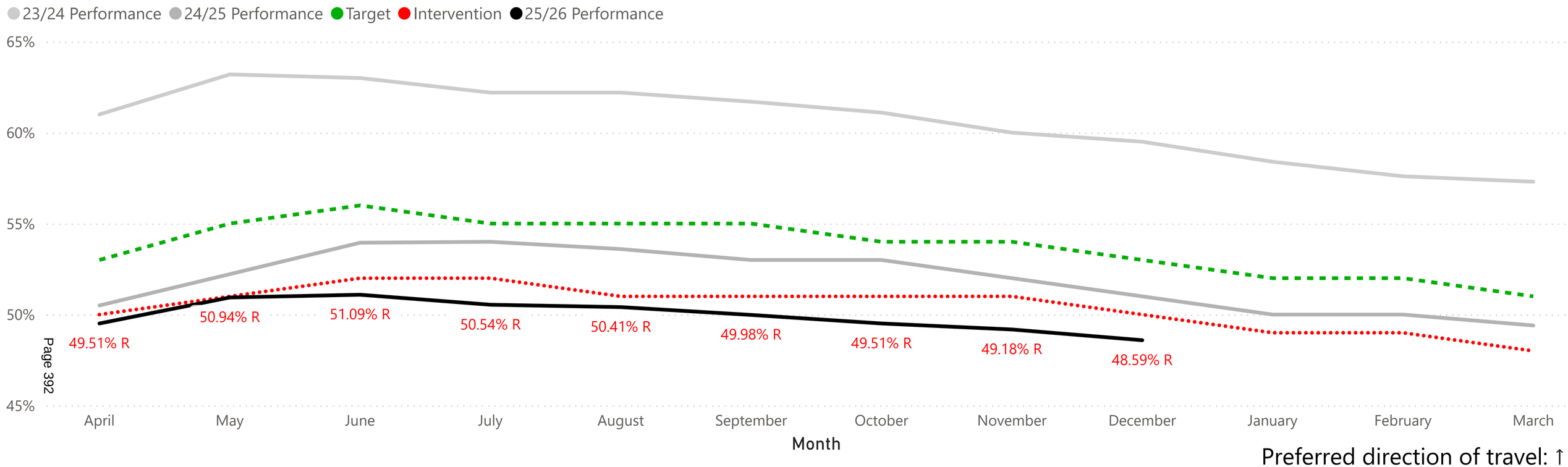
81%

Latest projected outturn status:

G

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

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



Preferred direction of travel: ↑

Latest Commentary from Service:

In December, a total of 4789.58 tonnes of waste were collected from domestic properties across the district, with 43.37% either recycled or composted.
In Quarter 3, a total of 14,861.18 Tonnes of waste have been collected, with 45.55% of this being either recycled or composted.
The forecast outturn has been revised to 45%, reflecting last year's outcome of 49% (the first year of the garden waste subscription scheme).
The lower forecasted result remains due to the extremely dry summer the area experienced, which meant there was significantly less heavy garden waste collected which is recycled and increases the recycling percentage.
To further support residents in recycling, the number of textile recycling banks has been expanded, and 28 electrical recycling bins have been introduced in various locations across the district.
Weekly food waste collections are being implemented with collections starting week commencing 30 March 2026. Food waste will be diverted from residual waste and will contribute to the recycling rate for the district.

Latest year-end forecast:

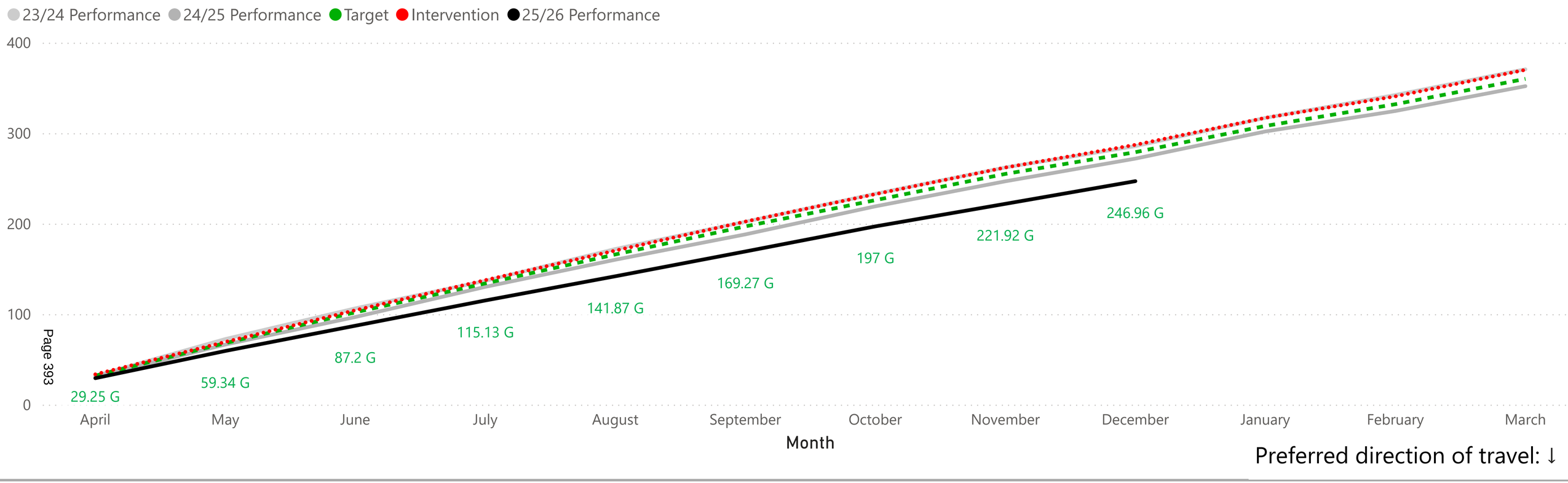
45%

Latest projected outturn status:

R

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

PI 20: Collected household waste per person (Kilograms)



Preferred direction of travel: ↓

Latest Commentary from Service:

Household waste generation per person continues to show improvement, with 25.04 kg collected in December, and is below the UK monthly average of 34 kg
This continued downward trend is primarily attributed to the reduced garden waste tonnages observed in previous months.

Latest year-end forecast:

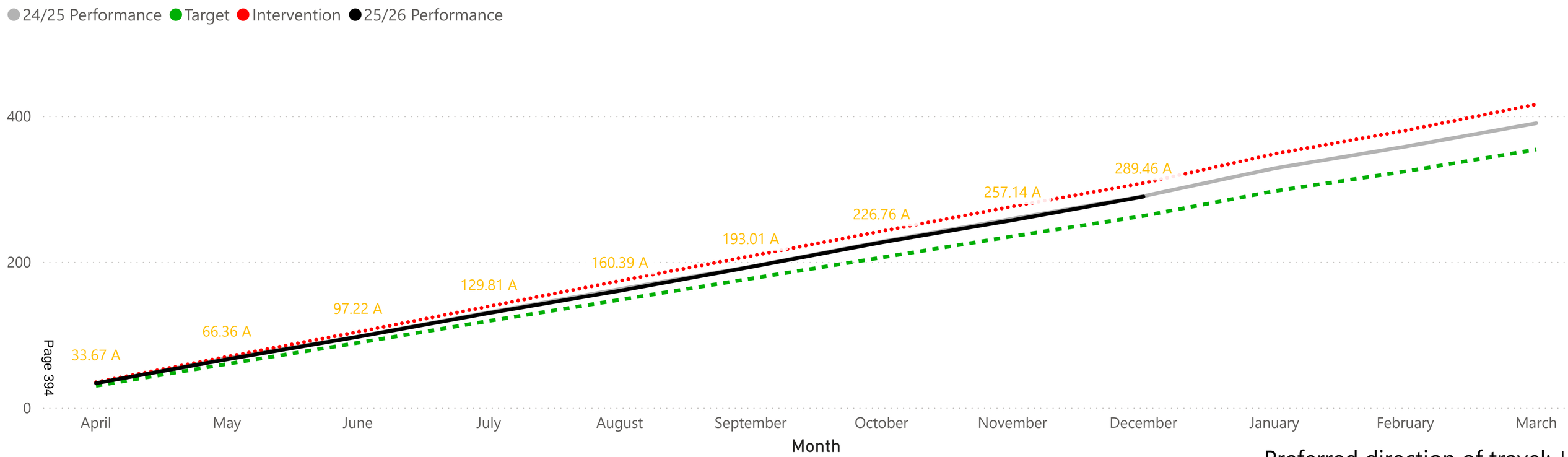
360

Latest projected outturn status:

G

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

PI 21: Residual waste collected per household (kilograms)



Preferred direction of travel: ↓

Latest Commentary from Service:

The residual waste collected per household is currently underperforming compared to the cumulative target, standing at 289.46 kg as of the year to date.
Encouragingly, performance continues to outperform the UK average of 74 kg per household per month, with December's figure at 32.33 kg per household.
Looking ahead, preparations are underway for the introduction of a weekly food waste collection service commencing in April 2026. The team is developing a resident-focused behaviour change campaign aimed at reducing the amount of food waste disposed of ahead of the service launch.

Latest year-end forecast:

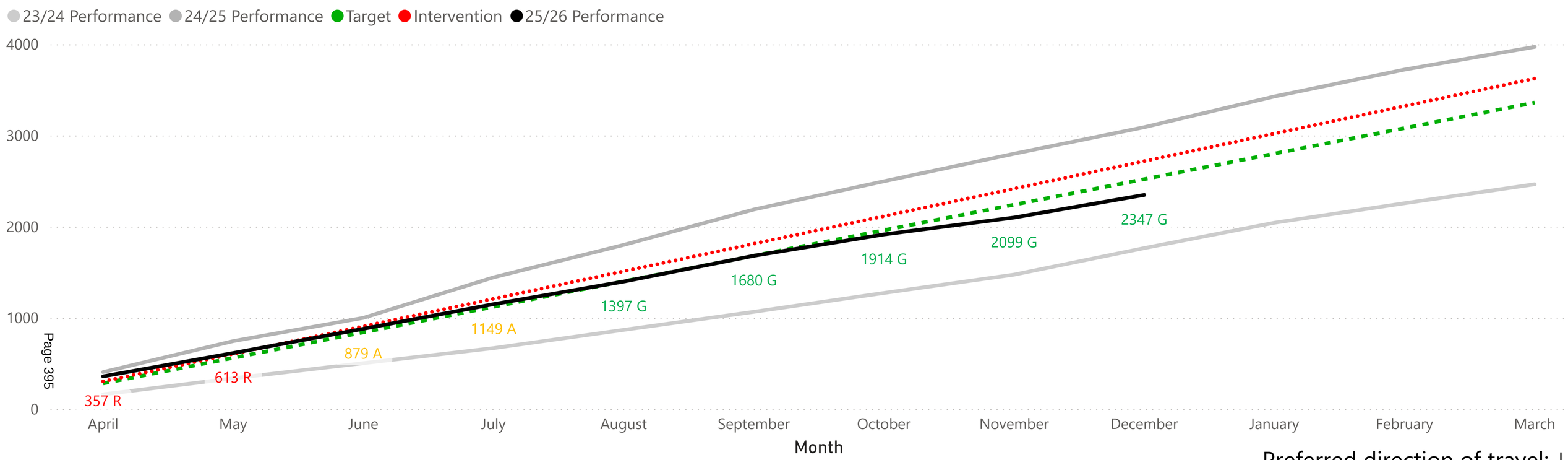
352

Latest projected outturn status:

G

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

PI 22: Number of missed bins



Preferred direction of travel: ↓

Latest Commentary from Service:

In December, a total of 513,039 waste collections were completed, with 248 missed collections reported, resulting in a missed collection rate of 0.048% and remains better than the APSE benchmark average of 0.076%.
In Quarter 3, a total of 1,470,473 waste collections were completed, with a total of 667 missed collections reported. This resulted in a missed collection rate of 0.045% for the quarter.

Latest year-end forecast:

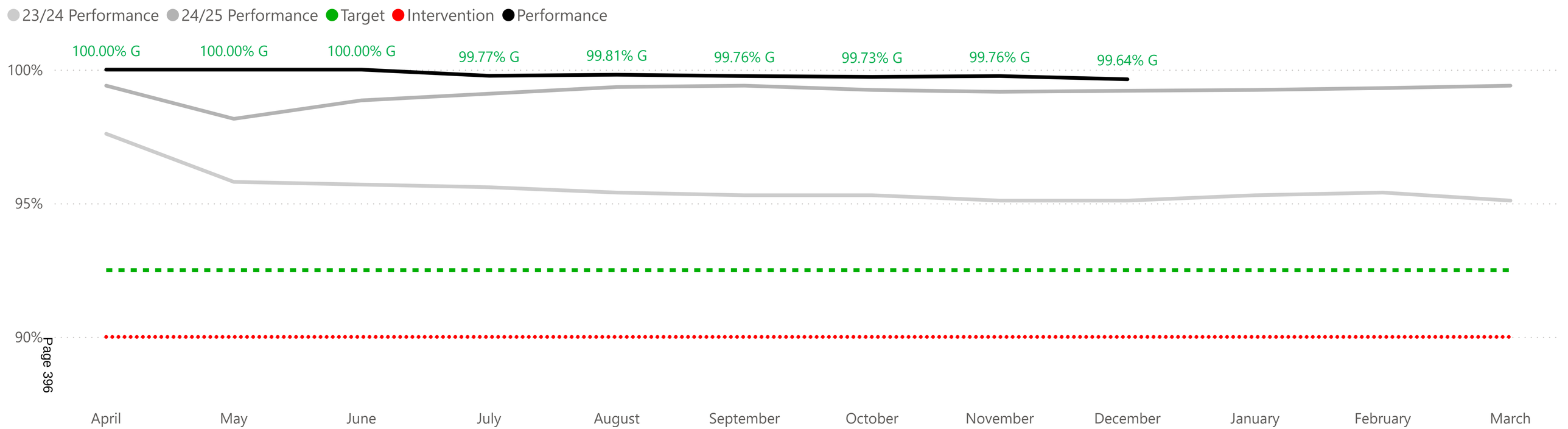
3360

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



Preferred direction of travel: ↑

Latest Commentary from Service:

250 inspections were completed across 11 wards in December. 247 of these achieved the passable A or B grade. The three failures were regarding detritus following leaf fall and adverse weather. All the failed inspections have now been rectified, and the team continues to work well across the district.
In Quarter 3, a total of 683 inspections were completed, with 679 receiving a passing grade A or B.

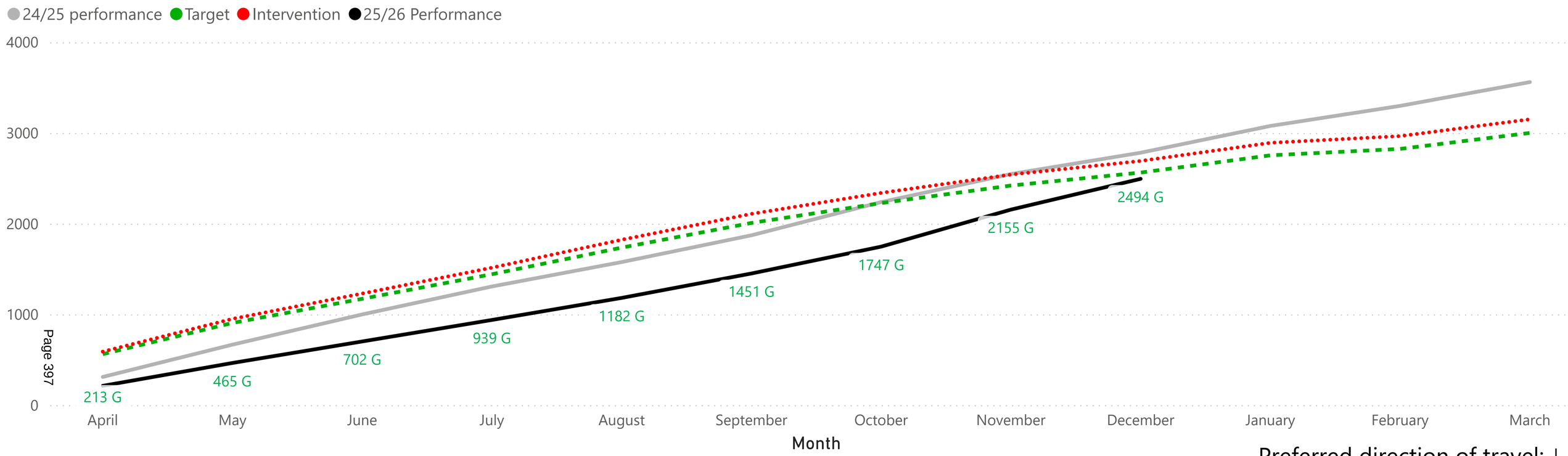
Latest year-end forecast:

95%

Latest projected outturn status:

G

PI 24: The number of flytips reported



Preferred direction of travel: ↓

Latest Commentary from Service:

339 fltyips were cleared in December, which is 17% less than in November. It is likely that the enhaned November figure was a seasonal spike, as we sometimes see, however the team continue to do preventative work where possible. There were 18 green waste flytips collected in December. The current cumulative total is 11% lower than this time last year.

