

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, 16 JUNE 2026** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1. MINUTES (Pages 3 - 4)

To approve as a correct record the Minutes of the meeting held on 21 May 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. CORPORATE PERFORMANCE REPORT, QUARTER 4 2025/26 (Pages 5 - 156)

To receive a report providing an update on the Council's performance against the Corporate Plan at the end of Quarter 4 2025/26 (covering the period January to March 2026), including progress with Corporate Plan actions and projects and Corporate Performance Indicators.

**Contact Officer: S Gosling
G Moore**

4. REPRESENTATION ON ORGANISATIONS (Pages 157 - 166)

To consider a report in relation to the appointment/nomination of representatives to serve on a variety of organisations/partnerships.

Contact Officer: Democratic Services

8 day of June 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.

Please contact Democratic Services, Tel No: (01480) 388169 / e-mail: Democratic.Services@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

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

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

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

Emergency Procedure

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

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the CIVIC SUITE (LANCASTER/STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN on Thursday, 21 May 2026.

PRESENT: Councillor S J Conboy – Chair.

Councillors L Davenport-Ray, L Dewey-Beckett, J E Harvey, N J Hunt, J E Kerr, B A Mickelburgh, D L Mickelburgh and T D Sanderson.

1. MINUTES

The Minutes of the meeting held on 21st April 2026 were approved as a correct record and signed by the Chair.

2. MEMBERS' INTERESTS

No declarations were received.

3. APPOINTMENT OF EXECUTIVE COUNCILLORS

RESOLVED

1. that the executive responsibilities for the Municipal Year 2025/26 be allocated as follows:

Place	Councillor S J Conboy
Planning	Councillor T D Sanderson
Economy, Regeneration and Housing	Councillor B A Mickelburgh
Climate, Transformation and Workforce	Councillor L Davenport-Ray
Governance and Democratic Services	Councillor L Dewey-Beckett
Resident Services and Corporate	Councillor N Hunt
Performance	
Parks and Countryside, Waste and Street	Councillor J E Kerr
Scene	
Finance and Resources	Councillor J E Harvey
Communities, Health and Leisure	Councillor D L Mickelburgh

2. that Executive Councillors be appointed to serve as ex-officio Members of the following:

Executive Councillor with responsibility for employment matters	Employment Committee
Executive Councillor with responsibility for Development Management and Planning Enforcement	Development Management Committee
Executive Councillor with responsibility for Customer Services	Licensing and Protection/ Licensing Committee

4. HINCHINGBROOKE COUNTRY PARK JOINT GROUP

RESOLVED

that Councillors L Dewey-Beckett, W Smith, M Beuttell, and T Nelson be appointed to serve on the Hinchingsbrooke Country Park Joint Group for the ensuing Municipal Year.

5. LOCAL PLAN ADVISORY GROUP

RESOLVED

that Councillors D Mickelburgh, T Sanderson, W Smith, D McIlwaine, J Neish, R Ioannides, and S Lancaster be appointed to serve on the Local Plan Advisory Group for the ensuing Municipal Year.

6. MEMBER DEVELOPMENT WORKING GROUP

RESOLVED

that Councillors L Ascroft, L Dewey-Beckett, A Blackwell, T Alban, C Lowe and D Henly be appointed to serve on the Member Development Working Group for the ensuing Municipal Year.

7. TREASURY AND CAPITAL MANAGEMENT GROUP

RESOLVED

to note that the Executive Leader, Deputy Executive Leader and Executive Councillor for Capital Activity and Treasury Management form the membership of the Treasury and Capital Management Group.

8. ONE LEISURE HUNTINGDON SHADOW BOARD

RESOLVED

that Councillors A Blackwell, N Hunt, D Mickelburgh, S Bywater, D Keane, R Coogan and K Maheshwari be appointed to serve on the One Leisure Huntingdon Shadow Board.

Chair

Cabinet – 16/06/2026

Report by: Gregory Moore & Steffen Gosling
 Head of Service: Katherine Hlalat
 Lead Cllr: Cllr Nathan Hunt
 Executive Councillor for Resident
 Services and Corporate Performance



Wards
All

Open / Exempt
Open

Key Decision?
No

Corporate Performance Report, Quarter 4 2025/26

Executive Summary: This report provides Cabinet with an update on the Council’s performance against the Corporate Plan at the end of Quarter 4 2025/26 (covering the period January to March 2026), including:

- Progress with Corporate Plan actions and projects
- Corporate Performance Indicators

Recommendations

- 1.1. The Cabinet is invited to consider and comment on progress and performance during Quarter 4, as summarised in the Corporate Performance Report attached and detailed in Appendices A, B, C and D

Key Corporate Plan Priorities

- | | |
|---|--|
| 1 | Improving quality of life for local people |
| 2 | Creating a better Huntingdonshire for future generations |
| 3 | Doing our core work Well |

Place Strategy Priorities

- | | |
|---|--------------------------|
| 1 | Pride in Place |
| 2 | Inclusive Economy |
| 3 | Health Embedded |
| 4 | Environmental Innovation |
| 5 | Travel Transformed |

Report Author(s)

Gregory Moore (gregory.moore@huntingdonshire.gov.uk)
 Steffen Gosling (steffen.gosling@huntingdonshire.gov.uk)

1. PURPOSE OF THE REPORT

- 1.1** This report presents the Council's progress against the Corporate Plan Actions and Corporate Performance Indicators during Quarter 4 (January to March) 2025/26.

2. BACKGROUND & CONTEXT

- 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** 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 4. The appendices to the Corporate Performance Report provide more detail.
- 2.4** 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.
- 2.5** Appendix C provides updates on Corporate 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.
- 2.6** An accessible version of the performance measures is enclosed as Appendix D.

3. PERFORMANCE MANAGEMENT

- 3.1** Robust performance management is a priority at Huntingdonshire District Council, with stretch targets being implemented where relevant 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 following table summarises overall progress in delivering Corporate Plan actions for 2025/26 at the end of Quarter 4:

Status of Corporate Plan Actions	Number	Percentage
Green (on track)	44	80%
Amber (within acceptable variance)	11	20%
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.

3.4 80% of our Corporate Plan actions are reported as on track (green) this quarter. The remaining 20% 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 4 were also reported as green in Quarter 3. 2 of the 12 actions reported as amber this Quarter have reduced from reporting as green in Quarter 3, and the remaining 10 continue to report as amber.

3.5 The statuses of Corporate Plan projects at the end of March 2026 are shown in the following table:

Status of Corporate Plan Projects/Programmes	Number	Percentage
Green (on track)	10	83%
Amber (within acceptable variance)	2	17%
Red (behind schedule)	0	0%

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.

3.6 Quarter 4 saw an increase in the number of Corporate Plan projects reporting as green, with 75% (ten) now reporting as being on target, with nine of these remaining as green from Quarter 3, and the tenth increasing from behind target to on target. Two projects are currently reporting as amber, with one remaining as this status and one falling behind its target. One project is now reporting as amber after reporting as significantly behind target for the past two quarters.

3.7 The latest status of operational performance measures at the end of March 2026 are summarised here:

Latest Operational Performance Indicator Results	Number	Percentage
Green (on track)	18	53%
Amber (within acceptable variance)	8	24%
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.

3.8 The Corporate Performance Measures that finished the 2025/26 year behind the intervention level are:

Metric	Result	Direction of Travel (since Q3)
8. The number of households housed through the Housing Register and Home-Link scheme	R	↔
10. The net change in the number of homes with a council tax banding	R	↓
11. The number of new affordable homes delivered	R	↔
19. Percentage of household waste reused / recycled / composted	R	↔
24. The number of flytips reported (cumulative)	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 March, 557 households have been housed through the scheme, 128 below the target. This is due to the number of new build completions being lower than in previous years, and lower than initially forecasted. This includes affordable homes, which have seen 485 fewer affordable homes delivered compared to 2023/24. Additionally, Places for People disposed of a large amount of housing stock which was due for reletting, impacting the number of residents that can be housed through these schemes. The Housing Needs service is communicating with Places for People to prevent further disposal of stock and how to increase the housing stock to further support resident in need. As new houses become available, the service is working hard to ensure our residents are housed.

3.10 The net change in the number of homes with a council tax banding has performed below the intervention level in Quarter 4 after a turbulent year of performance. Issues began in Quarter 4 of 2024/25, when the Valuation Office Agency, who assign bandings to homes, began to upgrade its software in assigning bandings. Although the software is now implemented, a significant backlog still exists, and homes in large groups are being prioritised for banding. This is negatively impacting individual homes that have been awaiting banding for a longer time. Officers are continuing to report new homes to the VOA and collect Council Tax when a banding is assigned.

3.11 The delivery of affordable housing finished behind target this year, and this was largely due to external factors, such as market conditions, developer viability assessments, broader economic pressures such as inflation and interest rates, and government funding pressures. 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, 1205 affordable homes have been delivered, equating to 100 per quarter. This is 11 houses below the target each quarter, with further completions expected in the next two quarters.