Latest year-end forecast:

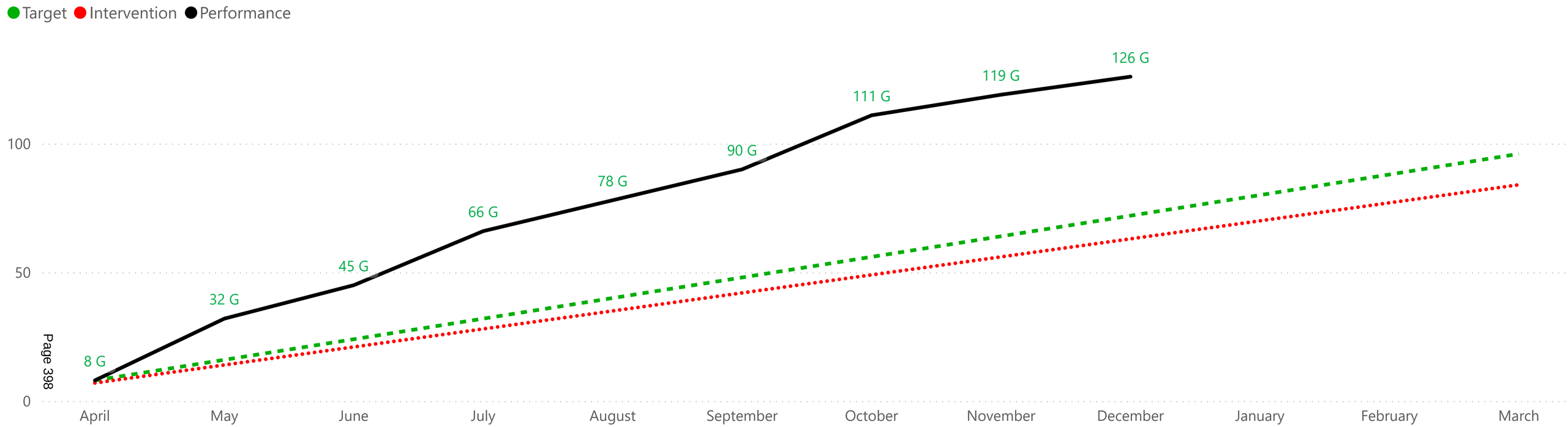
3100

Latest projected outturn status:

A

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

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



Preferred direction of travel: ↑

Latest Commentary from Service:

In Quarter 3, four Fixed Penalty Notices were issued. Two for breach of PSPO, one for residential fly tipping, and one for commercial fly tipping.
One court result was settled in quarter three with a guilty verdict issued for a refusal to adhere to a remedial order in relation to a High Hedge Complaint as per Anti-Social Behaviour legislation.
A further 31 prevention/intervention sanctions were issued in quarter 3. Twelve for abandoned vehicle removal, eight for CPW in relation to dogs, seven for CPW waste, two for CPW in relation to Anti-Social Behaviour (ASB), one for CPN in relation to Cannabis Smells under ASB legislation, and one S47 sanction in relation to commercial bins.

Latest year-end forecast:

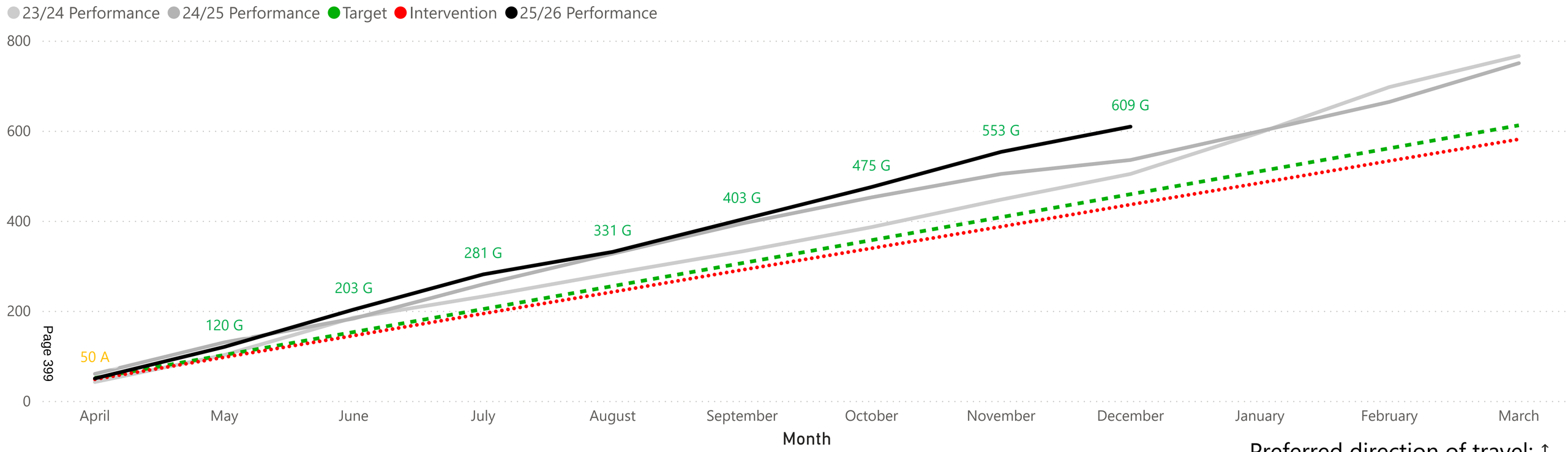
150

Latest projected outturn status:

G

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

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



Preferred direction of travel: ↑

Latest Commentary from Service:

A total of 56 food hygiene inspections were completed in December, which is slightly less than previous months due to the holiday period and the team still not operating at full capacity. The target for each month of 51 has still been exceeded.

Latest year-end forecast:

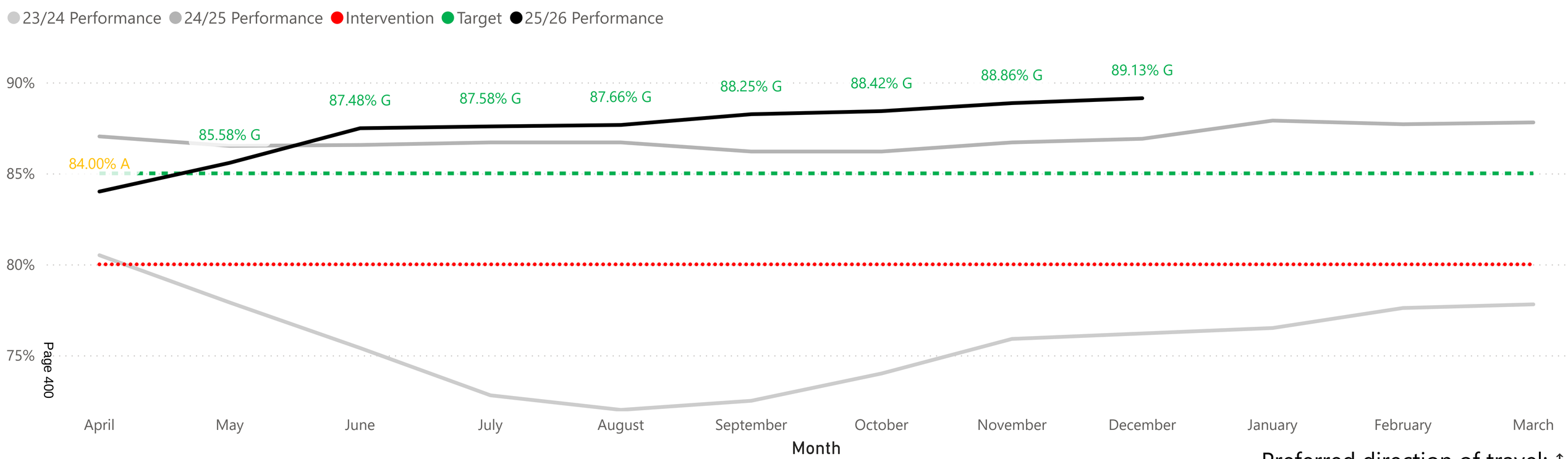
812

Latest projected outturn status:

G

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

PI 27: Percentage of calls to the Contact Centre answered



Preferred direction of travel: ↑

Latest Commentary from Service:

The cumulative Calls Answered performance for December has increased for the eighth consecutive month to 89.13% from 88.86% in November. We are within our 85% answered target. Low staff turnover and an experienced team contribute to this performance.

Latest year-end forecast:

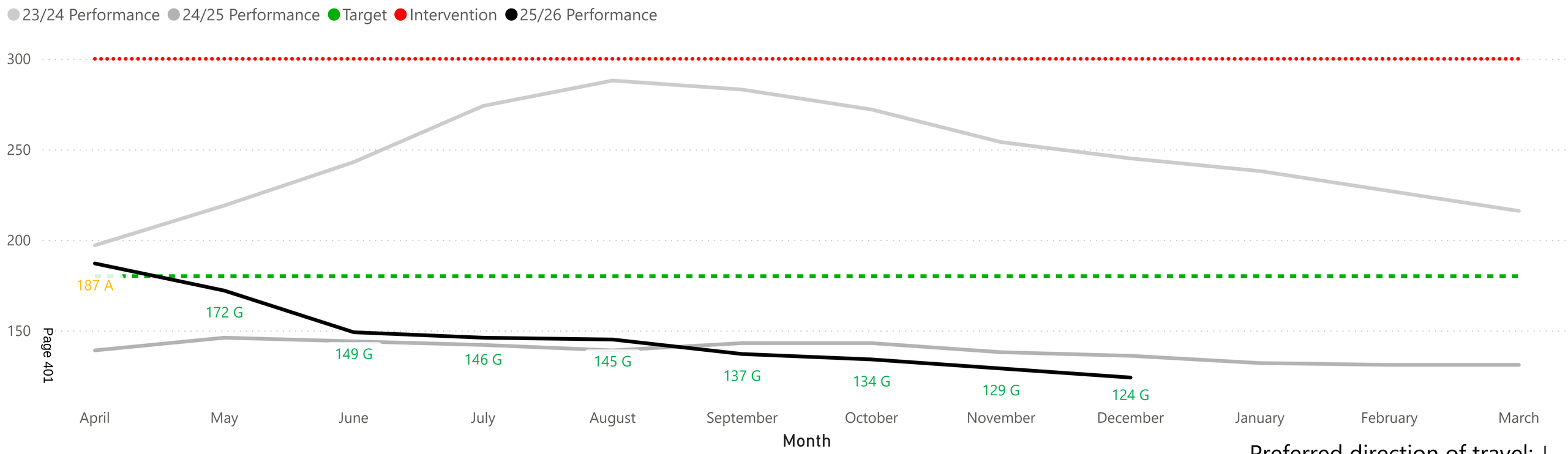
87%

Latest projected outturn status:

G

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

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



Preferred direction of travel: ↓

Latest Commentary from Service:

The cumulative average wait performance is within the 3-minute target and has cumulatively reduced slightly to an average wait of 2 minutes and 4 seconds. Low staff turnover and an experienced team contribute to this performance.

Latest year-end forecast:

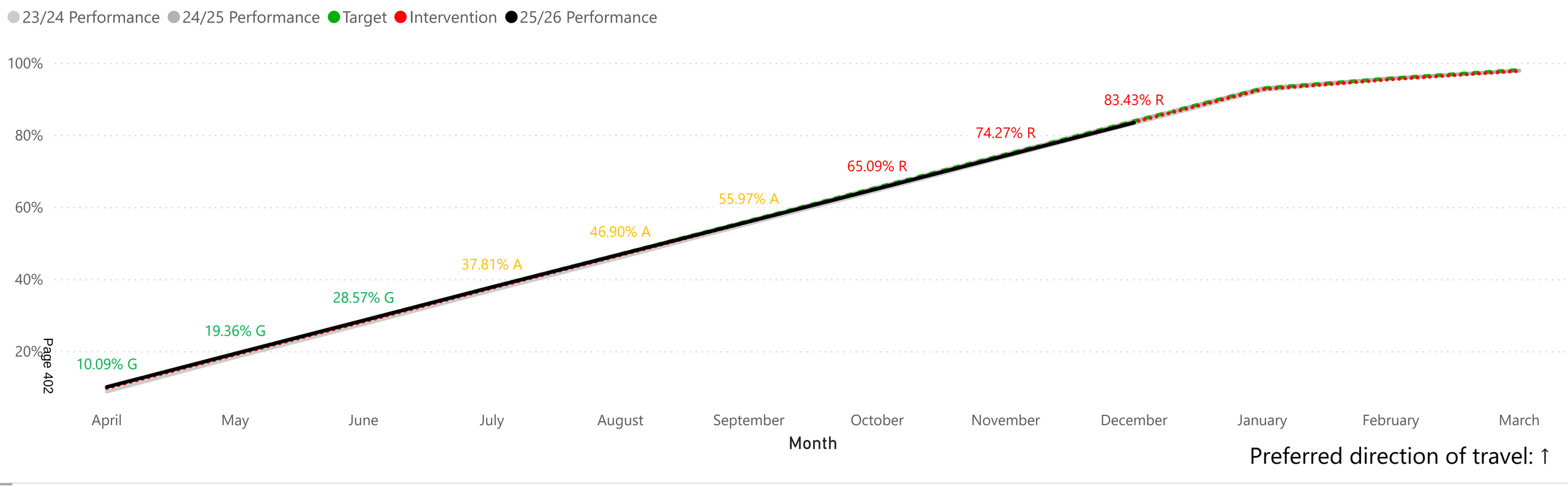
140

Latest projected outturn status:

G

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

PI 30: Council Tax collection rate



Preferred direction of travel: ↑

Latest Commentary from Service:

Council tax collection was 0.45% below its performance target in December, reflecting the reprofiling of instalments rather than non-payment. An additional 560 dwellings have been added to the Council Tax system from September to December, compared to 126 that we had previously added over the period April to August (see PI 10 for more details). This has had the effect of increasing the net amount collectable, but the instalments are not yet due for payment. The final forecast remains unchanged, and performance will continue to be monitored closely.

Latest year-end forecast:

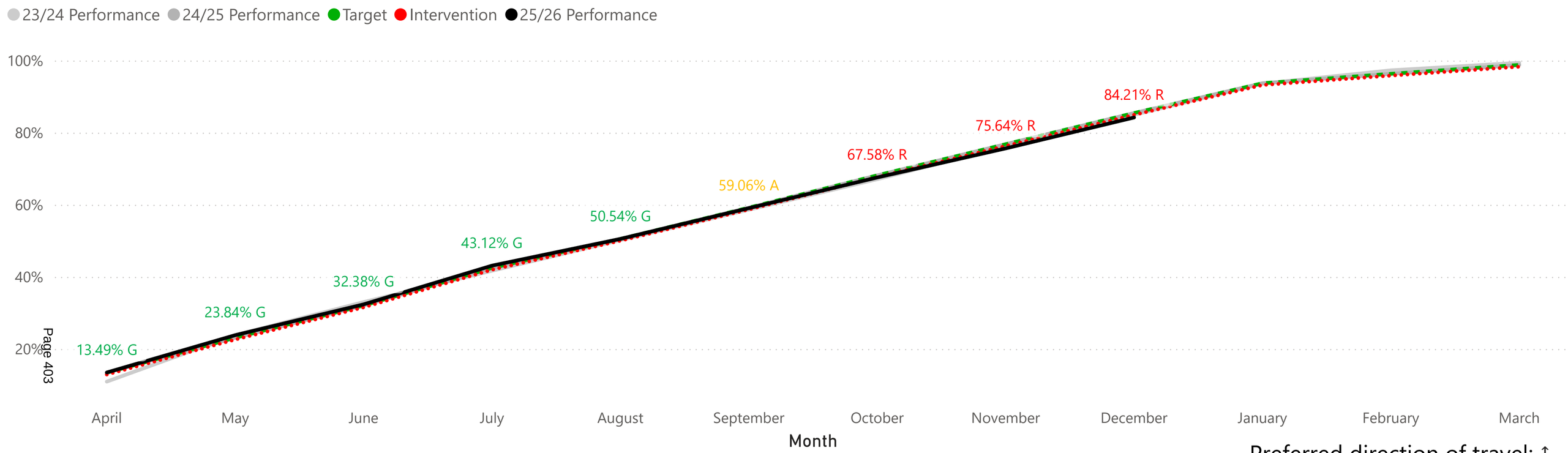
98.09%

Latest projected outturn status:

G

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

PI 31: Business Rate collection rate



Preferred direction of travel: ↑

Latest Commentary from Service:

Target figures are based on previous year actuals, and following a detailed investigation, it appears that last year saw an unusual uplift in collection percentage in November to February, mainly due to a reduction in net collectable as a result of RV changes. As such, comparisons against last year's results do not truly reflect the position, and when compared to 23/24 (which had a better end of year result), current performance varies by 0.13%. The team is still optimistic that the end of year target will be achieved of 98.79%.