- 3.12** In Quarter 4, a total of 14,780.59 tonnes of waste were collected from domestic properties across the district, with 42.68% of this being either recycled or composted. Year to date, the recycling rate stands at 47.18%, a 2.22% decrease from 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 experienced over the summer. As recycling is measured by weight, this has a direct impact on the overall percentage recycled. The Monks Wood weather recording station reported a 26% decrease in rainfall in the summer months. 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 number of flytips reported dropped below the intervention level in Quarter 4, with 3,569 flytip incidents being reported and cleared in the year. The significant increase in the winter months is attributed to multiple factors, such as more darkness to commit the flytip, the shorter opening hours of Cambridgeshire County Council recycling centres, and potentially more waste to dispose of. The Community Action Team continue to spread awareness of flytipping and focus on preventative measures, and enforces intervention where appropriate.
- 3.14** The number of short-term sickness days per full-time equivalent remains behind target this month, even with a quarterly improvement of 0.06 days. The performance of this metric is reflective of a national crisis of increasing workplace leave, in both the private and public sectors. To manage workplace sickness, the HR team is working with Heads of Services to investigate if different services within the organisation demonstrate identifiable patterns relating to sickness absence. Additionally, a management group has been set up relating to preventative measures to reduce the level of sickness absence.
- 3.15** The number of long-term sickness days per full-time equivalent remains behind target this month at 6.29 days. The performance of this metric is reflective of the national crisis of increasing workplace leave in both the private and public sectors. To prevent lengthy absences and to support staff members beginning long-term absences, as soon as a case moves from short-term absence to long-term absence (30 days of absences), HR completes an Absence Stage 1. Additionally, HR is working with Heads of Services to investigate if different services of the organisation demonstrate identifiable patterns relating to sickness absence.
- 3.16** Quarter 4 included the extremely positive performance of numerous metrics. A total of 787 bin collections being reported as missed. With 1,599,896 bins being collected throughout the quarter, this is a missed bin rate of 0.05%, significantly ahead of the APSE benchmarking average of 0.076%. Active Lifestyles have continued to offer a large variety of classes and receive high attendances at these classes, with over 20,647 in Quarter 4, the highest attended period in the year. The continual growth in the variety of classes and accessibility to classes has driven positive performance. After a joint project with Places for People in March, a total of 156 homelessness cases were prevented in Quarter 4. The project involved joint

funding with Places for People to assist a number of their tenants facing possession action due to rent arrears that had accrued as a result of financial difficulties. The planning service continued to deliver accurate and on-time planning applications in quarter 4, whilst also reducing the backlog of planning applications over 16 weeks to just 11, a reduction from 175 in April 2023.

4. COMMENTS OF OVERVIEW & SCRUTINY

- 4.1** The Overview & Scrutiny (Performance & Growth) Panel discussed the report at its meeting on 3rd June 2026.
- 4.2** Councillor Ioannides raised a query regarding the RAG status within the report, particularly in relation to amber and red ratings. It was suggested that the inclusion of time-bound actions would be beneficial, enabling clearer timeframes for monitoring progress against these items.
- 4.3** Councillor W Smith commended the report, noting that the 80% targets were on track. Concerns were raised regarding Business Rates, specifically the reported £1.2 million shortfall out of £78 million, and queried the impact this was having on the Organisation, as well as the actions being taken to address it.
- 4.4** The Panel was advised that the Council operates as a collecting authority; therefore, the shortfall does not represent a loss solely to Huntingdonshire District Council. Members were informed that efforts to recover the outstanding amount are ongoing. It was further noted that the shortfall is attributed to the challenging economic climate and fluctuations within the Business Rates system. The Panel also heard that the Organisation is working closely with recovery partners to support the collection of this debt.
- 4.5** Councillor Bywater referred to the issue of affordable housing and requested further information on the actions being taken by the Council to reduce reliance on large-scale developments that are subject to delay. He also sought clarification on how the Council intends to prioritise its resources to address internal challenges, including staff sickness and housing outcomes.
- 4.6** In response, the Panel were advised that housing delivery remains a key element of Council policy; however, it was noted that this is an area over which the Council has relatively limited direct control.
- 4.7** Councillor Martin expressed concern in relation to Performance Indicator 7 (PI7) for Homelessness Prevention. He noted that the indicator appeared as 'green', which he felt may be attributable to the Council having cleared rent arrears for residents. He suggested that this could potentially distort the true position of the indicator and sought assurance that the scheme was cost-effective and implemented for appropriate reasons. In response, the Panel was advised that, whilst PI7 had at times been reported as 'amber', it had been recorded as 'green' for the majority of the year.
- 4.8** Councillor Martin further suggested that it would be beneficial to receive a breakdown of the 528 cases, distinguishing between unique cases and those involving repeat assistance to the same residents, as this would provide greater insight into the underlying data.

- 4.9** Councillor Tobias referred to the Performance Indicator relating to staff sickness and, noting the increasing figures, queried why patterns in the reasons for sickness were only now being reviewed. He emphasised the importance of staff wellbeing in ensuring the Organisation is able to meet its performance targets. It was confirmed that the Council has appointed a new Occupational Health provider, which presents opportunities to better support employees in the workplace and assist in maintaining staff attendance.
- 4.10** Councillor Ferguson referred to the Council's reliance on Places for People, expressing the view that this had contributed to the negative performance of Performance Indicators 7, 8 and 9. He suggested that the concerns be escalated to senior representatives at Places for People, highlighting the impact that the sale of housing stock is having on residents, and stating that the level of service being received was not acceptable. In response, it was agreed that the matter should be escalated, and it was noted that the Organisation is actively sharing the associated impacts with Places for People. The Panel were also invited reach out to Places for People to engage with them directly as this would be a good opportunity to build relationships with them.
- 4.11** Councillor Blackwell drew attention to PI 32, short-term staff sickness and requested further analysis of the figures, noting that the current level represents a 15-year high. She also suggested that additional detail be provided in relation to PI 16, particularly regarding "down days", as enhanced comparative information would be beneficial in explaining the indicator's current amber status.
- 4.12** Councillor Ascroft, referring to the Contact Centre data, suggested that a more detailed breakdown of calls received be included within the Key Performance Indicators (KPIs) to provide greater insight. The Panel were advised that the KPIs are established through the Corporate Plan. It was further explained that calls are categorised as avoidable and unavoidable contact. The suggestion to enhance the Contact Centre metrics was welcomed.
- 4.13** Councillor S Smith noted that PIs 13 and 23 appeared to be consistently achieving a green status and queried whether these indicators should be reviewed. She also requested greater clarity regarding the presentation of data in PIs 30 and 31, particularly in relation to the thresholds and variances between red, amber, and green ratings. The Panel was advised that the targets would be reviewed, and that additional information on the variances would be incorporated into future reports.
- 4.14** After a question from the Chair, it was confirmed that projects such as Universal Studios would be added to Outcome 5, Economic Growth.
- 4.15** Councillor Ascroft noted that uptake of the new Council Tax Portal was currently at 3% and requested further information regarding how the service is being promoted. It was confirmed that the Portfolio Holder would be meeting with the Head of Service to discuss this matter further.
- 4.16** 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. BACKGROUND PAPERS– LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

5.1

Document List	Custodian	File Location
Corporate Plan	Huntingdonshire District Council Joint Administration	Corporate Plan 2025-26



Performance Report Quarter 4 - 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.



To improve the evaluation of how the organisation makes a difference to local people, a software tool is being implemented for use by the Residents Advice & Information service to capture and quantify the impact of work on health and wealth building. This allowed for a return on investments regarding the health and wealth building to be presented at Overview & Scrutiny during quarter four. The tool is now transitioning into business as usual, allowing for the measuring and quantifying of the impact the service provides to residents.

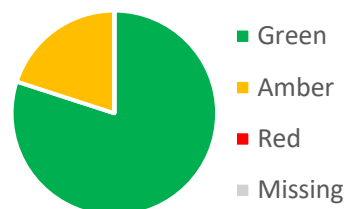
Continual improvements to the facilities and operating model of One Leisure continued to be made this quarter. The Huntingdon Sport and Health Hub progressed with planning application approved and capital approved at the Medium Term Financial Strategy in February. Further planning for the 3G pitch in St Ives also occurred. These facility upgrades will supply better services and more activity options to residents. Upgrades made to One Leisure facilities throughout the year have already seen a 10.7% increase in attendances, and further growth to facilities is anticipated to continue to increase attendances.

We have continued to work with partners this quarter to further skills and employment opportunities in Huntingdonshire. A full review of the WorkWell scheme was conducted, and funding was secured for a further year after targets were exceeded. Additionally, work continues in building relationships with GPs to increase referrals into the scheme, which will see a greater resource assigned to raising awareness and managing underperformance. Positive outcomes continue to be reported from individuals participating in the scheme.

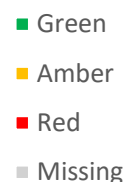
The Active Lifestyles service continues to offer residents a variety of opportunities to maximise activity in the district. A new method for entry into Active Lifestyle classes began to be offered in quarter four, with the 'Self-Referral' option for exercise referral and Chi Qi Gong being implemented. 28 residents have taken up the Self-Referral option, helping the team to assist 396 people through either the Exercise Referral Scheme or Self-Referral in the year, an increase of 21% on the previous year. A total of 74,950 attendances were achieved at Active Lifestyles & Sports Development activities this year.

Performance Summary:

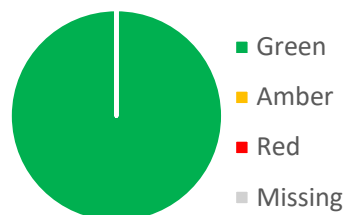
Status of Corporate Plan actions	Number	%
Green (on track)	8	80%
Amber (within acceptable variance)	2	20%
Red (behind schedule)	0	0%
Missing	0	0%



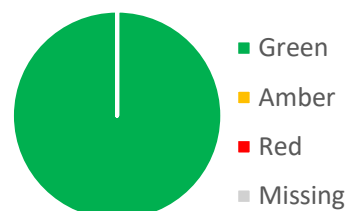
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)	0	0%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risk/issues)	0	0%
Missing	0	0%



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.

We continue to prevent the causes of homelessness wherever we can. The Criminal Justice pathway involving the Probation Service, HMP Peterborough, and prison leavers commenced during quarter four. This has however not been finalised due to ongoing changes within the criminal justice system, with official sign-off expected after a review from the established multi-agency working group. This review, plus reviews of the vulnerable young people pathway, the Care Leavers pathway, and the hospital discharge pathway ensures that all agencies are aware and committed to their responsibilities to promote early interventions where possible to help achieve homelessness prevention and minimise crisis situations.

The project to deliver an integrated financial vulnerability model between HDC and partners has received very positive feedback from Cambridgeshire County Council in quarter four. The outcome of the funding request is expected in early quarter one. If successful, this would enable officers to have an overarching focus on prevention rather than a reactive approach.

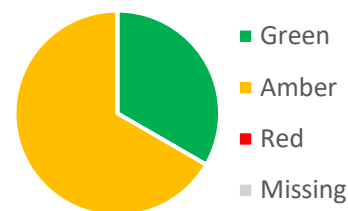
To allow for more opportunities for early intervention, the Customer Change Board is incorporating work so that residents are aware of the ways they can contact us. This approach ensures better outcomes for our residents as well as a better use of resources. Those able to self-help will be able to do so in a quick time, and the focus will be on prevention for the longer term.

A total of 156 homelessness cases were prevented in quarter four. A total of 528 homelessness preventions occurred in 2025/26, an increase on both of the previous two years. A large amount of these preventions were through a joint project with Places for People, where joint funding allowed the council to assist a number of tenants that were facing possession action due to rent arrears as a result of financial difficulties. Homelessness preventions continued to be achieved through other routes such as the Housing Register and Home-Link scheme.

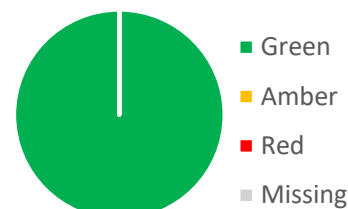
The number of residents enabled to live safely at home and prevented from requiring a long hospital stay due to Disabled Facilities Grants was 37 in quarter four. A total of 197 residents were supported in 2025/26, with an average time between referral and completion being 24.5 weeks. These figures were both improvements on the previous two years, with the waiting time decreasing by over 4.5 weeks in the last year. The continual improvements to this service are enabling residents to access the funding they need to live independently.

Performance Summary:

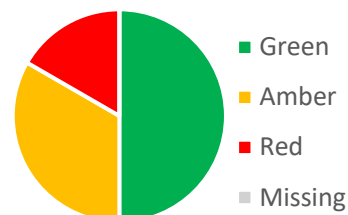
Status of Corporate Plan actions	Number	%
Green (on track)	1	33%
Amber (within acceptable variance)	2	67%
Red (behind schedule)	0	0%
Missing	0	0%



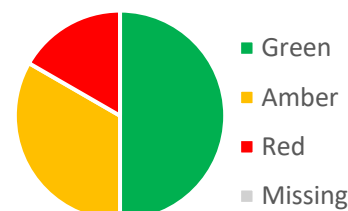
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)	1	100%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risk/issues)	0	0%
Missing	0	0%



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



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



Corporate Plan Action	Direction of Travel	Latest Status
12. Act on opportunities for early intervention and regularly report on learning and impact.	↔	G
13. Maximise, and report on, the benefits of a targeted approach to support residents at risk of experiencing crisis through the promotion and delivery of relevant services (e.g. improve data sharing with the police to inform a targeted on-the-ground door-knocking campaign to help prevent crime).	↔	A
14. Prevent the causes of homelessness wherever we can by our own efforts but also by working with other partners to tackle the root causes where we can	↓	A

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

Operational Performance Indicator	Latest Status	Forecast Status
The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay at hospital due to a Disabled Facilities Grant (DFG)	A	A
The average time (weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants	A	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



The LIFT (Low-Income Family Tracker) programme was procured by Cambridgeshire County Council in quarter four, which includes an officer to support the programme, who will, through data, help identify residents who are at risk of crisis and entitled to further support. This programme will ensure that residents in Huntingdonshire who are most in need will receive all the financial support they are entitled to but are unaware of. This will lead to significant benefits for residents' quality of life and well-being.

In preparation for the implementation of the Renters' Rights Act, which comes into effect on 1st May 2026, officers have been working with both tenants and landlords on awareness training and the living conditions of residents. Ensuring improved and fairer living arrangements for potentially vulnerable residents will enable stability and avoid disruption and increased demand on public services.

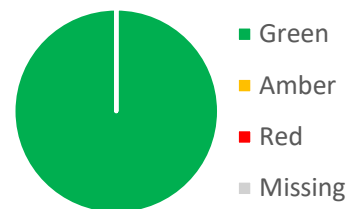
To continue supporting refugees and other guests, quarter four has seen a focus on supporting guests under the Homes for Ukraine scheme, as well as moving guests from temporary to permanent accommodation. Additionally, we are continuing to work with Serco regarding properties identified for procurement, with a continual focus on sustainability and community impact. Successful matches have resulted in minimal impact on public services and have integrated individuals and families who have sought refuge.

The number of households in temporary accommodation is 138 at the end of quarter four, a reduction from quarter 3. This performance, which is currently not reaching target, is attributed to the reduction in the number of social tenancy lettings when Places for People disposed of existing stock, which negatively impacts officers abilities to move households out of temporary accommodation and into a long-term solution.

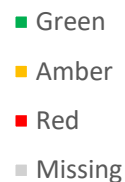
Although a review into Disabled Facilities Grants did not result in an increase of funding for Huntingdonshire, it has generated conversations surrounding the utilisation of unspent awards from neighbouring authorities throughout quarter four. If further funds are received, more residents would benefit from Disabled Facilities Grants, resulting in improved quality of life for recipients and their families.

Performance Summary:

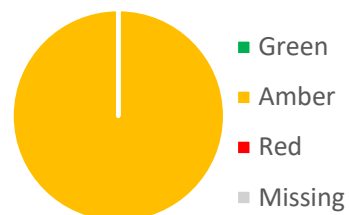
Status of Corporate Plan actions	Number	%
Green (on track)	5	100%
Amber (within acceptable variance)	0	0%
Red (behind schedule)	0	0%
Missing	0	0%



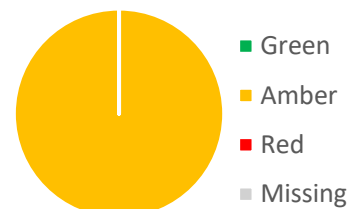
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)	0	0%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risk/issues)	0	0%
Missing	0	0%



Operational PI latest status	Number	%
Green (achieved)	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	↑	G

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.

Quarter four saw the completion of a draft version of the Housing Strategy, which will be submitted to Overview and Scrutiny for Performance and Growth in quarter one. Additionally, quarter four saw the approval of the Empty Homes Strategy by Cabinet. The refreshing of strategies with up-to-date information will allow for accurate assessments of housing demand and will guide the relevant approach to deliver new homes for residents.

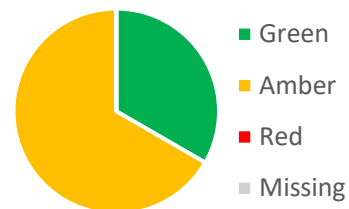
A Civil Penalties Policy with regard to private sector housing enforcement was drafted in quarter four. This will be presented at a Licensing and Protection Committee alongside an Enforcement Policy in quarter one. This will enable officers to use the new powers given under the Renters' Right Act 2025, which comes into effect on the 1st May 2026. Civil Penalties will act as a financial deterrent, discouraging landlords from breaching the new laws, hence improving the quality of housing within Huntingdonshire.

The rate of housing delivery has remained lower than targeted in quarter four for both market-rate and affordable homes. The delivery of affordable housing on the surplus Council-owned site in Station Road, Warboys, continues to face significant delays, with discussions with Anglian Water and Cambridgeshire County Council needing to be resolved before further works take place. Other housing association sites also face delays due to highway works and planning permissions. The delays to multiple sites have seen 55 affordable homes be delivered in quarter four and 238 delivered in the 2025/26 financial year as a whole. However, homes are not lost and will be delivered in future financial years once delays are resolved.

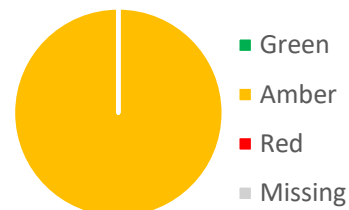
The planning service continues to perform positively in ensuring new planning applications are processed on time. The percentage of planning applications processed within 8 weeks or the agreed extension period for major, minor, and household extension applications were all over 92% at year's end. Additionally, the number of planning applications over 16 weeks has halved in quarter four due to the officers working hard to resolve complicated applications. This is a reduction from 95 cases to 11 cases in under two years from April 2024, whilst also considering and approving new applications in an efficient manner.

Performance Summary:

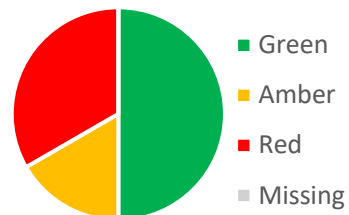
Status of Corporate Plan actions	Number	%
Green (on track)	3	33%
Amber (within acceptable variance)	6	67%
Red (behind schedule)	0	0%
Missing	0	0%



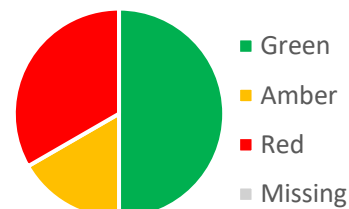
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)	0	0%
Amber (behind schedule, project may be recoverable)	1	100%
Red (significantly behind schedule, serious risk/issues)	0	0%
Missing	0	0%



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)	3	50%
Amber (within acceptable variance)	1	17%
Red (below acceptable variance)	2	33%
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	R	R
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)	A	A

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.



Further work to Huntingdonshire's Local Plan continued in quarter four. This included responses to the preferred option being processed and summarised, initial revisions being made to sites, continuing to collaborate with the CPCA and Cambridgeshire Country Council on strategic transport issues and supporting consultants on the preparation of the Baseline study of Recreational Use and Impacts. The continuing development of a new local plan will support in the identification of land for development to further strengthen Huntingdonshire's economy.

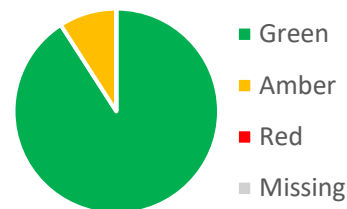
Quarter four saw a programme of support across market towns and town centres delivered. This included the Christmas Trail in Ramsey and the two-month 'Drink and Drine' campaign in St Ives. Continuing support to events and engagement with local partners drives the high footfall our market towns saw in quarter four and the year as a whole, with a total footfall of 15,624,950 in our market towns this year. It has also strengthened local partnerships and contributed to more vibrant and resilient town centres, with benefits extending to both economic activity and community wellbeing.

The programme regarding the delivery of UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) grants was completed in quarter four. Officers will now be able to use case studies from funded projects to showcase the impact across LinkedIn and the website in future months. The programme has enabled businesses to invest in growth, productivity, and sustainability improvements. It has also leveraged additional private sector investment and supported job creation, leaving a positive and lasting impact across both urban and rural parts of the district.