Latest year-end forecast:

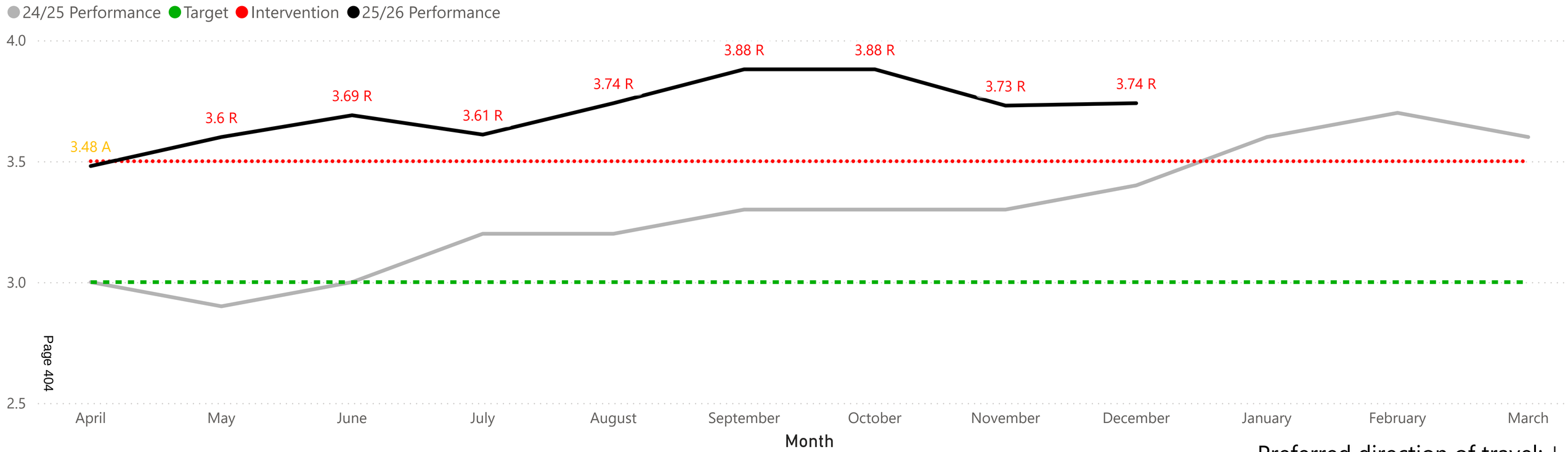
98.79%

Latest projected outturn status:

G

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

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



Preferred direction of travel: ↓

Latest Commentary from Service:

December's performance has increased by 0.01 days from November, and remains higher than this time last year. 116 days were lost to stress (personal) and 75 days to colds, with gastrointestinal and operation recovery, both losing over 60 days.

The national average for short-term and long-term days lost per FTE has increased by 1.6 days (21%) over the last two years and is continuing to rise, reaching a 15 year high. **The organisational trend is in line with the national trend**. HR is closely monitoring absence and ensuring managers are taking the appropriate action at the right time to attempt to mitigate the effects of the current rise nationally in the private and public sectors.

Latest year-end forecast:

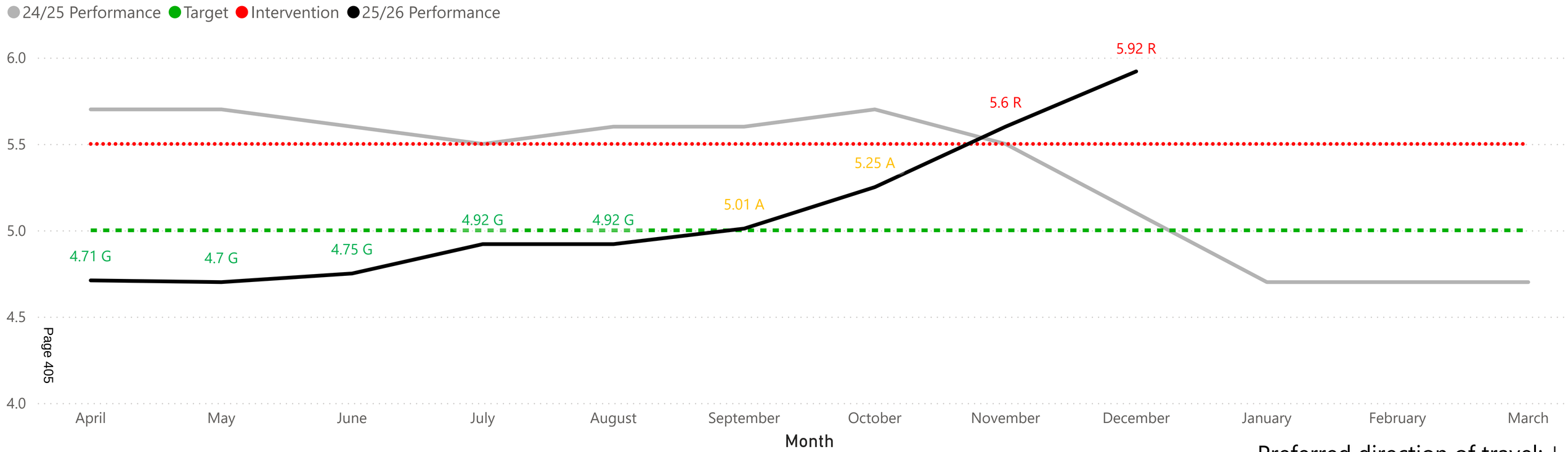
3.5

Latest projected outturn status:

A

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

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



Preferred direction of travel: ↓

Latest Commentary from Service:

We have seen another increase in long-term sickness days lost per FTE in December. Four new cases have been converted from short-term sick to long-term sick, with two of these returning to work in December, and more are anticipated to return to work at the start of Quarter Four. We are actively managing these new cases with managers to get staff back into work quicker if suitable. Of the 17 long-term sickness cases we have, a number of these are moving to the AS3 stage of the absence policy.

The national average for short-term and long-term days lost per FTE has increased by 1.6 days (21%) over the last two years and is continuing to rise, reaching a 15 year high. **The organisational trend is in line with the national trend.**

Latest year-end forecast:

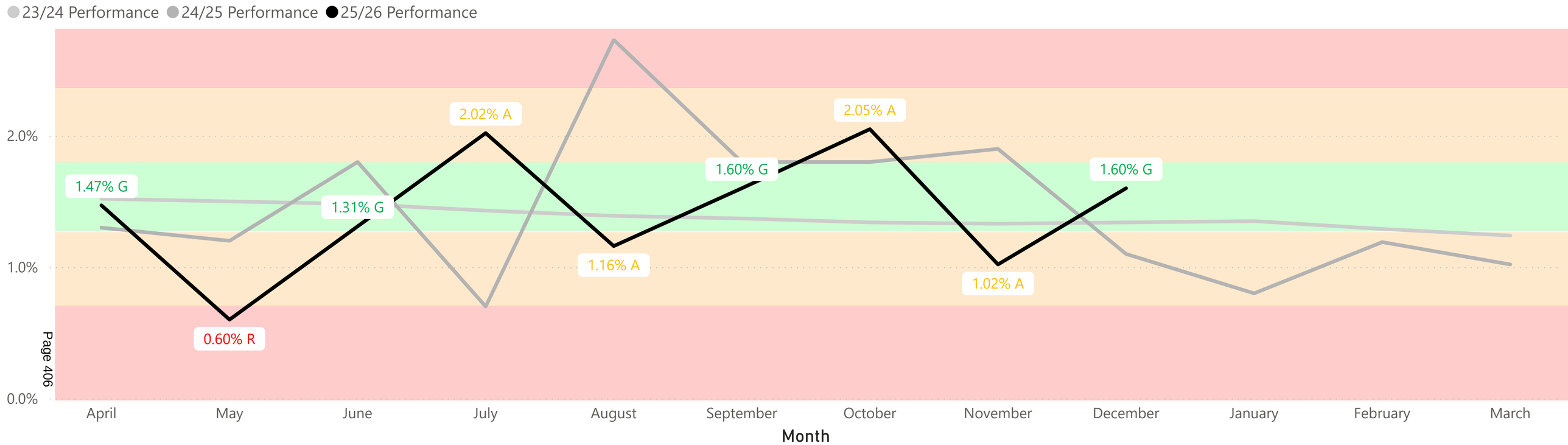
5

Latest projected outturn status:

G

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

PI 34: Staff Turnover (per month)



Latest Commentary from Service:

In December, we had 14 leavers. This totalled 35 in Quarter 3. The turnover of staff is currently sustained at a healthy rate.

Latest year-end forecast:

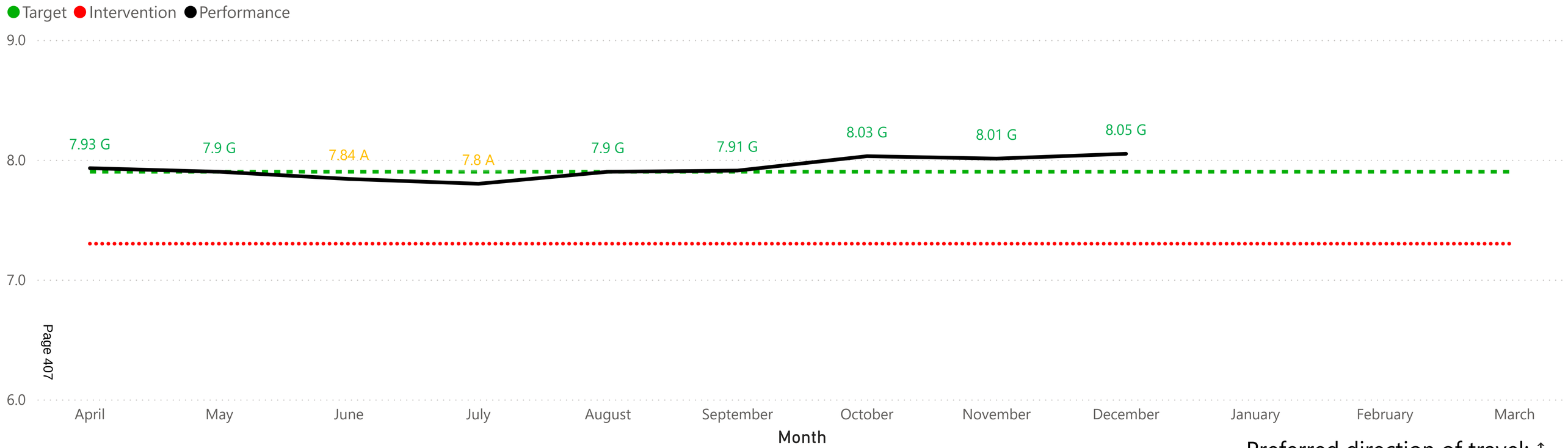
1.50%

Latest projected outturn status:

G

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

PI 35: Average length of staff service (years)



Preferred direction of travel: ↑

Latest Commentary from Service:

We had double the number of leavers in December compared to November. The average length of service of those employees who resigned was 2.5 years, down from the average length of service of leavers for November.

Latest year-end forecast:

7.9

Latest projected outturn status:

G

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Huntingdonshire
DISTRICT COUNCIL

Appendix D: Operational Performance Measures Graphs, Quarter 3 2025/26





Huntingdonshire DISTRICT COUNCIL

	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 prolongued 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	G
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	A	A

	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

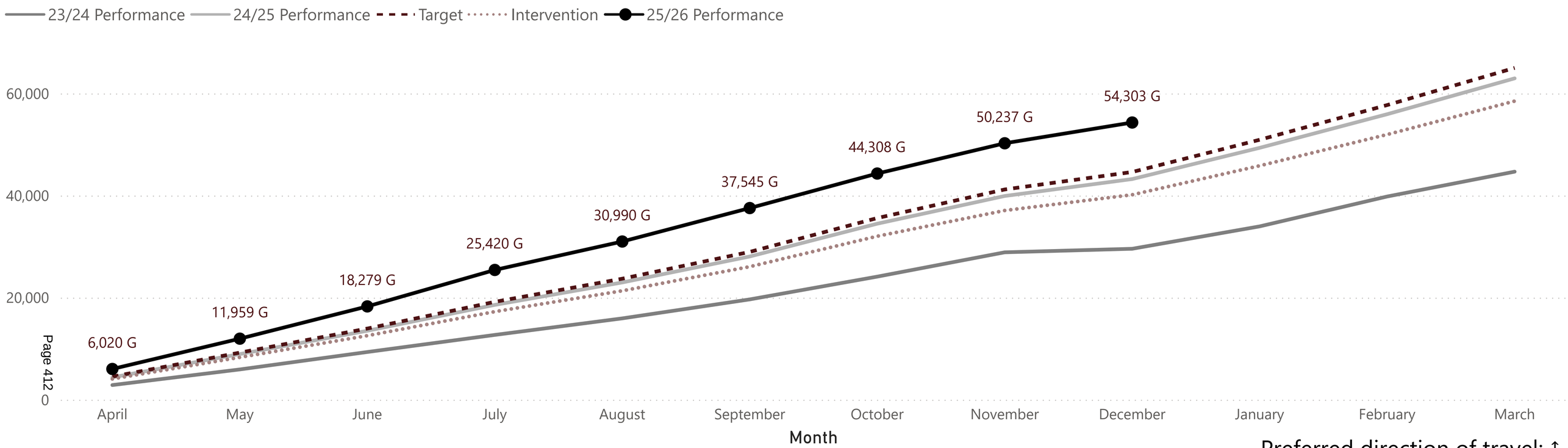
	Forward thinking economic growth	Latest RAG	Forecast
16	Cumulative footfall in our market towns (Huntingdon, St Ives, St Neots & Ramsey) (monthly)	G	G
17	Total number of business engagements by the Economic Development team	G	G

	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 / recucled / 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	A
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	R	G
31	Business Rates collection rate	R	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)	R	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



Preferred direction of travel: ↑

Latest Commentary from Service:

Attendances are 25% up year to date compared to Q3 2024/25 (54,303 v 43,327). Despite the sessions taking a break for the Christmas period, over 4,000 attendances were recorded at all activities - 16% up compared to December 2024. Sessions with the highest attendances YTD include Right Start 3 (Strength and Balance) (8,296), Right Start Aqua (5,174), Walking Sports (3,052), Over 60's Club (2,964), Wellbeing Walks (2,832) and Right Start 5 (Older Adults Circuits) (2,500). In total, there have been over 5,000 attendances at Specialist Exercise Classes for people with long-term health conditions, including more than 2,000 at Postural Stability and 1,500 at both Cancer and Cardiac Sessions. 2026 sees the addition of 'Tai Chi Qi Gong', so we are expecting attendances to grow further.

Latest year-end forecast:

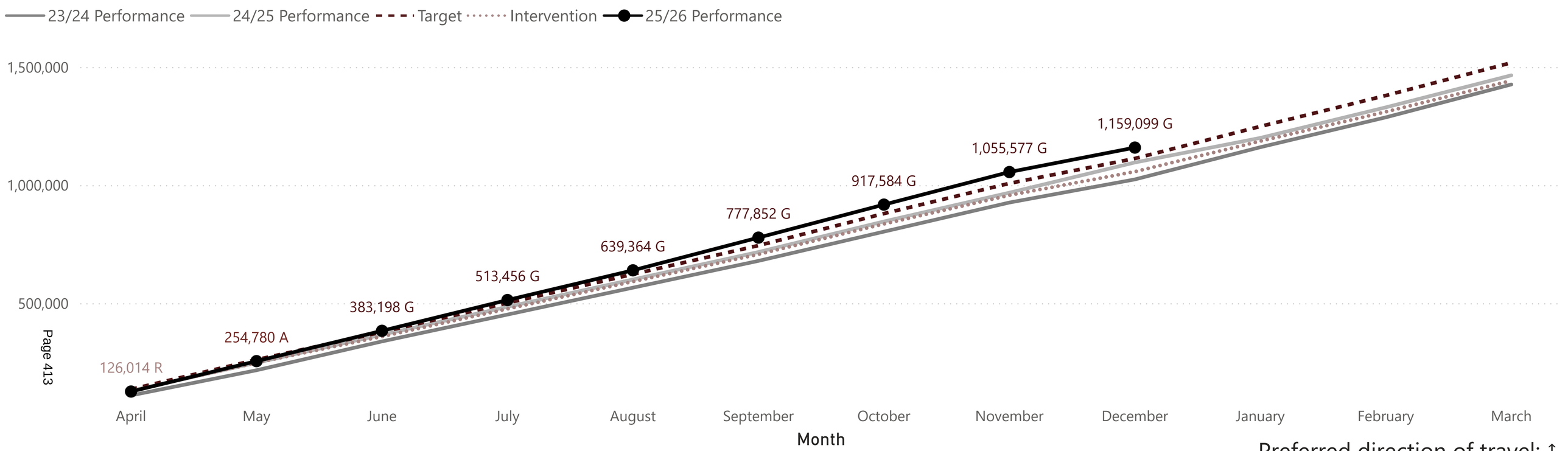
70,000

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)



Preferred direction of travel: ↑

Latest Commentary from Service:

Performance across all One Leisure Centres continues to exceed both target and 2024/25 performance. December attendances were 103,522, which is 2,670 attendances higher than the performance in December last year. Year to date performance is 46,505 ahead of target and 90,069 ahead of last year. The main drivers of positive performance remain the Gym refurbishments , Group Exercise, and Swimming.

Latest year-end forecast:

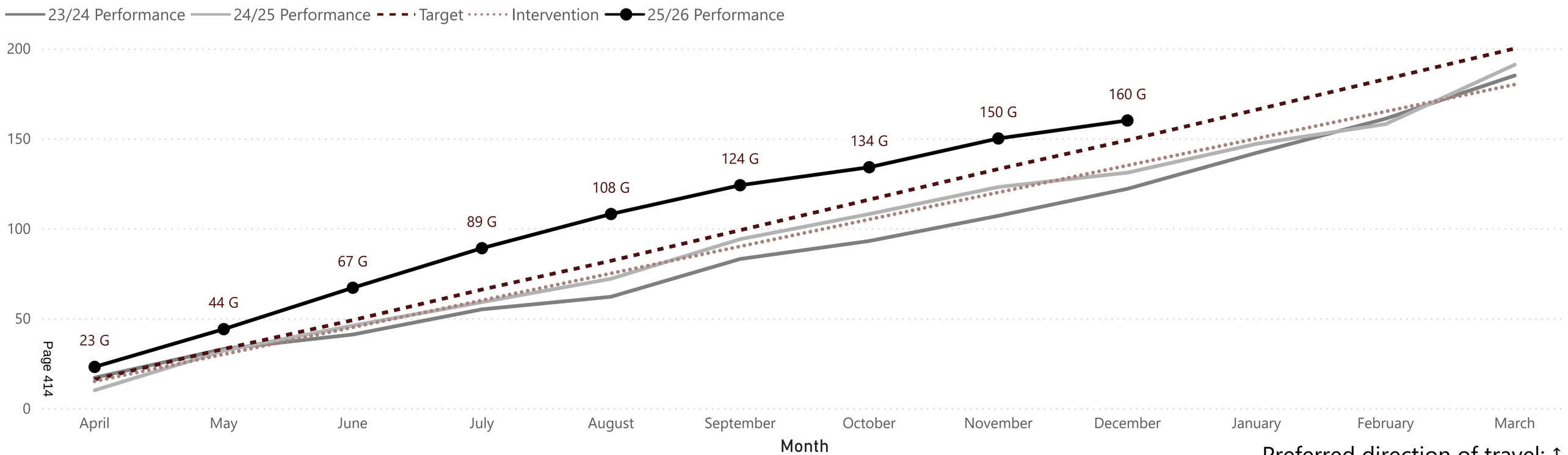
1,561,099

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)



Preferred direction of travel: ↑

Latest Commentary from Service:

An additional 10 residents have been supported by the Disabled Facilities Grant in December, totalling 36 in Q3. Overall, an additional 29 residents have been supported compared to December 2024. Some delays persist with approval for the work from Places for People.