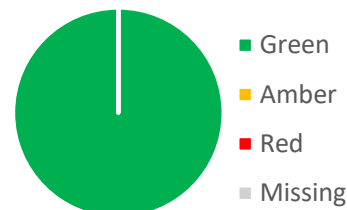
After completion earlier in the year, quarter four saw the embedding of the Economic Growth Strategy and Action Plan across service delivery. Key actions are now embedded into business-as-usual, and the fully established framework will continue to guide officers' ongoing work and priorities. The Economic Growth Strategy and Action Plan has strengthened decision-making and accountability, ensuring all future activity is aligned to the agreed priorities.

Performance Summary:

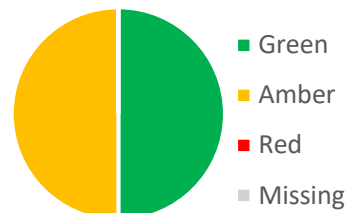
Status of Corporate Plan actions	Number	%
Green (on track)	10	91%
Amber (within acceptable variance)	1	9%
Red (behind schedule)	0	0%
Missing	0	0%



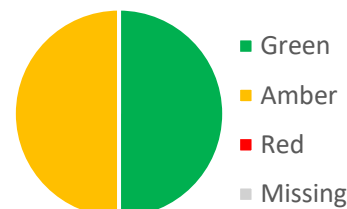
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)	1	100%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risk/issues)	0	0%
Missing	0	0%



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



Operational PI year-end forecast status	Number	%
Green (achieved)	1	50%
Amber (within acceptable variance)	1	50%
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)	A	A
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.

Quarter four saw the final steps being taken to ensure the smooth implementation of households food waste collections. Residents received caddies for their food waste after an in-depth assessment to rural communities and communal living areas. Staff recruitment to complete the collections were finalised, and residents received communications on how to recycle their food waste. This culminated in the first collection of residential food waste on 30th March, with collections continuing to be completed into quarter one.

The Net Zero Villages project was completed in quarter four, with 11 villages across the district supported. Net Zero initiatives included solar installations, transport improvements and nature-based solutions. The initiatives completed by Town and Parish councils have allowed these rural communities to make positive changes to assets to reduce carbon emissions whilst also making them more energy efficient. This allows these assets to last longer, be cheaper to run, and continue to provide long-term social spaces for communities and residents to enjoy.

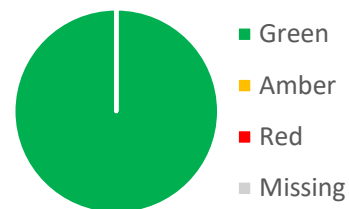
The decarbonising the fleet has now been completed with HVO vehicles implemented across operations. The use of HVO vehicles, paired with the efficiency of the vehicle fleet continuing to perform above target with an Energy Efficient Driving Index Score of over 81.63%, has seen an annual decrease of ~1,100 tonnes of CO₂.

Further steps have been made relating to the Council showcasing and encouraging community action to lower carbon emissions. The leaky dam project has been completed, where 13 leaky dams have been installed across the Love's Farm estate to slow water flow and prevent flooding. Not only will this protect local businesses, but also prevent the loss of biodiversity.

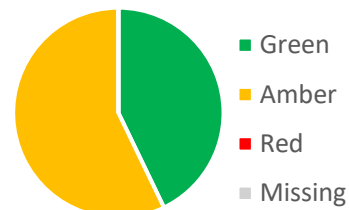
To expand positive climate action support for local businesses, the Climate service has partnered with the Economic Development service to sponsor the Huntingdonshire Business Awards for a second successive year. This will further promote local businesses and green economic growth. Further training events are also planned in our four market towns, covering thermal imaging, allowing businesses to use them at no cost to them.

Performance Summary:

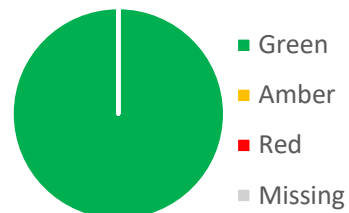
Status of Corporate Plan actions	Number	%
Green (on track)	8	100%
Amber (within acceptable variance)	0	0%
Red (behind schedule)	0	0%
Missing	0	0%



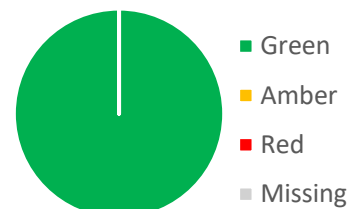
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)	3	75%
Amber (behind schedule, project may be recoverable)	1	100%
Red (significantly behind schedule, serious risk/issues)	0	0%
Missing	0	0%



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



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



Corporate Plan Action	Direction of Travel	Latest Status
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).	↑	A

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 four, with a variety of schemes, initiatives, and events taking place. The electric vehicle scheme was launched to staff, with a further hybrid vehicle scheme in development. Engagements activities for staff included Brew Monday, an alternative to Blue Monday, and a pass-the-parcel for Random Acts of Kindness day. Continuing work on the Workforce strategy improves staff morale and gives them opportunities for financial gain through discounts and opportunities.

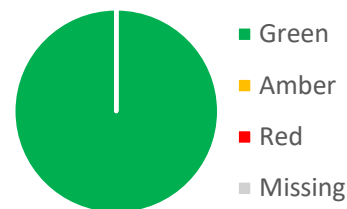
We continue to enable our outstanding volunteers in our parks, nature reserves and elsewhere to continue to improve the quality of those spaces. Volunteers have assisted with site improvements across the district, including with installing a footpath in Hinchingbrooke park, building a bird hide at Paxton Pits, and replacing boardwalk sections with recycled fibre grid at Holt Island to future proof access. A total of 3999 days have been contributed by Parks and Open Spaces volunteers in 2025/26. Without the excellent work of our outstanding volunteers, accessibility to a number of sites would still be limited.

The Customer Services improvement programme continued in quarter 4, with the NEC portal successfully launching to residents. This allows residents to receive Council Tax bills electronically for the first time. This has resulted in nearly 2,500 new accounts had been registered for online access, with over 1,600 of these opting for paperless billing. Pre-reminder text messaging also launched in quarter four, marking the beginning of a three-month trial, the results of which will inform a decision on longer-term use. Positive initial feedback has been received from residents. Positive impacts are already being realised for both initiative, with further benefits realisation is expected in 2026/27.

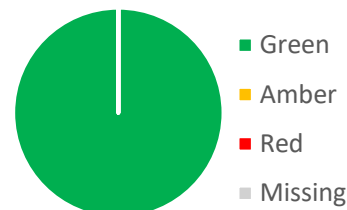
The number of missed bins has exceeded the target in quarter four, with a missed collection rate of 0.05% from a total of 1,588,896 total collections, remaining significantly below the national collection rate average of 0.076%. However, the percentage of household waste reused, recycled, or composted this quarter remains below the accepted tolerance at 47.18%. This is attributed to an exceptionally dry summer, with 26% less rainfall than average being monitored at Huntingdonshire's only weather station. Works are continuing in the education of recycling to help drive improvements to our recycling rate.

Performance Summary:

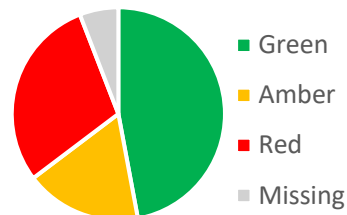
Status of Corporate Plan actions	Number	%
Green (on track)	9	100%
Amber (within acceptable variance)	0	0%
Red (behind schedule)	0	0%
Missing	0	0%



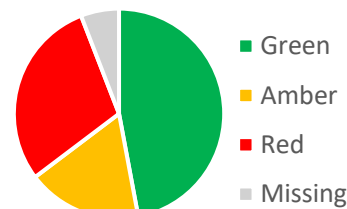
Status of Corporate Plan projects/programmes	Number	%
Green (progress on track)	5	100%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risk/issues)	0	0%
Missing	0	0%



Operational PI latest status	Number	%
Green (achieved)	8	47%
Amber (within acceptable variance)	3	18%
Red (below acceptable variance)	5	29%
Missing	1	6%



Operational PI year-end forecast status	Number	%
Green (achieved)	8	47%
Amber (within acceptable variance)	3	18%
Red (below acceptable variance)	5	29%
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.	↑	G
62. Expand the use of unit costing within priority service areas to demonstrate productivity and opportunities for transformation.	↑	G
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 Hinchingsbrooke Country Park (PROJECT).	↔	G

Operational Performance Indicator	Latest Status	Forecast Status
Percentage of household waste reused / recycled / composted	R	R
Collected household waste per person (kilograms)	G	G
Residual waste collected per household (kilograms)	A	A
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)	R	R
Sanctions against environmental crimes and anti-social behaviour	G	G
The number of programmed food safety inspections undertaken (cumulative)	G	G
Percentage of calls to the Contact Centre answered	G	G
Average wait time for customers calling the Contact Centre (seconds)	G	G

Customer Satisfaction (Contact Centre) [Collection Due to Commence in Q3]	0	0
Council Tax collection rate	A	A
Business Rates collection rate	R	R
Short-term staff sickness days lost per full time equivalent (FTE) (rolling 12-month total)	R	R
Long-term sickness days lost per full time equivalent (FTE) (rolling 12-month total)	R	R
Staff Turnover (per month)	G	G
Average length of staff service (years)	A	A

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 4	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 remainder of the funding was launched at the end of January and was well attended by businesses. The next round was then opened, and in excess of 50 expressions of interest were received, and 20 groups were invited to submit a full application. The panel meets again in May to determine the outcome. The focus has been on recruiting local businesses to invest in the funding model, with discussions progressing well. The Social Value Engine tool has been procured for a further 2 years to provide evidence on the value of the projects supported.	↔	G	Funded groups are reporting monthly or quarterly, as well as providing information for the SVE. This information will demonstrate the direct impact of the initiatives. Data so far is very positive, as well as many of the projects having the ability to be replicable.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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	After the draft for the Social Value management methodology and Social Value Policy was completed in Quarter 3, work has taken place in Quarter 4 to meet with other local authorities on how social value is being delivered and measured.	↔	G	This work has helped us understand how HDC can best record the social value being offered through our supply chains, towards delivering the overall objective of embedding Social Value into the procurement process to benefit local communities.
3. Improve our evaluation of how we make a difference to local people ensuring we become even better at demonstrating impact	Cllr Ferguson	<p>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 live and in use. A presentation to members took place in Quarter 4 at Overview & Scrutiny, and the Return on Investment of our investments in community-based projects was presented.</p> <p>The tool is now entering business as usual, with future plans to use it on procurement and assessing the impact of our spend in many other areas.</p>	↔	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 4	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	Huntingdon Sport and Health Hub planning application was approved in February along with the MTFS Capital. A report to the Treasury and Capital Management Group is to be presented in April for approval to RIBA Stage 5 & 6 build and delivery of the £30m project. Planning for the 3G pitch is still outstanding and subject to ecological impact assessment being completed, which is currently in progress. Active Lifestyles has continued to expand its offer, introducing the new 'Self-Referral' option for Exercise Referral and Tai Chi Qi Gong.	↔	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 19% provisional outturn on last year at Active Lifestyles activity sessions, and One Leisure is 10.7% ahead of the previous year's attendance, with delivery of these projects further increasing participation. 28 residents have taken up the Self-Referral option, helping the team to assist 396 people through either the Exercise Referral Scheme or Self-Referral in the year (an increase of 21% on the previous year (327). 14 residents are due to start the first ESCAPE back pain cohort in April, alongside WorkWell, which is aiming to help people to get back to work.



Outcome: Improving the happiness and wellbeing of residents

Activity type: Enable

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
<p>5. Work with partners to further skills and employment opportunities in the District: including direct delivery of funded schemes.</p>	<p>Cllr Ferguson</p>	<p>Full review of WorkWell has been completed, and funding has been secured for a further year. As a vanguard, the target has been exceeded. Hunts is investing heavily in building relationships with GPs to increase referrals. A revised structure for the scheme will see a greater resource going into raising awareness and managing underperformance.</p>	<p>↔</p>	<p>A</p>	<p>Those participating report positive outcomes, and it is imperative that we continue to raise the profile of the offer to ensure more residents benefit.</p>
<p>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</p>	<p>Cllr Ferguson</p>	<p>Via the joint work with Hinchingsbrooke Hospital, work experience placements have been made available within a variety of different health related fields. The aim of this being to tackle misconceptions around qualifications required to access hospital employment opportunities.</p>	<p>↔</p>	<p>A</p>	<p>Ensuring local people have greater access to health-related employment opportunities. This means that people can live and work locally, and talent is not lost elsewhere.</p>

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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	<p>The new trial running ESCAPE (pain management courses for back pain) (mentioned last quarter) is going to be delivered with the local GP Surgeries and Integrated Neighbourhoods, linking in with Work Well. There will be 10 courses over the year.</p> <p>Active Lifestyles has continued to expand its offer, for example, introducing the new 'Self-Referral' option for Exercise Referral and Tai Chi Qi Gong.</p>	↔	G	<p>14 residents are due to start the first ESCAPE back pain cohort in April, alongside WorkWell, which is aiming to help people to get back to work. 28 residents have taken up the Self-Referral option, helping the team to assist 396 people through either the Exercise Referral Scheme or Self-Referral in the year (an increase of 21% on the previous year (327).</p> <p>The team have been to over 60 events in the local area during the last 12 months, connecting with 1,000's of residents. These have been targeted events such as women's health or more generic village events, averaging five per month across the year.</p> <p>A new series of Outdoor Gym videos has been published on Facebook, alerting residents to where gyms are located and what types of programmes they can do on the specific types of activities. Views on the platform increased in excess of 274% in views, 211% engagement and number of followers.</p>

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
<p>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.</p>	<p>Cllr Ferguson</p>	<p>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.</p> <p>In Quarter 4, the pilot working with Hinchingbrooke Hospital continued, and early indications are positive.</p>	<p>↔</p>	<p>G</p>	<p>This action enables us to ensure help is available to those who need it, improving our residents' quality of life.</p>



Outcome: Improving the happiness and wellbeing of residents

Activity type: Influence

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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	<p>Updates remain as per Quarter 3.</p> <p>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.</p> <p>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.</p>	↔	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 4	Direction of Travel	Latest Status	Impact as a Result of Action
<p>10. Embed the priorities of Huntingdonshire Futures across the work of the Council and Partners whilst influencing and enabling communities to do the same.</p>	<p>CLlr Conboy</p>	<p>The Great Ouse Valley Project has been sent to the Overview & Scrutiny Panel (Environment, Communities and Partnerships), which generated some engaging discussions concerning Members' interest in making this a success, but also that this is not the right time to financially commit to this.</p> <p>The Place and Climate team are working on a proposed restructure of the Place Strategy to take along to Scrutiny in Summer 2026. This will propose the next 2 years' worth of work.</p>	<p>↔</p>	<p>G</p>	<p>The GOV report is proceeding to Cabinet in April, which shall decide the next steps of this project.</p> <p>The continued presence of a Place Strategy will give Huntingdonshire a clear, shared direction for the future when communities are facing rapid change from LGR, to rising living costs, to shifting social needs, to the climate emergency.</p>



Outcome: Keeping people out of crisis

Activity type: Do

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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	Initial feedback from CCC is very positive with regard to the funding proposal to the Crisis and Resilience Fund. We are currently still awaiting the outcome of our funding request, which is anticipated in mid-April.	↔	G	If successful, this would enable the team to have an overarching focus on prevention and move away from a reactive approach to residents' situations.
12. Act on opportunities for early intervention and regularly report on learning and impact.	Cllr Ferguson	This work is being progressed via the Customer Change Board to ensure that it reflects the ways that residents can contact us. A new grant agreement has been negotiated with CAB, and this work forms part of what has been agreed in terms of performance management.	↔	G	This approach ensures better outcomes for our residents as well as a better use of resources. Those able to self-help will be able to do so in a quick time, and the focus will be on prevention for the longer term.



Outcome: Keeping people out of crisis

Activity type: Enable

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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, this did not progress as planned. Escalations occurred to senior officers and Police representatives, and at this time, other operational priorities are proving to be higher.	↔	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.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
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 Cambridgeshire 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. The Criminal Justice pathway involving Probation Service and HMP Peterborough and prison leavers commenced in Quarter 4, but with ongoing changes within the criminal justice system has not yet been finalised. The established multi-agency working group will finalise this review in 2026/27.	↓	A	The review of these already established pathways has ensured that they are fit for purpose and continue to deliver the best outcomes. The reviews ensure that all agencies are aware and committed to their responsibilities to promote early interventions where possible to help achieve homelessness prevention and minimise crisis situations.



Outcome: Helping people in crisis

Activity type: Do

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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	A focus in Quarter 4 has been on supporting guests under the Homes for Ukraine scheme to navigate changes, as well as move guests to their own permanent accommodation. We are continuing to work with Serco when properties are identified for procurement, and a focus continues to be on suitability as well as understanding potential community impact.	↔	G	Successful matches have resulted in minimal impact on public services and most importantly, settled and integrated individuals and families who have sought refuge.
16. Deliver the recommendations of the review into Disabled Facilities Grants undertaken by Officers and Members in 2024/25.	Cllr Ferguson	The review did not result in an increased financial allocation to Huntingdonshire but has led to conversations around the utilisation of unspent awards to neighbouring authorities. These conversations have been ongoing throughout Quarter 4.	↔	G	If successful, more residents would benefit from Disabled Facilities Grants, resulting in improved quality of life for the recipient and their families.



Outcome: Helping people in crisis

Activity type: Enable

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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	LIFT has now been procured by Cambridgeshire County Council, and the next steps have been approved by their committee. HDC will now move to an appointment, and the officer will form part of the Resident Advice and Information Team.	↔	G	Ensures that our most in need residents will receive the financial support that they are entitled to but may not have been aware of. This could have significant benefits in terms of quality of life and well-being.



Outcome: Helping people in crisis

Activity type: Influence

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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	An officer is now in post relating to the living conditions of local residents, and awareness raising is underway ahead of changes on 1st May 2026. This work has been targeting both renters/tenants and landlords.	↔	G	Ensuring improved and fairer living arrangements for residents who may be vulnerable or not have the support network to challenge. This enables stability and avoids disruption, as well as reducing the demand on public services.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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	<p>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.</p> <p>In Quarter 4, the Council approved the Medium Term Financial Strategy, which contained the plans to upgrade the OneLeisure site in Huntingdon. A key element of that will be a space for the NHS to occupy - putting the delivery of health services alongside the wider elements of health and well-being that HDC offers.</p>	↑	G	Influencing key partners for the benefit of Huntingdonshire is a key approach in the Corporate Plan, and with an ageing population, it is vital we maximise the full benefit of the public health system.