Latest year-end forecast:

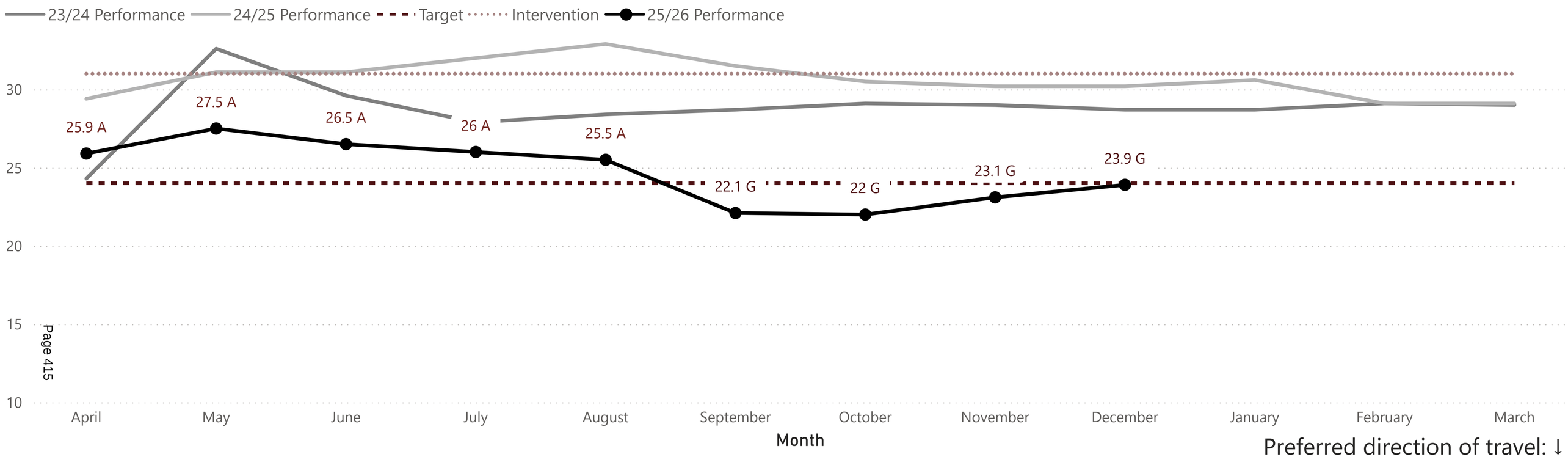
225

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



Preferred direction of travel: ↓

Latest Commentary from Service:

The number of weeks between referral and completion of work funded through the Disabled Facilities Grant is now 23.9, an improvement of 6.3 weeks from December 2024. The performance has been positively impacted in the last 12 months by fewer complex cases being submitted. These types of works significantly increase the time taken for Disabled Facilities Grants. The quicker approval times from Places for People also contribute to the lower timescale

Latest year-end forecast:

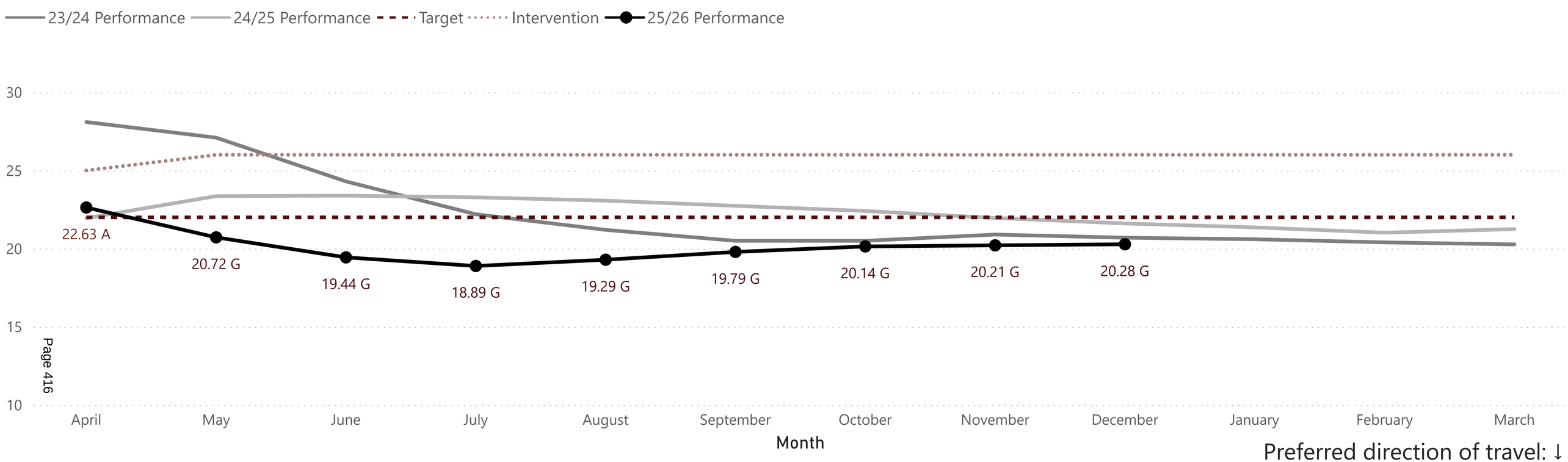
25

Latest projected outturn status:

A

Outcome: Keeping people out of crisis

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



Preferred direction of travel: ↓

Latest Commentary from Service:

At the end of December, the average number of days was 1.72 days ahead of target and 1.33 days faster than the same month in 2025. This improvement reflects the positive impact of changes made to the Council Tax Support Scheme. The final outturn remains unchanged.

Latest year-end forecast:

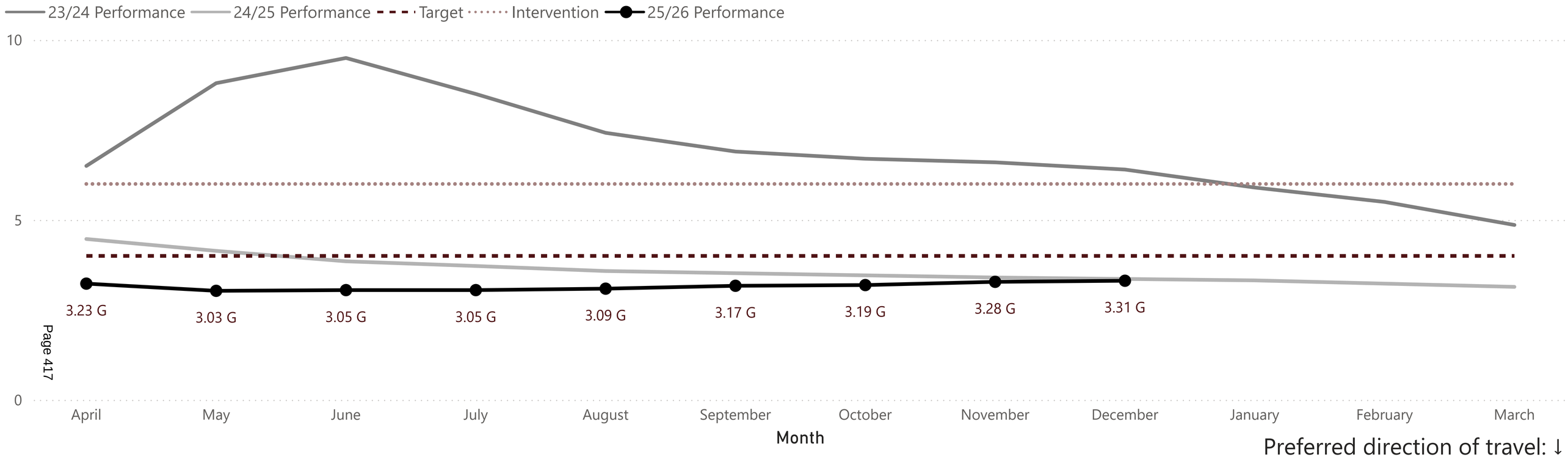
22

Latest projected outturn status:

G

Outcome: Keeping people out of crisis

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



Preferred direction of travel: ↓

Latest Commentary from Service:

The average number of days to process changes of circumstances is 0.69 days better than the target. 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:

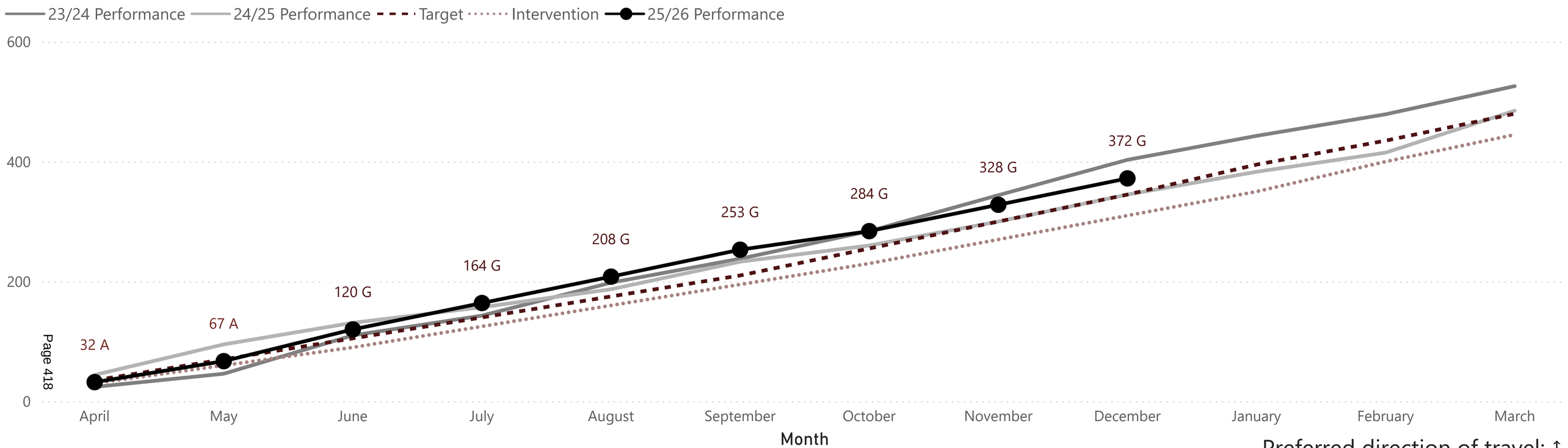
4

Latest projected outturn status:

G

Outcome: Keeping people out of crisis

PI 7: The number of homelessness preventions achieved



Preferred direction of travel: ↑

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, 372 successful preventions have been achieved - compared to 345 during the same period last year (an 8% increase). The current end-of-year projection stands at 490, though this will continue to be reviewed as the year progresses. When evaluating this PI, it is important to consider its interaction with PI 8 (number of households housed through the register) and PI 9 (the number of households in temporary accommodation). Although we are achieving significant numbers of homelessness preventions, the reduction in the number of households housed through the register means that when homelessness is unavoidable, households are staying in temporary accommodation longer, and the number in temporary accommodation is increasing.

Latest year-end forecast:

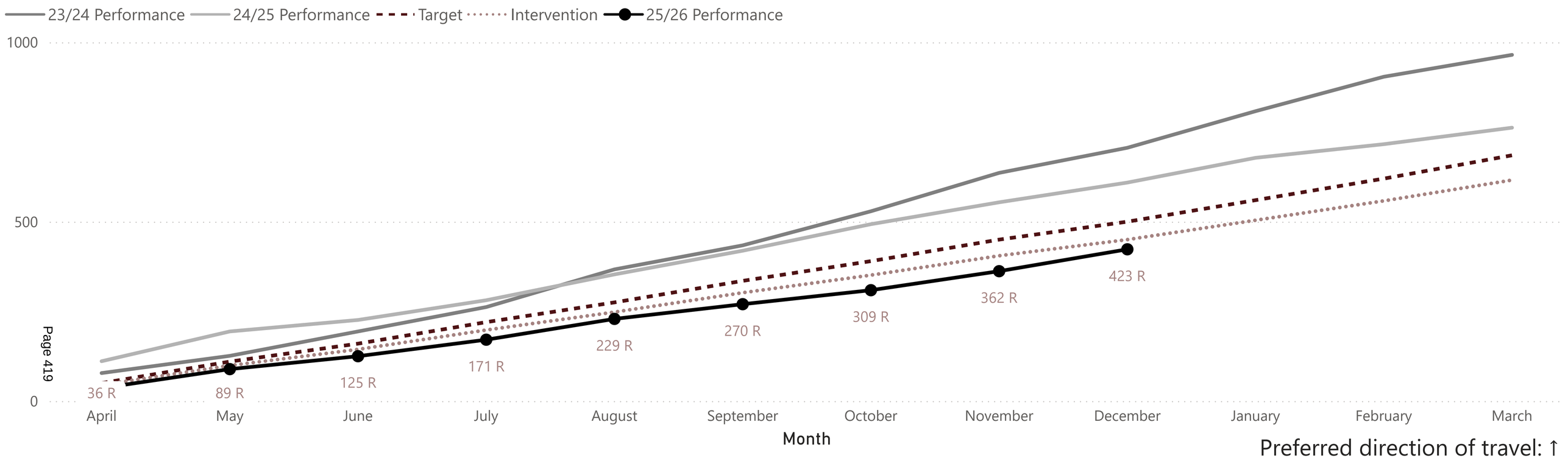
490

Latest projected outturn status:

G

Outcome: Keeping people out of crisis

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



Preferred direction of travel: ↑

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, 423 households have been housed, down from 609 through the same period in 2024/25 (a 31% reduction). This decrease in the number of lettings is due to the lower number of new-build completions compared to last year, together with a decrease in vacancies becoming available for letting in the existing stock. Although we anticipate new builds will increase later in the year, we have adjusted the year end forecast figure to 565. 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. Questions have also been asked of Places for People about their increase in disposal of properties that are becoming available for reletting, impacting the number of relets that are available.

Latest year-end forecast:

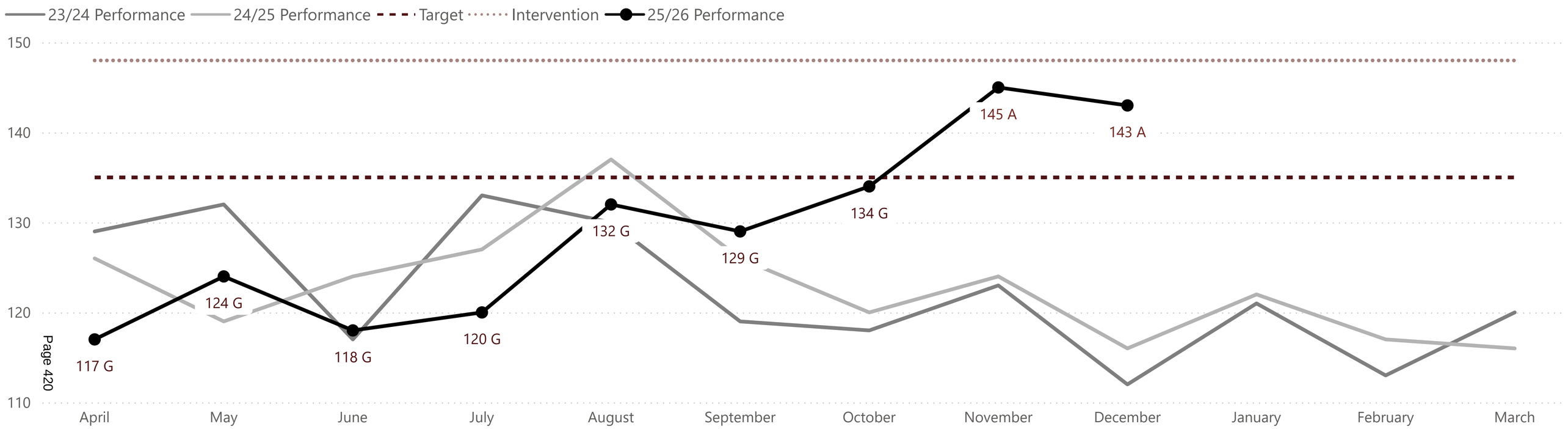
565

Latest projected outturn status:

R

Outcome: Helping people in crisis

PI 9: The number of households in temporary accommodation



Preferred direction of travel: ↓

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 December was 143, which compares to 116 at the same point last year. This increase is mainly due to the reduction in the number of social tenancy lettings (PI8), which impacts our ability to move households through temporary accommodation. Although it is forecast that the number of lettings will increase slightly as more new build sites deliver over the coming months, some of these may be delayed into next financial year, meaning that the target for this PI may not be achieved.