Outcome: Improving housing

Activity type: Do

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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	A draft version of the Housing Strategy has been completed in Quarter 4 and will be going to Overview and Scrutiny and Cabinet in April 2026. The Empty Homes Strategy was agreed by Cabinet in March 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	The planning application for the first site in Station Road, Warboys, was approved at the Development Management Committee in March, subject to discussions around Anglian Water and S106 matters being resolved.	↔	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 4	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	A Civil Penalties Policy has been drafted, and this will be taken to the next Licensing and Protection Committee alongside an Enforcement Policy to enable us to use the new powers given under the Renters' Rights Act 2025.	↔	G	Civil penalties will act as a financial deterrent, making it less attractive for landlords to breach the law and therefore improving the quality of housing within the district.
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 awaiting further guidance on the Supported Housing (Regulatory Oversight) Act. A meeting is now in the diary for Councils across Cambs & Peterborough for early April to discuss the elements of the legislation and to start to develop a strategy.	↔	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 4	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 adopted an Empty Homes Strategy to support bringing Empty Homes back into use, which supports this objective. We are also 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 4	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 of a higher quality.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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 on issues of fuel poverty and damp and mould following the JSNA workshop, which had a focus on fuel poverty and damp and mould in existing homes.	↔	G	Continuing work on fuel poverty for our residents enables people to live independently for longer, improving the wellbeing of our residents.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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 4	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	The Invest in Huntingdonshire offer has been refined to ensure a clear, consistent and market-ready proposition. Sector-specific inward investment materials are now being developed to support engagement at upcoming events. Three inward investment enquiries from the Department for Business and Trade have been responded to, with a particular focus on opportunities at Alconbury Weald. The team has also provided support to the Newlands planning application.	↔	G	This has resulted in a stronger, more coherent investment proposition, improving the district’s ability to attract and engage investors. Increased awareness of key sites and opportunities has helped build investor confidence and created a more robust pipeline of potential inward investment.
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 programmes has now been completed, with all evidence collected and submitted. The team will use case studies from funded projects to showcase impact across LinkedIn and the website over the coming months. Monitoring and evaluation activity is underway to capture outputs and ensure full programme compliance.	↔	G	The programme has enabled businesses to invest in growth, productivity, and sustainability improvements. It has also leveraged additional private sector investment and supported job creation, leaving a positive and lasting impact across both urban and rural parts of the district.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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 is now embedded across service delivery, with key actions incorporated into business-as-usual activity. The framework is fully established and will continue to guide the team's ongoing work and priorities.	↔	G	This provides a clear and consistent strategic framework for economic growth, improving coordination across projects and partners. It has strengthened decision-making and accountability, ensuring that future activity remains aligned to agreed priorities and delivers measurable outcomes.
33. Delivery of the Market Town Programme and their High Street projects. Ensuring their promotion to drive additional economic and social activity.	Cllr Wakeford	A programme of support across market towns and town centres has been delivered, including targeted initiatives to increase footfall and local economic activity. This has included the Christmas Trail in Ramsey and the two-month 'Drink and Dine' campaign in St Ives. Engagement with local partners and businesses has been strong, and the team will continue to monitor footfall data and support upcoming events such as the Discover Spring event in April.	↔	A	The Market Towns Programme continues to aid Corporate Plan objective of supporting Forward Thinking Economic Growth and Pride in Place.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
<p>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.</p>	<p>Cllr Sanderson</p>	<p>Preferred options to the Local Plan responses have been processed and summarised into the Statement of Consultation.</p> <p>Initial revisions are being made to proposed site allocations and policies, and are being recorded in the Statement of Consultation.</p> <p>HDC is continuing to collaborate with the CPCA and CCC on strategic transport issues, particularly the A141.</p> <p>We are progressing with the stage 2 preparation of the Infrastructure Delivery Study and Viability Assessment.</p> <p>In Quarter 4, HDC supported consultants on the preparation of the Baseline study of Recreational Use and Impacts.</p> <p>Assitionally, assessment of additional preferred sites for consultation after the May elections.</p>	<p>↔</p>	<p>G</p>	<p>The views of local residents and businesses, alongside outcomes from evidence-based research, continue to shape the development of the Huntingdonshire Local Plan 2046. As the Plan progresses to Regulation 19 and submission to the Planning Inspectorate, planning policies will have more weight for decision-making, including the policies for the supply of housing.</p>



Outcome: Forward-thinking economic growth

Activity type: Enable

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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	A programme of support across market towns and town centres has been delivered, including targeted initiatives to increase footfall and local economic activity. This has included the Christmas Trail in Ramsey and the two-month 'Drink and Dine' campaign in St Ives. Engagement with local partners and businesses has been strong, and the team will continue to monitor footfall data and support upcoming events such as the Discover Spring event in April.	↔	G	This work has helped sustain footfall and supported local businesses during a challenging trading period. It has also strengthened local partnerships and contributed to more vibrant and resilient town centres, with benefits extending to both economic activity and community wellbeing.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
36. Support the visitor economy and culture sector including CPCA Local Visitor Economy Partnership.	Cllr Wakeford	Work with the CPCA and wider partners has progressed well, with the Economic Development team contributing to two of the three working groups supporting the forthcoming LVEP submission. Input into the Destination Management Plan, alongside branding and narrative development, has been completed to ensure Huntingdonshire is effectively represented in future initiatives. Engagement in the visitor economy and cultural sector is now well established, with priorities identified and contributions to governance discussions finalised.	↔	G	This has helped ensure Huntingdonshire's visitor economy priorities are recognised at a regional level, improving access to future funding, support, and collaborative opportunities. It provides a stronger foundation for sustainable growth in visitor numbers and local economic benefit.



Outcome: Forward-thinking economic growth

Activity type: Influence

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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	Engagement with the CPCA Skills team has strengthened, with a focus on understanding key workstreams and identifying opportunities for local delivery. Initial work has been undertaken to explore the replication of a successful Fenland skills project within Huntingdonshire. The team has also supported LSIP delivery alongside the Chamber of Commerce and progressed 'cold spots' activity in St Neots.	↔	G	This work has strengthened the alignment between skills provision and employer demand, supporting businesses to address skills gaps and improving access to training and employment opportunities for residents. It leaves a more coordinated approach in place heading into the next financial year.
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	The team has continued to gather and provide economic evidence to support Option E, alongside maintaining regular engagement with neighbouring Economic Development teams to share best practice and act as a sounding board for programmes and initiatives, including UKREiiF activity.	↔	G	Huntingdonshire is now better positioned within sub-regional conversations, with increased visibility of local growth opportunities. This has helped influence funding and policy direction, supporting longer-term economic growth and investment potential for the district.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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	Outcomes of the A141 study are being awaited; East Park Solar Relevant representations submitted to PINs & DCO examination to commence in Q1 26/27; Outcomes of Fens Reservoir non-stat consultation awaited.	↔	G	The planning team continues to work collaboratively with partner councils to influence the development of NSIP projects to support the growth agenda, unlocking housing and economic growth.
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	Development of the Local Growth Plan has now been completed. Officers attended the launch of the plan in London, where the identification of key investment priorities has been showcased, providing a clear and robust strategic direction for the district. We also attended the LGP workshop led by the CPCA to understand how the plan is to be delivered.	↔	G	The district now has a stronger, evidence-led framework to guide future investment and decision-making. This has improved alignment with regional priorities and funding opportunities, placing Huntingdonshire in a stronger position to secure external investment.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
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	The programme of activity to raise the profile of Huntingdonshire has now been delivered. This has included attendance at UKREiF and a dedicated House of Commons showcase event, alongside participation in three key defence-focused events, including DGI and DPRTE. The team has secured strong engagement, with 85 businesses registered for the upcoming April CEO breakfast event, and over 30 businesses attending the Huntingdonshire Visitor Economy Forum last month.	↔	G	This activity has significantly raised the profile of Huntingdonshire as a place to invest, generating new interest and strengthening relationships with investors and partners. It has also created a pipeline of conversations that can be taken forward into the next year.



Outcome: Lowering carbon emissions

Activity type: Do

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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	We have expanded the number of partners involved in the use of HVO vehicles. In addition to the blue light services, St Neots Town Council, Huntingdon Town Council, and Magpas are included in a pilot project to test the feasibility of using HVO to reduce their emissions.	↔	G	HVO use from both HDC and other services around Huntingdonshire significantly reduces the tonnage of CO2 in the district. Fleet emissions are no longer the highest single area of emissions within the organisation.
43. Maximise decarbonisation of our fleet where there is a business case to do through a fleet strategy.	Cllr Kerr	The fleet decarbonisation strategy has now been fully adopted by the Council. We will be progressing a capital program to electrify the fleet where there is a sufficient business case to do so.	↔	G	The fleet CO2 emissions have been reduced from 1,300 tonnes of CO2 annually to around 200 tonnes. This has reduced the CO2 footprint of the fleet by around 82%. The fleet emissions are no longer the single highest areas of emissions within the organisation.
44. Minimise use of fossil fuels for energy where there is a business case to do so.	Cllr Kerr	This project is now delivered, and the Council's fleet has fully migrated to using HVO.	↔	G	The fleet CO2 emissions have been reduced from 1,300 tonnes of CO2 annually to around 200 tonnes. This has reduced the CO2 footprint of the fleet by around 82%. The fleet emissions are no longer the single highest area of emissions within the organisation.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
45. Showcase and encourage community action to lower carbon emissions.	Cllr Howell	<p>Quarter 4 has seen the finishing of the Net Zero Villages programme, highlighting completed and continuing low-carbon community projects, e.g. solar installations, transport improvements and nature-based solutions.</p> <p>The leaky dam project has been completed as part of the natural flood defences project in collaboration with the Biodiversity department.</p> <p>The team also attended the Huntingdon Eco Fair for local residents at the Coneygear Centre in Quarter 4.</p> <p>Additionally, HDC partnered with the Citizens Advice to loan thermal imaging cameras to residents.</p>	↔	G	<p>11 town and parish councils have benefitted from energy-efficient improvements on their assets, which will both reduce running costs and carbon emissions. This data will be followed up on over the next 12 months to demonstrate this impact. Good news stories have been shared on social media and in press releases.</p> <p>13 leaky dams have been installed on Love's Farm, which will slow down the water flow and prevent flooding into the Love's Farm estate.</p> <p>HDC ran an upcycling workshop engaging children in thinking about how they can reuse items already in the house to make fun decorations.</p> <p>Loaning cameras has enabled residents to identify energy inefficiencies in their home, e.g. areas where heat escapes, and can address the next steps to reduce these and save money.</p>

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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.
48. Maximise use of solar of Council operational buildings (PROJECT).	Cllr Howell	The action to maximise the use of solar of Council operational buildings was completed in Quarter 1.	↔	G	The action to maximise the use of solar of Council operational buildings was completed in Quarter 1.
49. Improve household recycling, reduce greenhouse gas emissions and reducing food waste through implementation of household food waste collections (PROJECT).	Cllr Kerr	<p>Quarter 4 saw the caddies for homes being delivered to residents, including the assessment and delivery for communal areas. Staff recruitment was finalised and communications were sent out to residents.</p> <p>The work by officers culminated in the successful rollout of food waste collection services on 30th March 2026.</p>	↔	G	The collection of food waste will allow Huntingdonshire to maximise the amount of resident waste which is being recycled, hence reducing greenhouse gases and reducing food waste.



Outcome: Lowering carbon emissions

Activity type: Enable

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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	Quarter 4 saw the completion of all 11 Net Zero Villages.	↔	G	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, be cheaper to run, and continue to provide long-term social spaces for communities to continue to enjoy.
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 Natural Flood Prevention project successfully delivered 13 leaky dams in Fox Brook (Loves Farm) throughout Quarter 4. MKA Ecology has taken on the completion of the St Ives Nature Corridor report, following its initiation by HDC.	↑	A	The introduction of the leaky dams will slow the flow of water, which will decrease the flooding pressure downstream. The leaky dams will also improve water quality and enhance biodiversity.



Outcome: Lowering carbon emissions

Activity type: Influence

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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	Quarter 4 saw the progression of the Code of Procurement through different services. This concluded in the review of the Code by Legal Services. Necessary suggested revisions as a result of this progression have been made.	↔	G	Work will now continue to seek approval of the revised Code of Procurement through the internal governance process. The approval of this code will allow the Procurement service to effectively manage contracts through completion.
53. Expand positive climate action support for local businesses, celebrating best practice and sharing knowledge.	Cllr Howell	<p>The Climate team has partnered with the Economic Development team to cosponsor the Huntingdonshire Business Awards for the 2nd year running after the success of the first business awards in 2025.</p> <p>There are 4 planned volunteer training evenings for each market town, covering thermal imaging.</p>	↔	G	<p>The expected impact will be along the same trajectory as the HBAs in 2025 - media coverage and promotion of local businesses and economic growth in the area.</p> <p>This partnership with Cambridge Carbon Footprint will enable local businesses to attend evenings to watch a volunteer deliver a lecture about using the thermal imaging cameras, and then provide businesses with an opportunity to use them at no cost to them.</p>



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

Activity type: Do

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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 4	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	<p>The Leadership Development Programme has been completed and is moving into BAU in Quarter 1 of 2026/27. The electric vehicle scheme was launched, and there has already been take-up from staff. A hybrid vehicle scheme with Tusker is also in development. An upgraded benefits platform, Vivup, is planned for launch.</p> <p>The increment process was launched and completed during this quarter, along with a review of pay scales, resolving compression for lower-graded staff. The ED&I Group held its first meeting, which was well attended by staff across the organisation, and actions have been shared with subgroups. A new Occupational Health provider has been selected following procurement and will begin working with us in Quarter 1 of 2026/27.</p> <p>Engagement activities began with Brew Monday in January, encouraging staff to come together for refreshments, a Blue Monday gift swap, and the Public Sector Challenge. February marked Random Acts of Kindness Day, where a HDC 'Pass the Parcel' was shared across sites to encourage team recognition. March included International Women's Day activities, a fundraising tombola, Red Nose Day bake-off, an Impact and Presence session, and the quarterly WFS roadshows.</p> <p>A job shadowing procedure has been introduced to support staff exposure to other teams and departments.</p> <p>Wellbeing initiatives included an Endometriosis awareness webinar and a GamCare webinar on gambling awareness and support.</p>	↔	G	<p>16% of staff were nominated for increments for exceptional performance.</p> <p>Current ED&I positives include the opening of a prayer room on the 3rd floor, more accessible car parking spaces and the installation of accessible doors at PFH and access to a British Sign Language session.</p> <p>3 members of staff have currently signed up for electric vehicles since the beginning of January, which has provided £2,000 worth of savings in the first quarter.</p>

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
56. Continue our Customer Services improvement programme to ensure that our customers are always at the heart of what we do (PROJECT).	Cllr Ferguson	The new NEC portal was successfully launched to residents at the start of February, offering with it the option for residents to receive Council Tax bills electronically for the first time. Pre-reminder text messaging launched in March, marking the beginning of a three-month trial, the results of which will inform a decision on longer-term use.	↔	G	By the end of Quarter 4, nearly 2,500 new accounts had been registered for online access, with over 1,600 of these opting for paperless billing. The text messaging trial also had a positive launch, with positive feedback being received from residents and a marked reduction in the requirement to issue statutory reminder notices. Whilst both initiatives have only been live for a short period, positive impacts are already being realised, and these will continue to grow throughout 2026/27.
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	The digital engagement platform, which was purchased corporately, is being rolled out. The transition, to allow amendments, has been actioned and is active. The Power BI corporate project is underway and moving forward. ODP with 3CICT is still ongoing.	↔	G	Communications have been modernised and their frequency enhanced. The reintroduction of amendments has allowed individuals, agents, and developers to make changes to applications without restarting the process. The updated householder guidance has supported self-service, while Power BI and ODP will also drive greater digitisation across the department.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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 of delivering good quality, high value-for-money services with good control and compliance with statutory obligations
59. Build the enhancements to visitor facilities at Hinchingsbrooke Country Park (PROJECT).	Cllr Howell	<p>The Letter of Intent was finalised in Quarter 4. This allows a six-week window for work to progress improvements to the park access road and establish the contractor's welfare compound. During this period, the Countryside Centre design will also be developed to RIBA Stage 5. The contractor is due to commence work on site on 13 April 2026.</p> <p>Additional funding has been confirmed, enabling the final schedule of works to be agreed with the contractor. This is expected to be finalised by mid-April 2026 to ensure continuity of works on site.</p>	↔	G	Work completed on the project is focused on enhancing biodiversity, improving accessibility and delivering better visitor facilities – all while preserving the natural beauty and wildlife of the site.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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 completed or integrated into BAU, with clear and accountable leads. The Quarter 3 update report went before Overview and Scrutiny (Performance & Growth) in January 2026.	↔	G	<p>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:</p> <ul style="list-style-type: none"> - 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 used in collaboration with a tailored benchmarking dashboard to support the service planning process in Quarter 4. This process helped to identify and evidence multiple opportunities for transformation across the organisation, which will be used to write the updated Transformation Programme for 2026/27.	↑	G	The Transformation Data Analysis Tool and the benchmarking dashboard were used to support the Service Planning process. These tools have helped to evidence and identify transformation and continuous improvement opportunities across the organisation.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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 internally available unit costing information has been consolidated into an internal library. This information has been used as part of the quarter 4 conclusion of transformation opportunities for developing the Transformation programme for 2026/27. The national financial data sets have been acquired and will continue to be used as part of the strategic transformation drive for change and LGR preparation, especially comparing to our peers regionally.	↑	G	The available information was consolidated into an internally usable library. This will be used to help understand our position in terms of value for money, in comparison with our peers, in the face of LGR. This information will also help to inform the Transformation Programme for 2026/27.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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	<p>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.</p> <p>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.</p>	↔	G	Using technology effectively will make the Council more efficient, but this must be done safely and securely to ensure data is used appropriately.

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
64. Listen to local residents and respond to their input on service delivery.	Cllr Conboy	Promotion of the government's statutory Local Government Reorganisation consultation. This included raising awareness of all the options for Cambridgeshire and Peterborough, with a particular focus on Option E, which was put forward by HDC.	↔	G	Promotion of the statutory Local Government Reorganisation consultation helped raise awareness of the process and the options available for Cambridgeshire and Peterborough, including Option E proposed by HDC. This activity aimed to support informed participation and ensure that stakeholders had the opportunity to consider and respond to the proposals.
65. Engage proactively with Local Government Reorganisation to ensure the priorities, opportunities and efficiencies for our communities are maximised	Cllr Ferguson	Promotion of the government's statutory Local Government Reorganisation consultation and the formulation of HDC's official consultation response, which is now published and has been sent to the government. Internal data collection work is underway at HDC, as well as regional collaboration in the form of external workstreams. A new LGR implementation director has been appointed.	↔	G	Our consultation response was well praised by our members and has allowed a fully informed analysis to be sent to the government, ensuring that organisational views are well represented and considered by the government. This was supported by a presentation to MHCLG with positive engagement. Promotion of the consultation to residents was extensive, allowing residents' views to also be considered. Internal data collection and external collaboration have allowed work to start on 'preparedness' for LGR transition, and the new director will ensure consistency across the patch.



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

Activity type: Enable

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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 installing 100m of new footpath at Hinchibrooke, building a new bird hide 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 3999 days up to the end of Quarter 4.	↔	G	Improved accessibility and visitor experience, particularly at Hinchibrooke, with the new footpath providing a new route from the car park while the development work takes place; strong community engagement evidenced by waiting lists; significant added value through volunteer support, reducing project costs.