Latest year-end forecast:

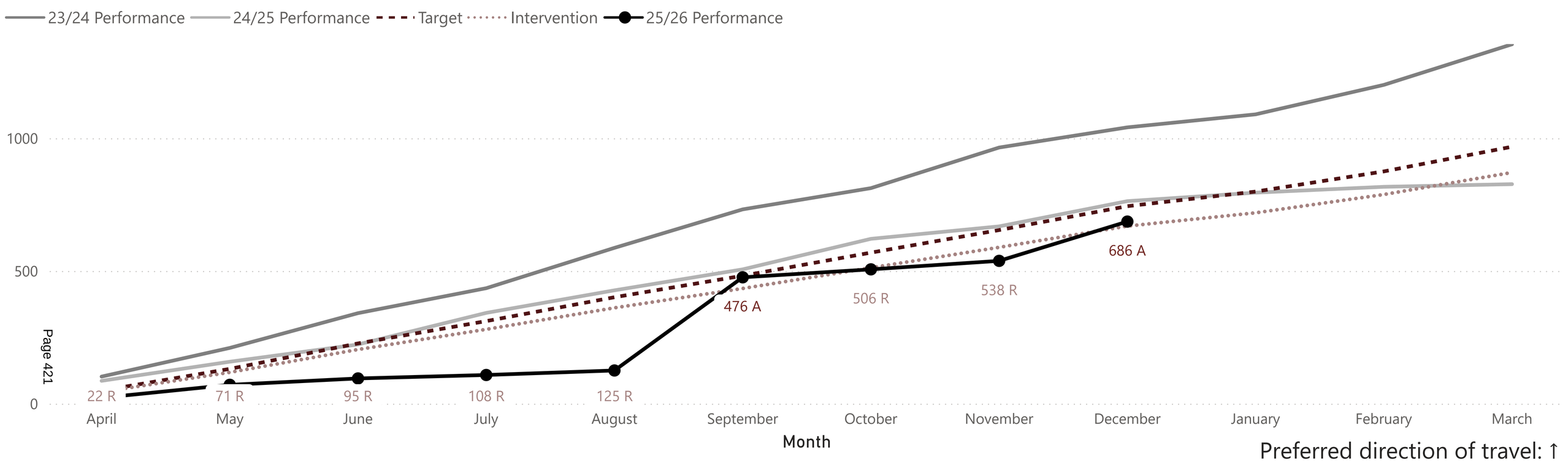
145

Latest projected outturn status:

A

Outcome: Improving Housing

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



Preferred direction of travel: ↑

Latest Commentary from Service:

An additional 148 properties were banded in November in Huntingdonshire. A total of 211 new properties are awaiting banding, with 61 of these being older than 4 months. The oldest case is now over a year old, as the property has been awaiting banding since December 2024. This long delay is due to the VOA prioritising banding properties within the same location (for example multiple houses on a new street or estate) rather than the oldest properties.

Latest year-end forecast:

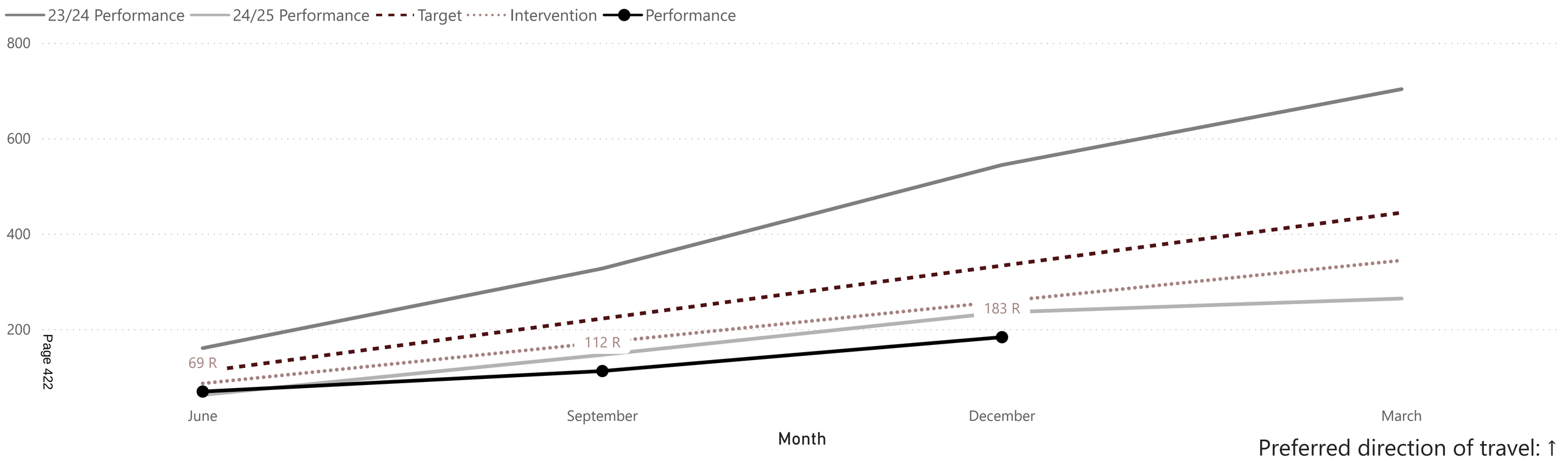
871

Latest projected outturn status:

A

Outcome: Improving Housing

PI 11: The number of affordable houses delivered



Preferred direction of travel: ↑

Latest Commentary from Service:

Since the end of Quarter 2, we have experienced significant delays on some larger developments. In order to lay services and complete road construction, highway closures are necessary, and legal agreements must be completed. Homes can only be accessed once the works are completed. Revised forecasting is now circa 249 completions.
As last time, a large proportion is expected in Quarter 4, amounting to further risk of slippage. However, the homes delayed are not lost and will slip into next year.

Latest year-end forecast:

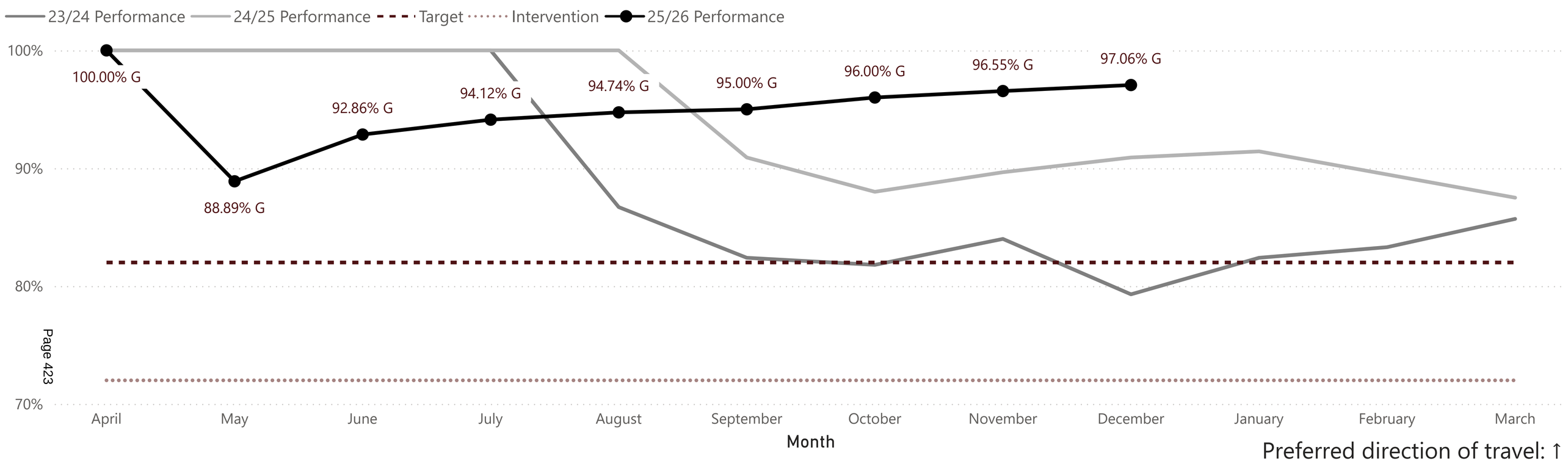
249

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)



Preferred direction of travel: ↑

Latest Commentary from Service:

All 5 Major applications were determined on time in December. 33 out of 34 Major applications are determined on time year to date, including 14 out of 14 in Quarter 3. Performance continues to remain strong, on track to achieve the forecast performance figure.

Latest year-end forecast:

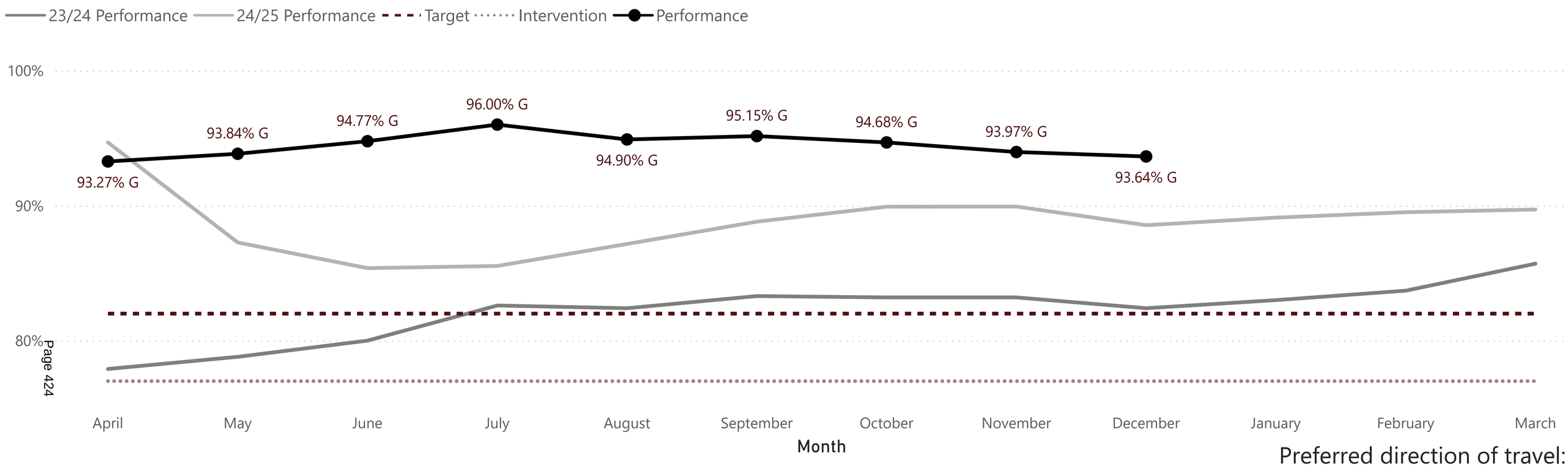
92%

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)



Preferred direction of travel: ↑

Latest Commentary from Service:

81 out of 89 Minor & Other applications were determined in December within the 8-week time frame. Year to date, 751 out of 802 applications have been determined within their time frame, including 241 out of 266 in Quarter 3. Whilst the year to date performance has decreased by 0.33% in the past month, the service remains on track to achieve the forecast performance figure.

Latest year-end forecast:

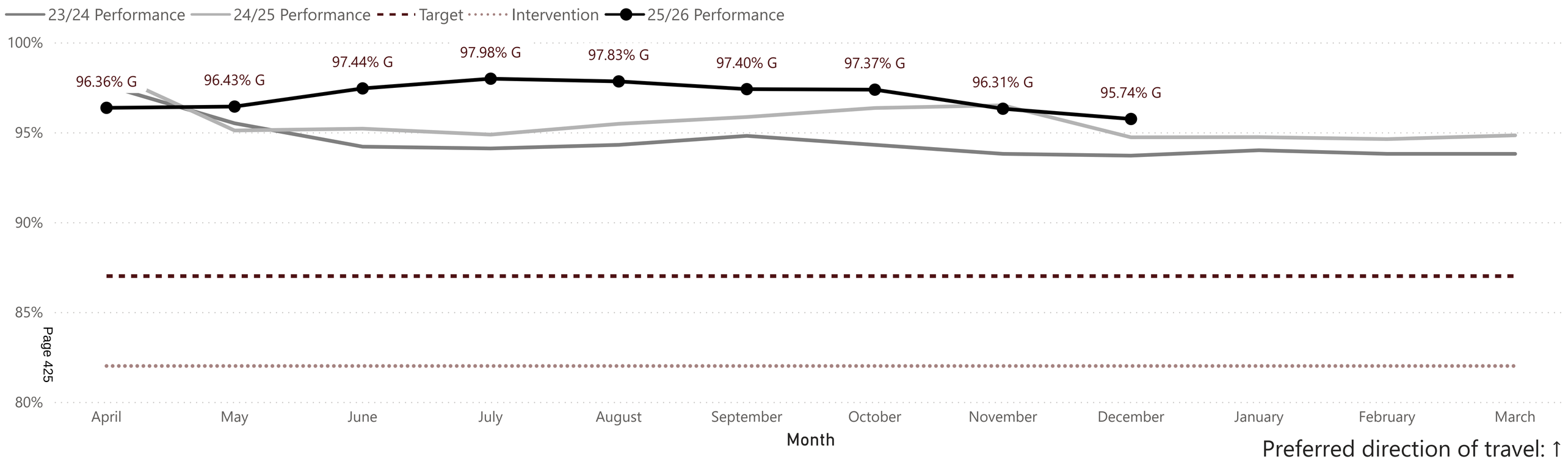
92%

Latest projected outturn status:

G

Outcome: Improving Housing

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



Preferred direction of travel: ↑

Latest Commentary from Service:

43 out of 47 Householder applications were determined in December within the 8-week time frame. Year to date, 382 out of 399 Householder applications were determined within time. Year to date performance has increased by over 1%, and the service is still on track to achieve the forecast performance figure.

Latest year-end forecast:

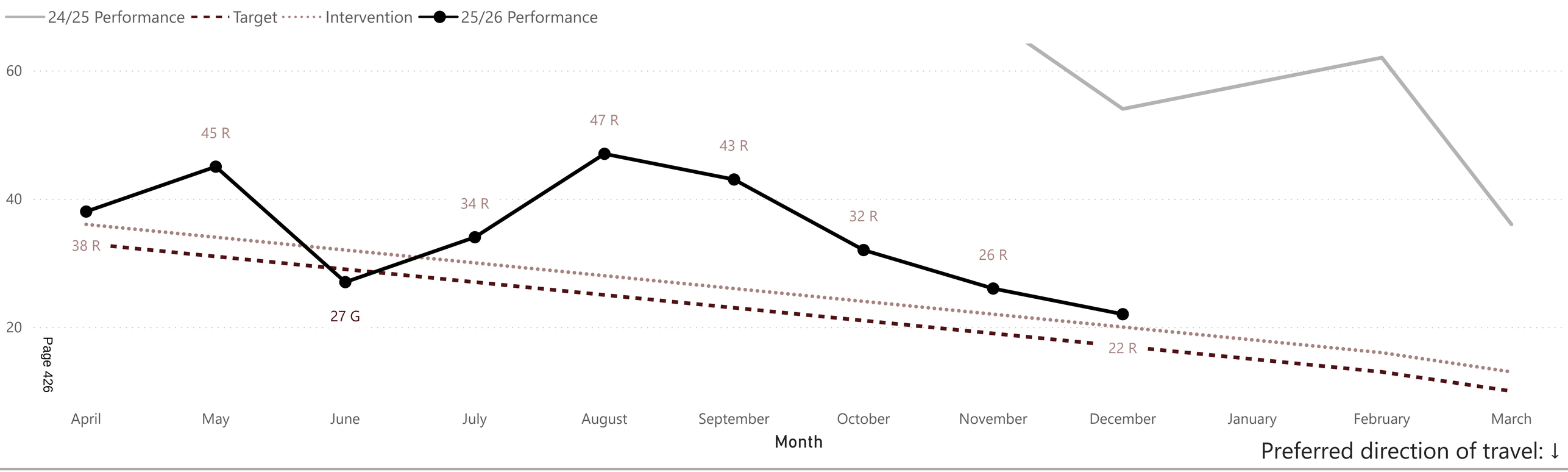
93%

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.



Preferred direction of travel: ↓

Latest Commentary from Service:

The backlog of planning applications decreased by 4 in December, bringing the final Quarter 3 reduction to 21. While the current backlog is behind target, a significant proportion of applications are for sensitive sites, and it is anticipated they they will be taken to the upcoming Development Management Committees. The service still expects to achieve the forecasted figure.

Latest year-end forecast:

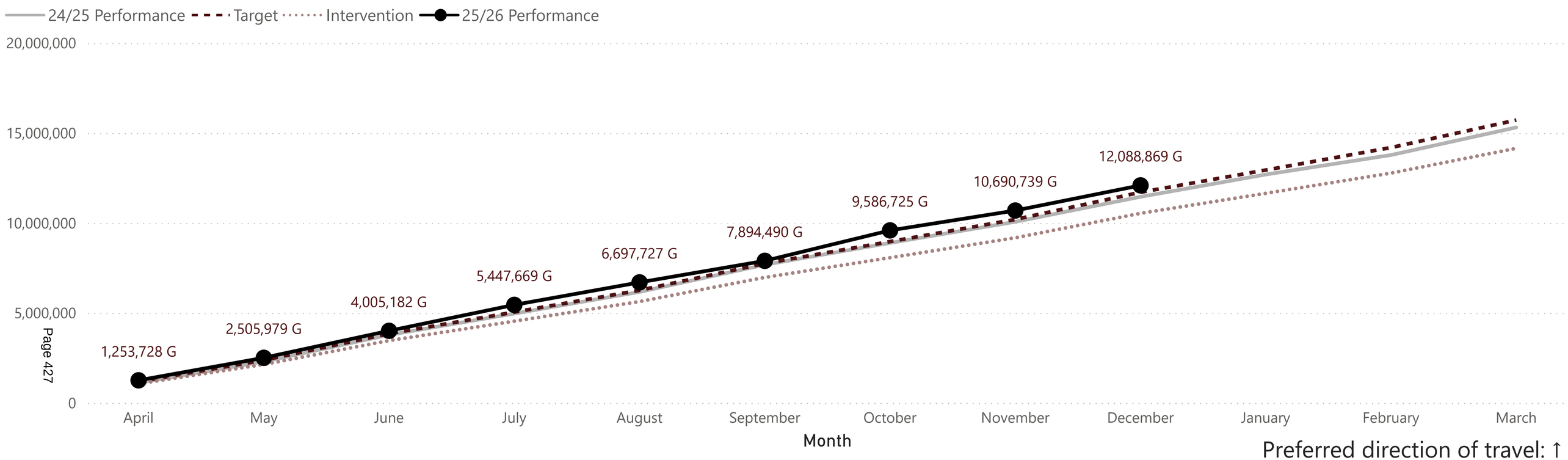
10

Latest projected outturn status:

G

Outcome: Forward Thinking Economic Growth

PI 16: Cumulative footfall in our market towns



Preferred direction of travel: ↑

Latest Commentary from Service:

Huntingdon recorded a total footfall of 544,496 in December, with the busiest day driven by Christmas shopping on the 23rd December.
St Ives saw a total footfall of 410,349, with its peak day likely linked to Christmas shopping, as over 21,000 visitors attended on 22nd December.
Ramsey recorded 11,065 visits in December, with the second week showing the strongest footfall. The 13th December, the busiest day, coincided with the Festive Extravaganza organised by HDC and Ramsey Town Council.
St Neots recorded 432,220 visits in December, with the third week seeing the highest footfall. Overall, the month showed consistently strong figures, likely boosted by the Christmas Trail organised by HDC and St Neots Town Council.
In Quarter 3, Huntingdon saw the highest footfall with 1,502,831 visitors. St Neots and St Ives both saw a boost in visitors, with 1,129,420 and 1,084,560 footfall respectively. Ramsey totalled 31,368 visitors.

Latest year-end forecast:

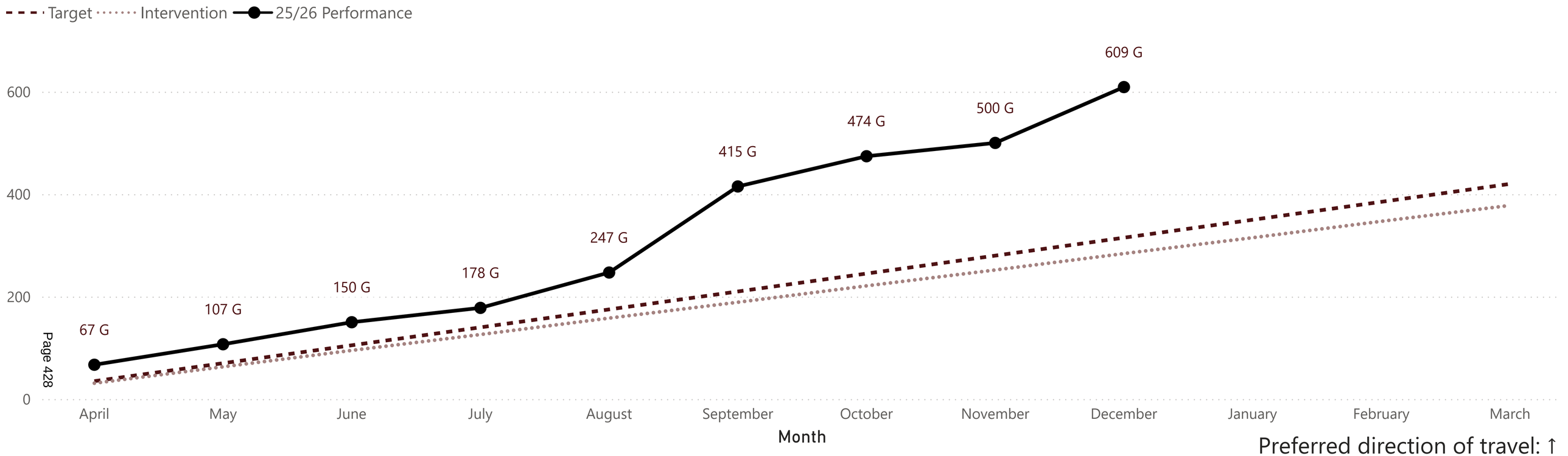
15,719,143

Latest projected outturn status:

G

Outcome: Forward Thinking Economic Growth

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



Preferred direction of travel: ↑

Latest Commentary from Service:

Business support activity in December was relatively quiet but delivered key outcomes. Digital grant recipients were contacted for feedback, with responses received from most. Engagements included follow-up grant support, Business Booster sessions, targeted assistance linked to the defence supply chain, and ongoing inward investment work on a potential aviation maintenance and repair facility. Partnership meetings took place, referrals were exchanged with CPCA, and planning continued for Business Booster programmes launching in January 2026 and later in the year.

Latest year-end forecast:

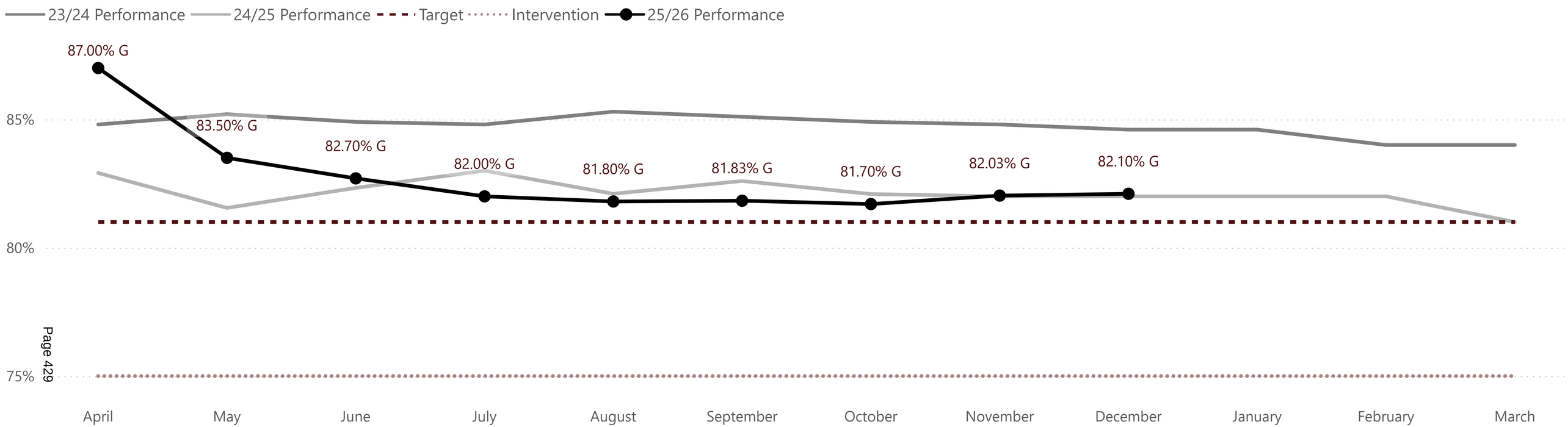
700

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



Preferred direction of travel: ↑

Latest Commentary from Service:

With a cumulative fleet driving efficiency (EEDI) score of 82.10%, the Waste Service has outperformed its target. Regular performance reviews and the sharing of successful practices will help sustain and potentially enhance this efficiency over the remainder of the year.

Latest year-end forecast:

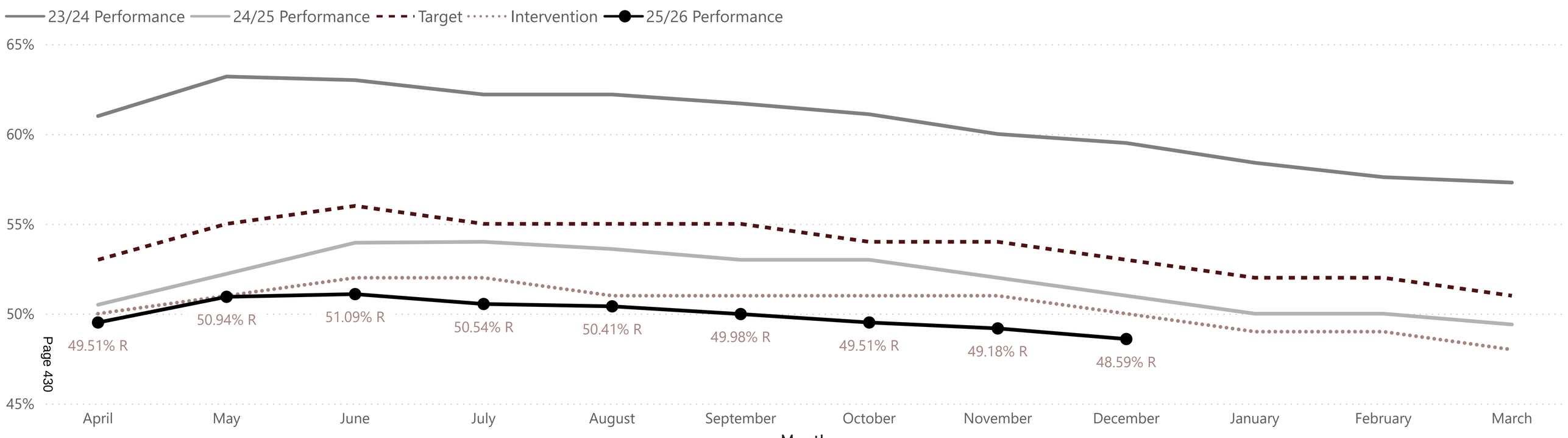
81%

Latest projected outturn status:

G

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

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



Preferred direction of travel: ↑

Latest Commentary from Service:

In December, a total of 4789.58 tonnes of waste were collected from domestic properties across the district, with 43.37% either recycled or composted.
In Quarter 3, a total of 14,861.18 Tonnes of waste have been collected, with 45.55% of this being either recycled or composted.
The forecast outturn has been revised to 45%, reflecting last year's outcome of 49% (the first year of the garden waste subscription scheme).
The lower forecasted result remains due to the extremely dry summer the area experienced, which meant there was significantly less heavy garden waste collected which is recycled and increases the recycling percentage.
To further support residents in recycling, the number of textile recycling banks has been expanded, and 28 electrical recycling bins have been introduced in various locations across the district.
Weekly food waste collections are being implemented with collections starting week commencing 30 March 2026. Food waste will be diverted from residual waste and will contribute to the recycling rate for the district.

Latest year-end forecast:

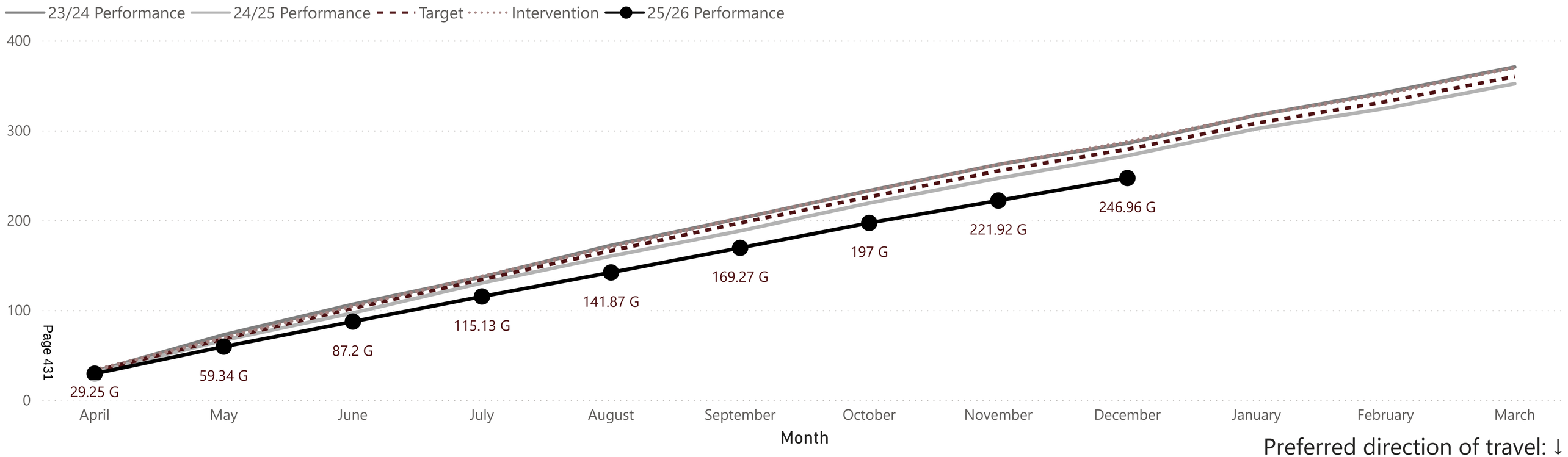
45%

Latest projected outturn status:

R

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

PI 20: Collected household waste per person (Kilograms)



Preferred direction of travel: ↓

Latest Commentary from Service:

Household waste generation per person continues to show improvement, with 25.04 kg collected in December, and is below the UK monthly average of 34 kg
This continued downward trend is primarily attributed to the reduced garden waste tonnages observed in previous months.

Latest year-end forecast:

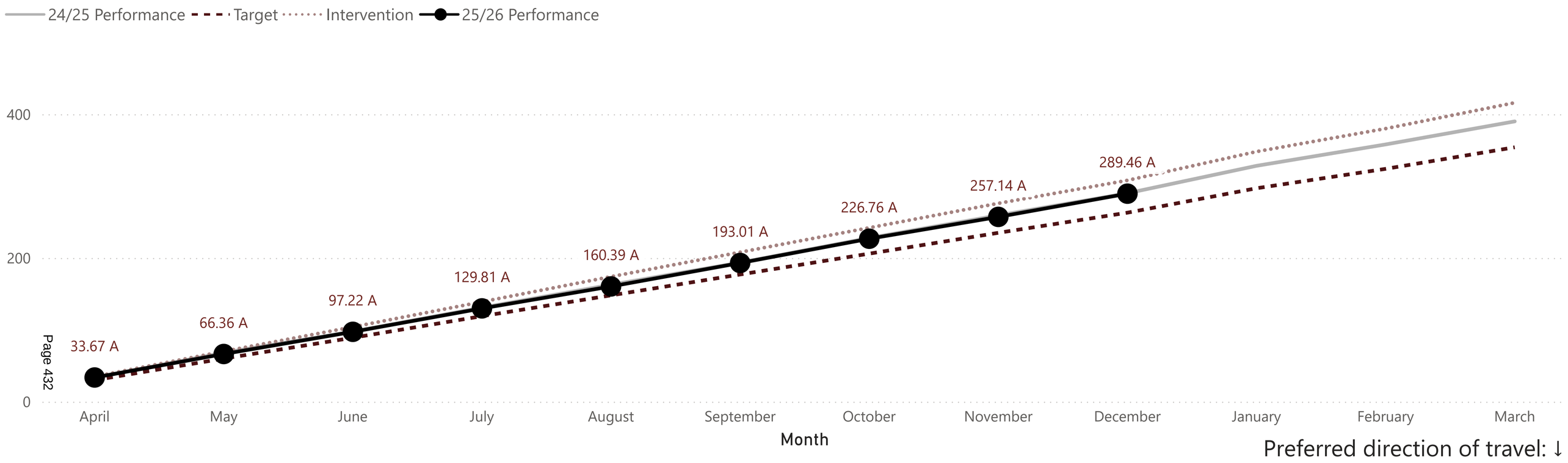
360

Latest projected outturn status:

G

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

PI 21: Residual waste collected per household (kilograms)



Preferred direction of travel: ↓

Latest Commentary from Service:

The residual waste collected per household is currently underperforming compared to the cumulative target, standing at 289.46 kg as of the year to date.
Encouragingly, performance continues to outperform the UK average of 74 kg per household per month, with December's figure at 32.33 kg per household.
Looking ahead, preparations are underway for the introduction of a weekly food waste collection service commencing in April 2026. The team is developing a resident-focused behaviour change campaign aimed at reducing the amount of food waste disposed of ahead of the service launch.

Latest year-end forecast:

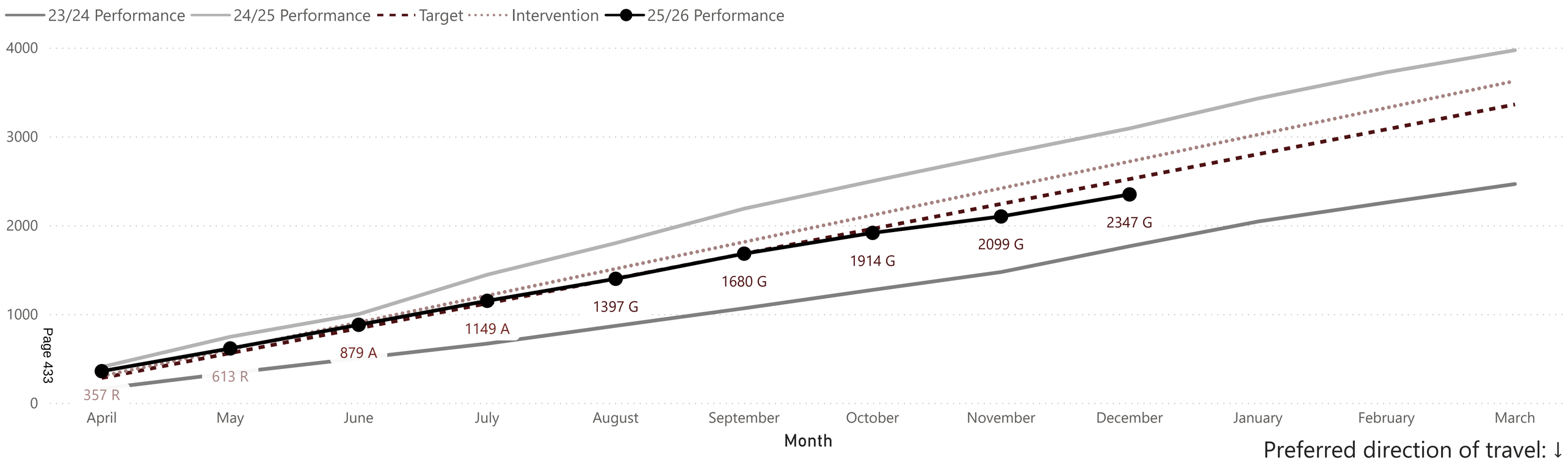
352

Latest projected outturn status:

G

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

PI 22: Number of missed bins



Preferred direction of travel: ↓

Latest Commentary from Service:

In December, a total of 513,039 waste collections were completed, with 248 missed collections reported, resulting in a missed collection rate of 0.048% and remains better than the APSE benchmark average of 0.076%.
In Quarter 3, a total of 1,470,473 waste collections were completed, with a total of 667 missed collections reported. This resulted in a missed collection rate of 0.045% for the quarter.

Latest year-end forecast:

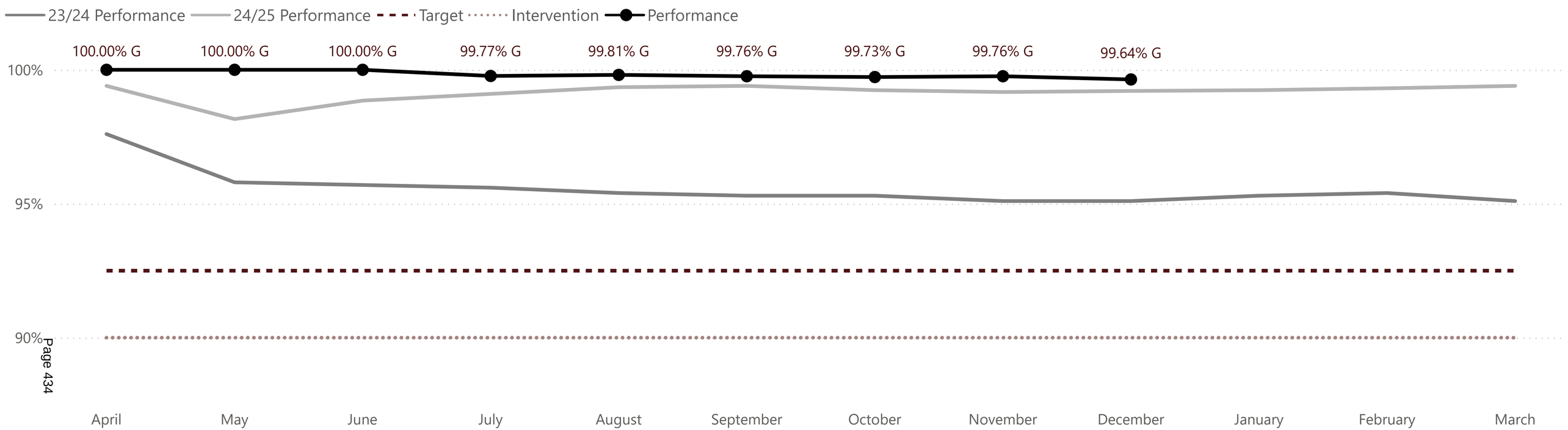
3360

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



Preferred direction of travel: ↑

Latest Commentary from Service:

250 inspections were completed across 11 wards in December. 247 of these achieved the passable A or B grade. The three failures were regarding detritus following leaf fall and adverse weather. All the failed inspections have now been rectified, and the team continues to work well across the district.
In Quarter 3, a total of 683 inspections were completed, with 679 receiving a passing grade A or B.

Latest year-end forecast:

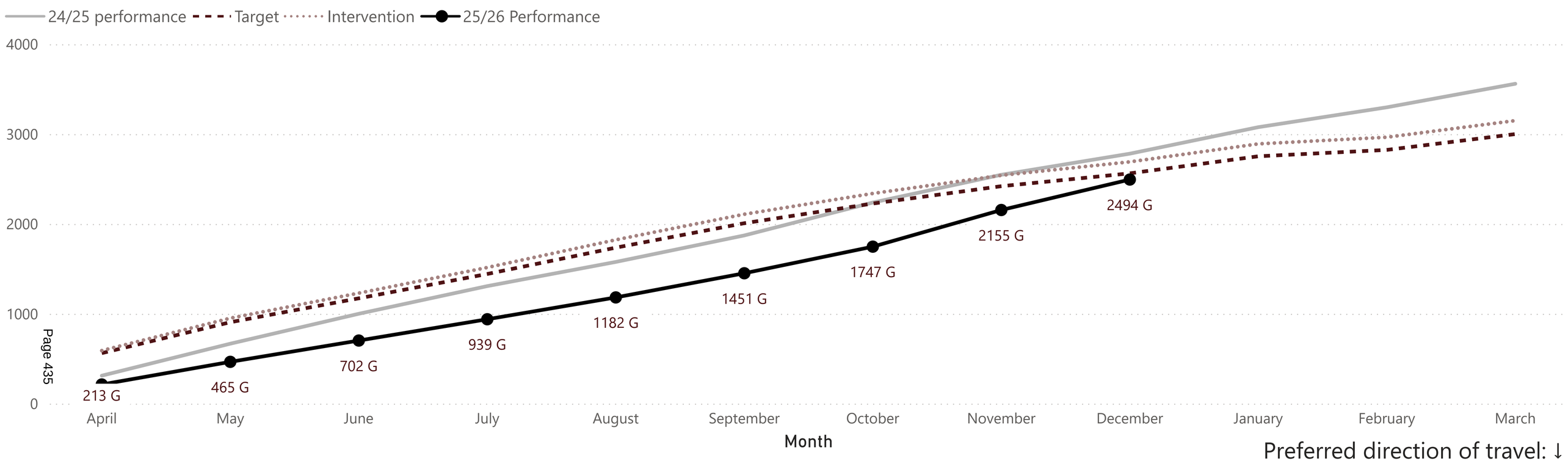
95%

Latest projected outturn status:

G

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

PI 24: The number of flytips reported



Preferred direction of travel: ↓

Latest Commentary from Service:

339 fltyips were cleared in December, which is 17% less than in November. It is likely that the enhaned November figure was a seasonal spike, as we sometimes see, however the team continue to do preventative work where possible. There were 18 green waste flytips collected in December. The current cumulative total is 11% lower than this time last year.

Latest year-end forecast:

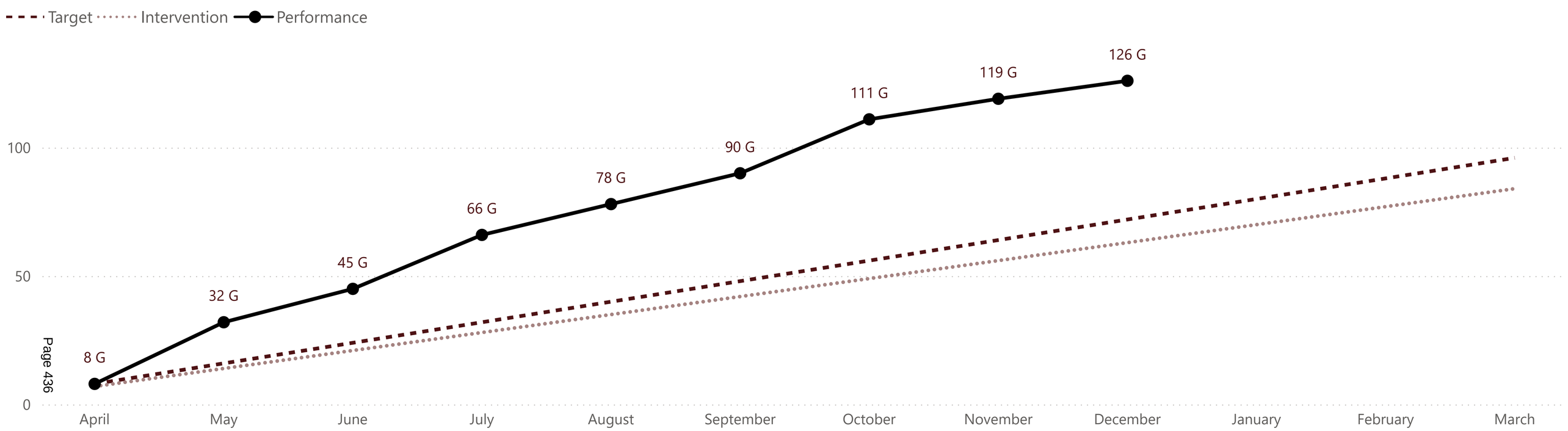
3100

Latest projected outturn status:

A

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

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



Preferred direction of travel: ↑

Latest Commentary from Service:

In Quarter 3, four Fixed Penalty Notices were issued. Two for breach of PSPO, one for residential fly tipping, and one for commercial fly tipping.
One court result was settled in quarter three with a guilty verdict issued for a refusal to adhere to a remedial order in relation to a High Hedge Complaint as per Anti-Social Behaviour legislation.
A further 31 prevention/intervention sanctions were issued in quarter 3. Twelve for abandoned vehicle removal, eight for CPW in relation to dogs, seven for CPW waste, two for CPW in relation to Anti-Social Behaviour (ASB), one for CPN in relation to Cannabis Smells under ASB legislation, and one S47 sanction in relation to commercial bins.

Latest year-end forecast:

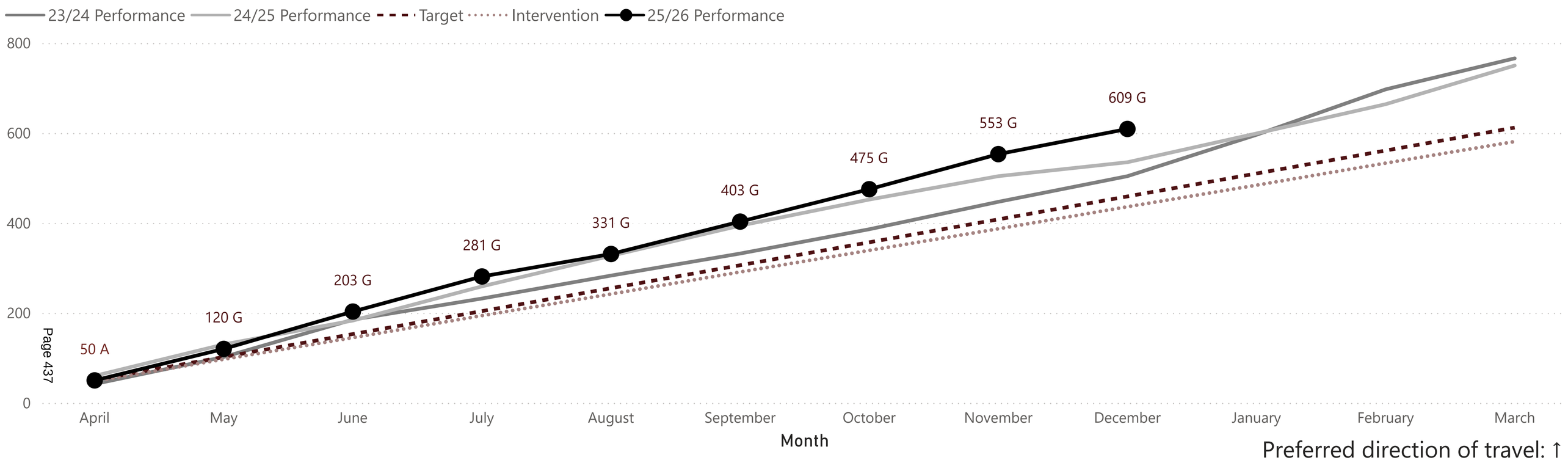
150

Latest projected outturn status:

G

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

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



Preferred direction of travel: ↑

Latest Commentary from Service:

A total of 56 food hygiene inspections were completed in December, which is slightly less than previous months due to the holiday period and the team still not operating at full capacity. The target for each month of 51 has still been exceeded.

Latest year-end forecast:

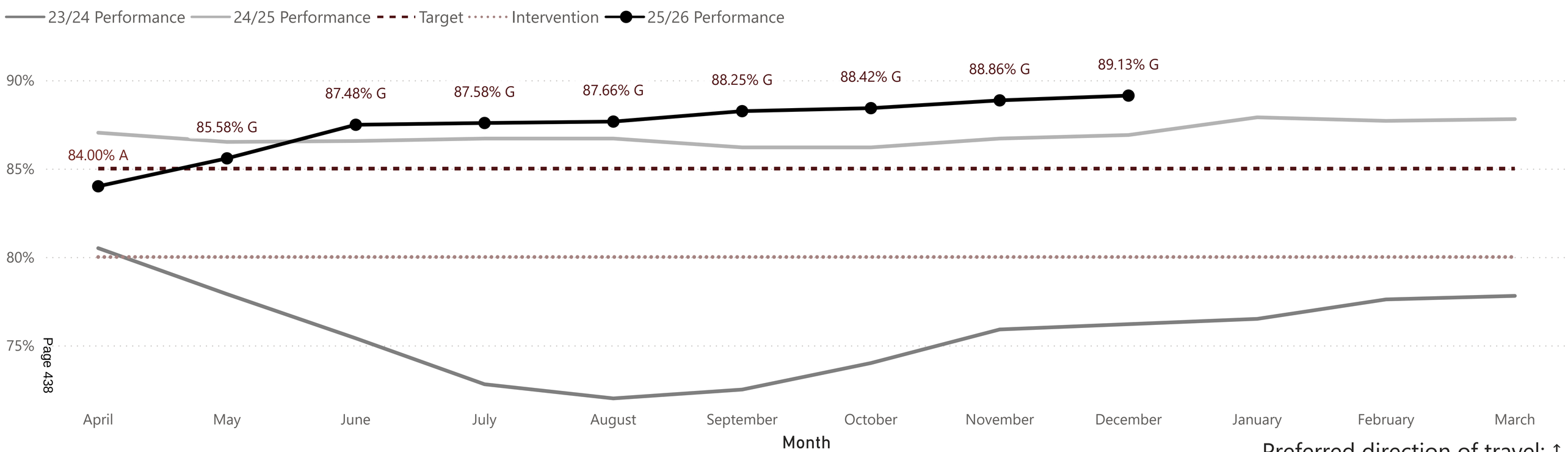
812

Latest projected outturn status:

G

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

PI 27: Percentage of calls to the Contact Centre answered



Preferred direction of travel: ↑

Latest Commentary from Service:

The cumulative Calls Answered performance for December has increased for the eighth consecutive month to 89.13% from 88.86% in November. We are within our 85% answered target. Low staff turnover and an experienced team contribute to this performance.

Latest year-end forecast:

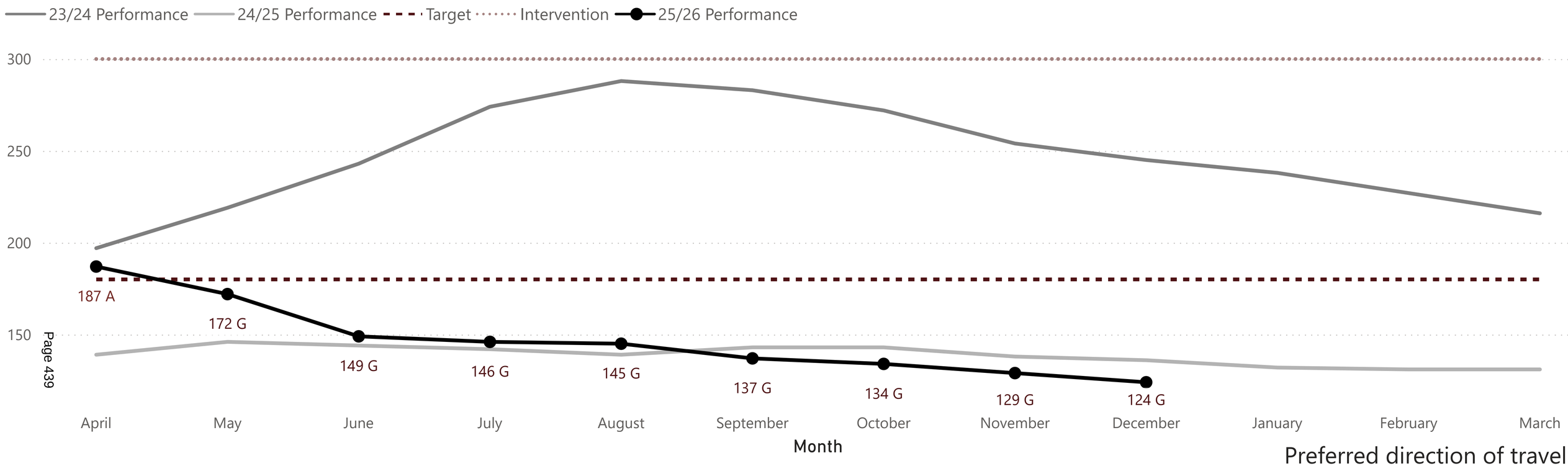
88%

Latest projected outturn status:

G

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

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



Preferred direction of travel: ↓

Latest Commentary from Service:

The cumulative average wait performance is within the 3-minute target and has cumulatively reduced slightly to an average wait of 2 minutes and 4 seconds. Low staff turnover and an experienced team contribute to this performance.

Latest year-end forecast:

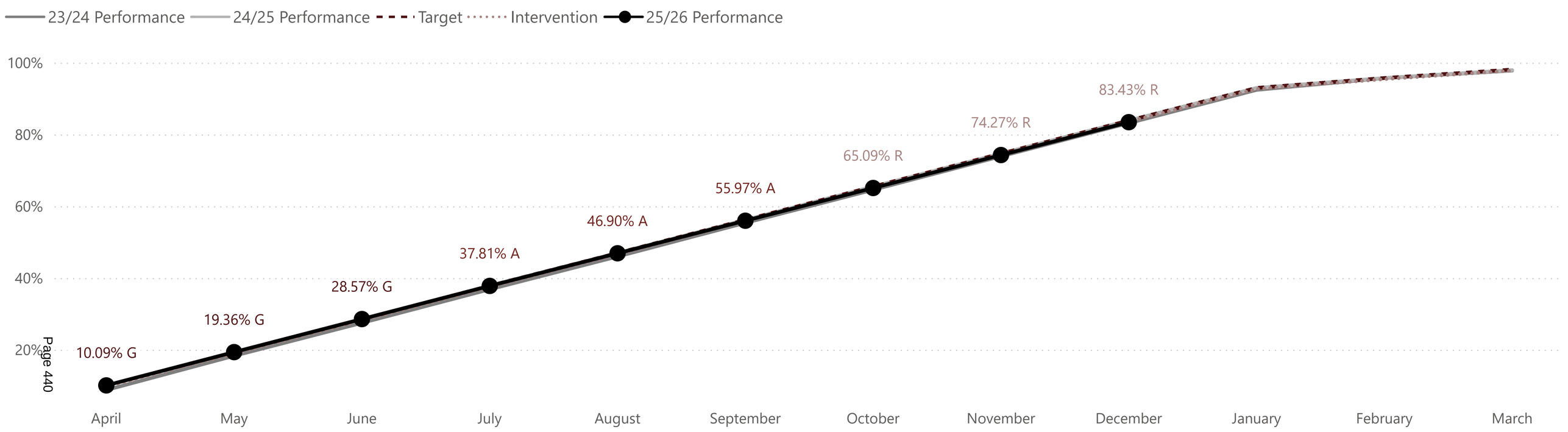
140

Latest projected outturn status:

G

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

PI 30: Council Tax collection rate



Preferred direction of travel: ↑

Latest Commentary from Service:

Council tax collection was 0.45% below its performance target in December, reflecting the reprofiling of instalments rather than non-payment. An additional 560 dwellings have been added to the Council Tax system from September to December, compared to 126 that we had previously added over the period April to August (see PI 10 for more details). This has had the effect of increasing the net amount collectable, but the instalments are not yet due for payment. The final forecast remains unchanged, and performance will continue to be monitored closely.

Latest year-end forecast:

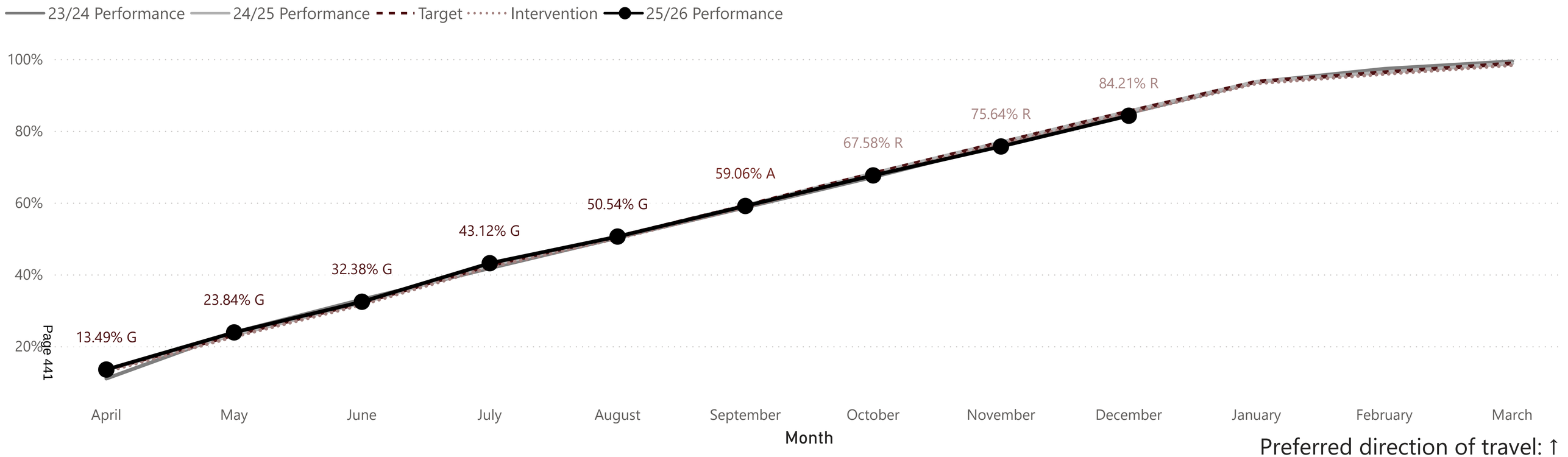
98.09%

Latest projected outturn status:

G

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

PI 31: Business Rate collection rate



Preferred direction of travel: ↑

Latest Commentary from Service:

Target figures are based on previous year actuals, and following a detailed investigation, it appears that last year saw an unusual uplift in collection percentage in November to February, mainly due to a reduction in net collectable as a result of RV changes. As such, comparisons against last year's results do not truly reflect the position, and when compared to 23/24 (which had a better end of year result), current performance varies by 0.13%. The team is still optimistic that the end of year target will be achieved of 98.79%.

Latest year-end forecast:

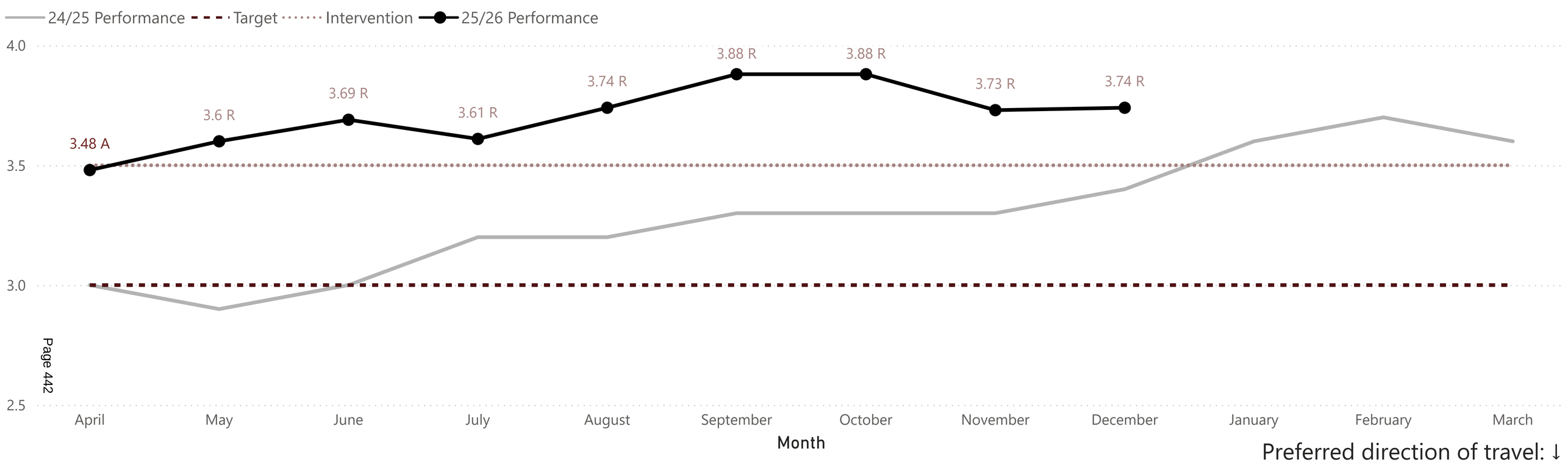
98.79%

Latest projected outturn status:

G

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

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



Preferred direction of travel: ↓

Latest Commentary from Service:

December's performance has increased by 0.01 days from November, and remains higher than this time last year. 116 days were lost to stress (personal) and 75 days to colds, with gastrointestinal and operation recovery, both losing over 60 days.

The national average for short-term and long-term days lost per FTE has increased by 1.6 days (21%) over the last two years and is continuing to rise, reaching a 15 year high. **The organisational trend is in line with the national trend**. HR is closely monitoring absence and ensuring managers are taking the appropriate action at the right time to attempt to mitigate the effects of the current rise nationally in the private and public sectors.

Latest year-end forecast:

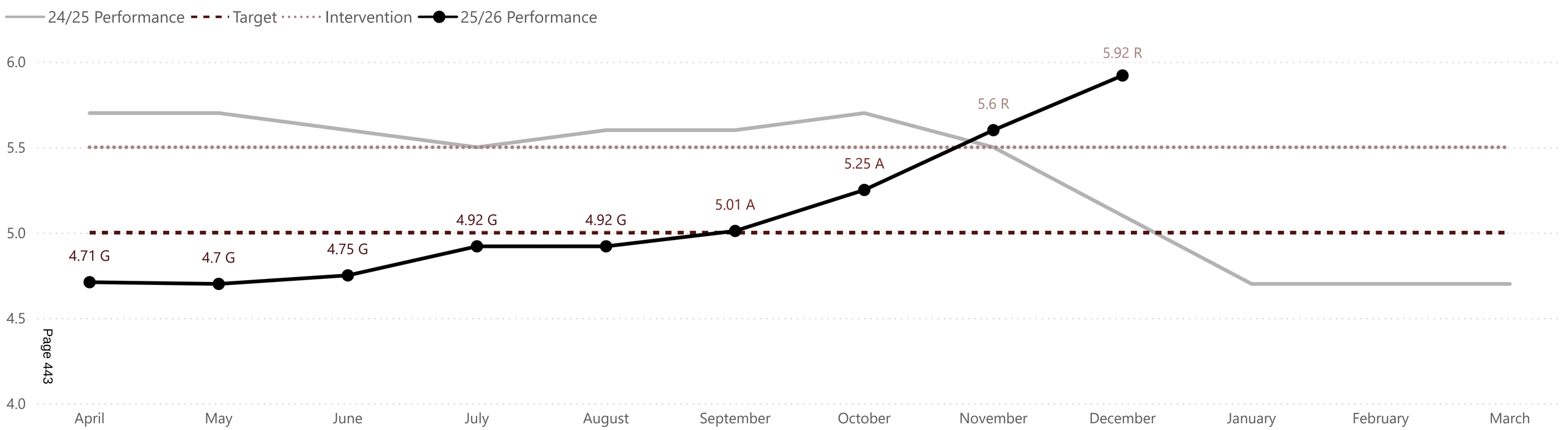
3.5

Latest projected outturn status:

A

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

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



Preferred direction of travel: ↓

Latest Commentary from Service:

We have seen another increase in long-term sickness days lost per FTE in December. Four new cases have been converted from short-term sick to long-term sick, with two of these returning to work in December, and more are anticipated to return to work at the start of Quarter Four. We are actively managing these new cases with managers to get staff back into work quicker if suitable. Of the 17 long-term sickness cases we have, a number of these are moving to the AS3 stage of the absence policy.

The national average for short-term and long-term days lost per FTE has increased by 1.6 days (21%) over the last two years and is continuing to rise, reaching a 15 year high. **The organisational trend is in line with the national trend.**

Latest year-end forecast:

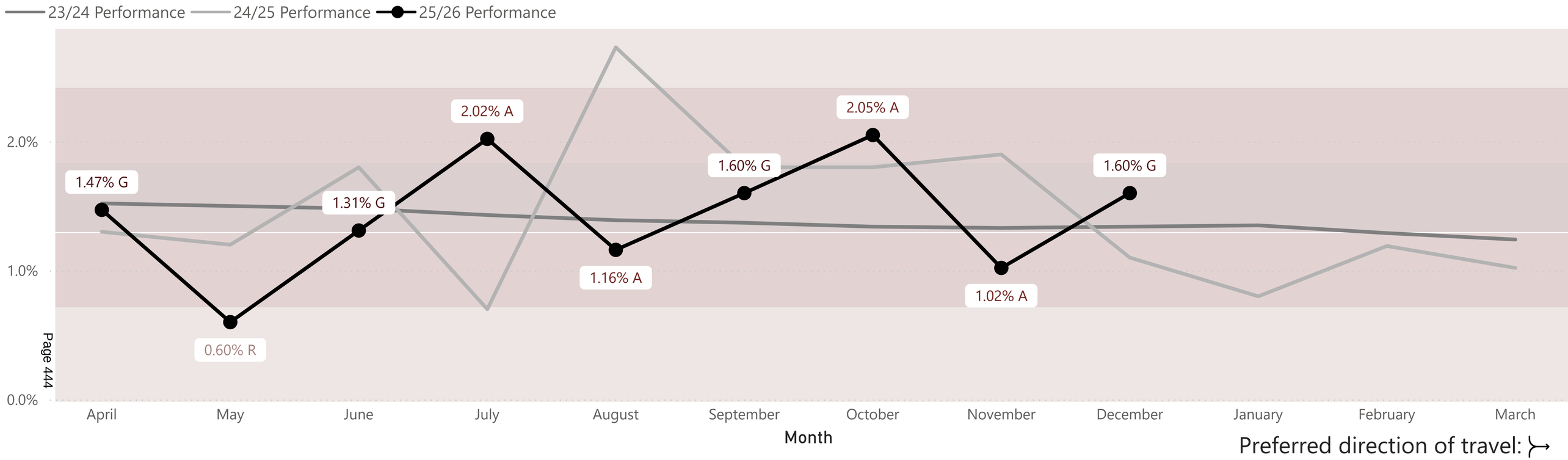
5

Latest projected outturn status:

G

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

PI 34: Staff Turnover (per month)



Preferred direction of travel: ↣

Latest Commentary from Service:

In December, we had 14 leavers. This totalled 35 in Quarter 3. The turnover of staff is currently sustained at a healthy rate.

Latest year-end forecast:

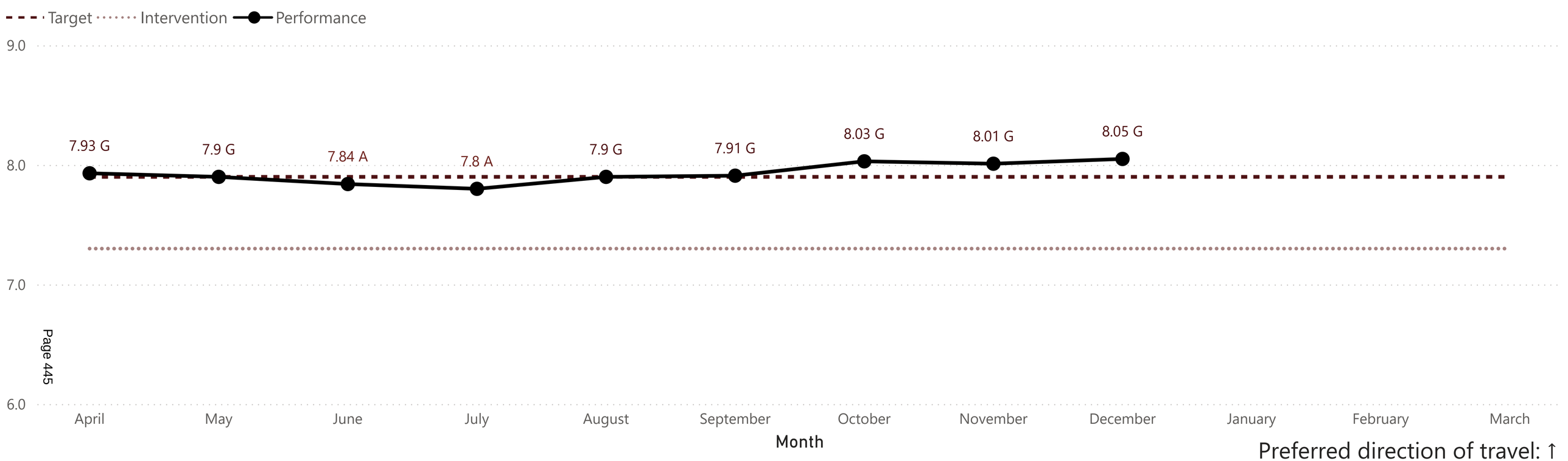
1.50%

Latest projected outturn status:

G

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

PI 35: Average length of staff service (years)



Preferred direction of travel: ↑

Latest Commentary from Service:

We had double the number of leavers in December compared to November. The average length of service of those employees who resigned was 2.5 years, down from the average length of service of leavers for November.

Latest year-end forecast:

7.9

Latest projected outturn status:

G

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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