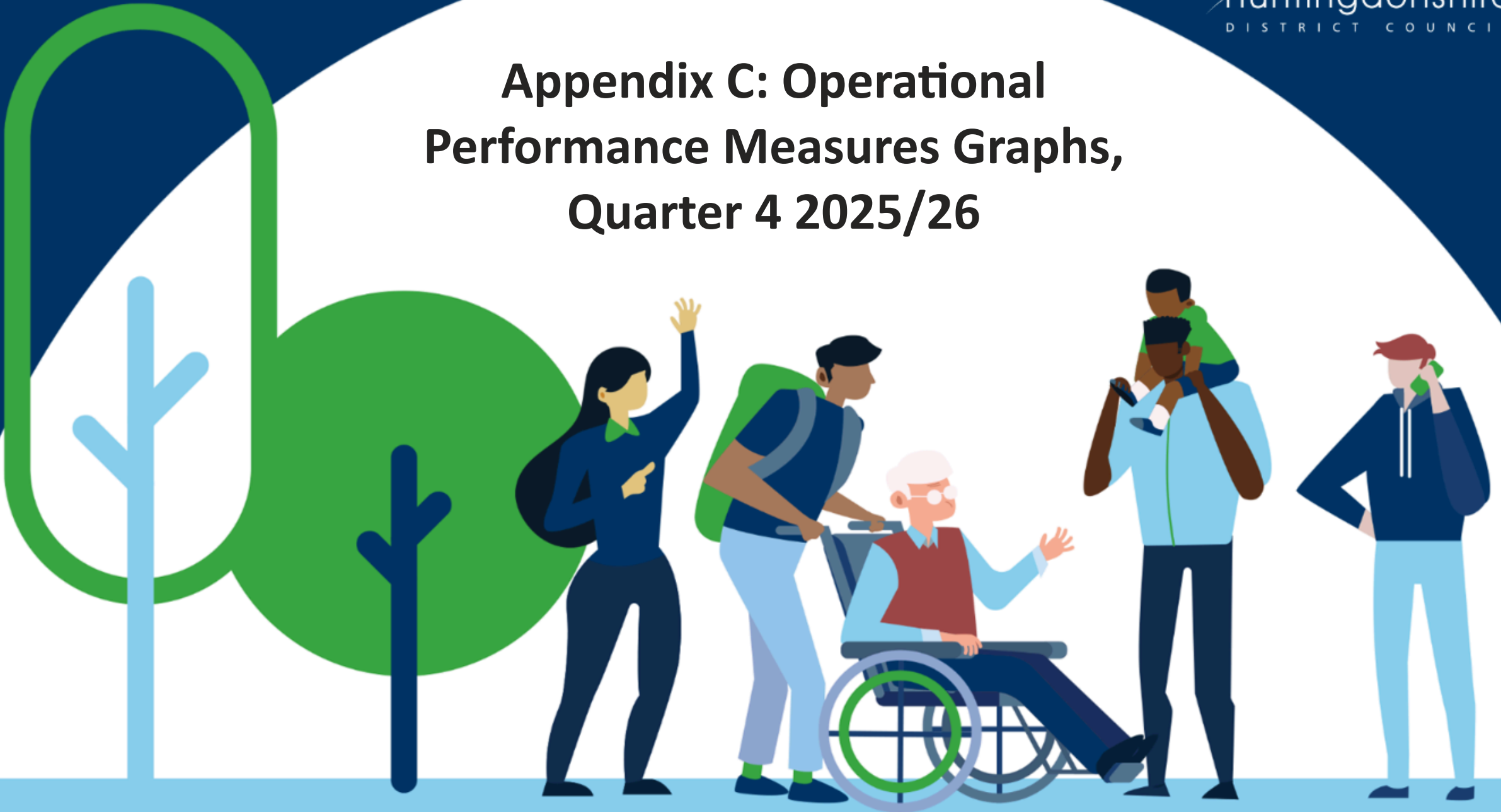


Outcome: Delivering good quality, high value-for-money services

Activity type: Influence

2025/26 Actions/Projects	Portfolio Holder	Progress Update at Quarter 4	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 4 has seen the continued delivery of two key campaigns about Huntingdonshire - Happens in Hunts and Helping Hands in Hunts - and national-level events to promote the work being done in the Defence Sector. In Quarter 4, formal papers came to O&S and Cabinet to formally close down all the actions from the Peer Review - all have been actioned. Finally, in Quarter 4, there was significant work done to communicate about the opportunity to comment on LGR and Option E, alongside information on all the other options too.	↔	G	Demonstrating our impact will enhance our reputation with residents, businesses, and other key partners.

Appendix C: Operational Performance Measures Graphs, Quarter 4 2025/26





Improving the happiness and wellbeing of residents		Latest RAG	Forecast
1	The number of attendances at One Leisure Active Lifestyles and Sports Development Programmes	G	G
2	The number of One Leisure Facilities Admissions - swimming, Impressions and fitness classes, sports hall and pitches (excluding Burgess Hall and sc...	G	G

Keeping people out of crisis		Latest RAG	Forecast
3	The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay at hospital due to a Disabled Faciliti...	A	A
4	The average time (weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants	A	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

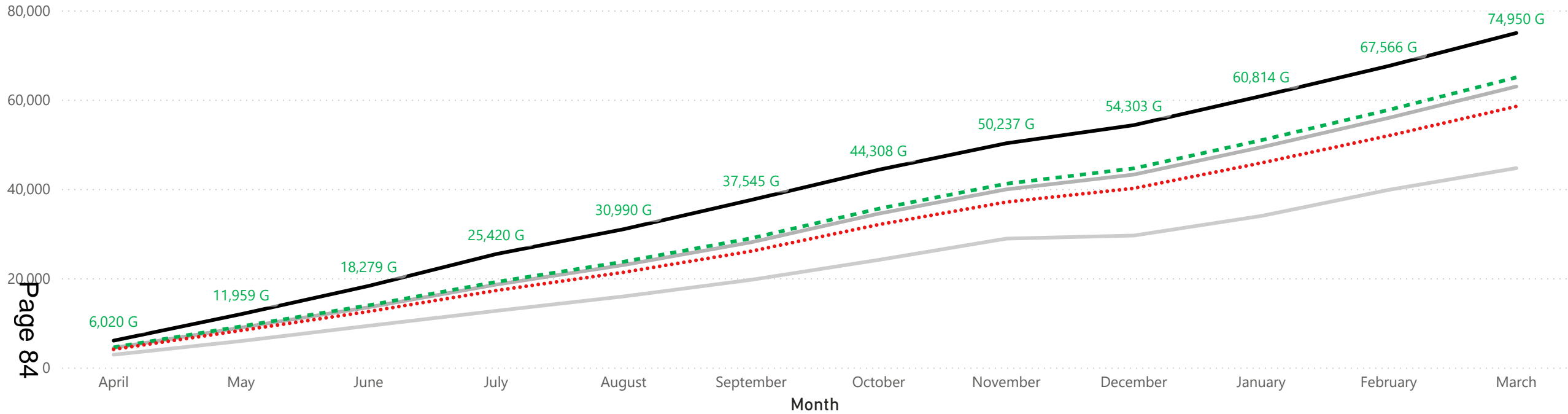
Helping people in crisis		Latest RAG	Forecast
9	The number of households in temporary accommodation	A	A

Improving Housing		Latest RAG	Forecast
10	The net change in the number of homes with a council tax banding	R	R
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)	A	A
Forward thinking economic growth		Latest RAG	Forecast
16	Cumulative footfall in our market towns (Huntingdon, St Ives, St Neots & Ramsey) (monthly)	A	A
17	Total number of business engagements by the Economic Development team	G	G
Lowering carbon emissions		Latest RAG	Forecast
18	Efficiency of vehicle fleet driving - Energy Efficient Driving Index score for the waste service	G	G
Delivering good quality, high value-for-money services		Latest RAG	Forecast
19	Percentage of household waste reused / recycled / composted	R	R
20	Collected household waste per person (kilograms)	G	G
21	Residual waste collected per household (kilograms)	A	A
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)	R	R
25	Sanctions against environmental crimes and anti-social behaviour	G	G
26	The number of programmed food safety inspections undertaken (cumulative)	G	G
27	Percentage of calls to the Contact Centre answered	G	G
28	Average wait time for customers calling the Contact Centre (seconds)	G	G
29	Customer Satisfaction (Contact Centre) [Collection Due to Commence in Q3]	0	0
30	Council Tax collection rate	A	A
31	Business Rates collection rate	R	R
32	Short-term staff sickness days lost per full time equivalent (FTE) (rolling 12-month total)	R	R
33	Long-term sickness days lost per full time equivalent (FTE) (rolling 12-month total)	R	R
34	Staff Turnover (per month)	G	G
35	Average length of staff service (years)	A	A

Outcome: Improving the happiness and wellbeing of residents

PI 1: Attendances at Active Lifestyles & Sports Development Activities

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



Latest Commentary from Service:

March 2026 saw the highest-ever attendances in a month, with 7,344. Quarter 4 totalled 20,647 attendances across Active Lifestyles and Sports Development. Quarter 4 highlights included:

- 1,469 attendances at activities in Care Settings (the majority commissioned with the end of the ICS funding previously received, supporting the free 12-week trial offer).
 - 1,405 attendances at the new Tai Chi Qi Gong sessions
 - 999 attendances at activities for children and young people funded through the Police and Crime Commissioner funding received
 - 566 attendances at the free sessions for the 'Cancer & Exercise' sessions delivered in partnership with and funded by Hunts Community Cancer Network

2025/26 highlights included:

- Pay as You Go closed on 42,106 attendances for the year (a 66% increase on 2024/25 – 25,340).
- Commissioned activities (with a final couple of registers to follow) closed on 18,759 attendances (a 74% increase on 1024/25 – 10,759).
- Grant-funded activities remain consistent. This is expected with a lower reliance on grants being a good trend towards a sustainable service (a 6% increase on 2024/25 – 9,207).

Latest year-end forecast:

74,950

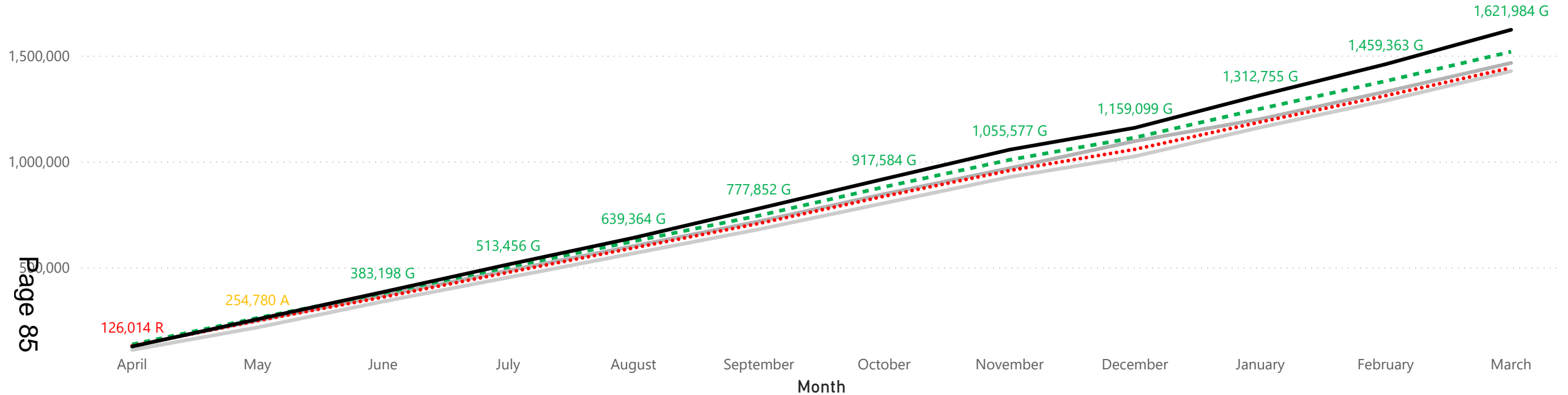
Latest projected outturn status:



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)

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



Latest Commentary from Service:

2025/26 attendances for One Leisure have seen the service exceed target by 6.8%, which is 103,604 ahead of target and 10.7% and 156,837 ahead of the previous years performance. The main drivers for positive performance were in health & fitness and swimming. Gym usage following the refurbishment of all One Leisure gyms within a 12-month period was ahead 10% of target, group exercise was 6% ahead of target, and swimming was 14% ahead of target. All other activity participation achieved the targets set.

Latest year-end forecast:

1,621,984

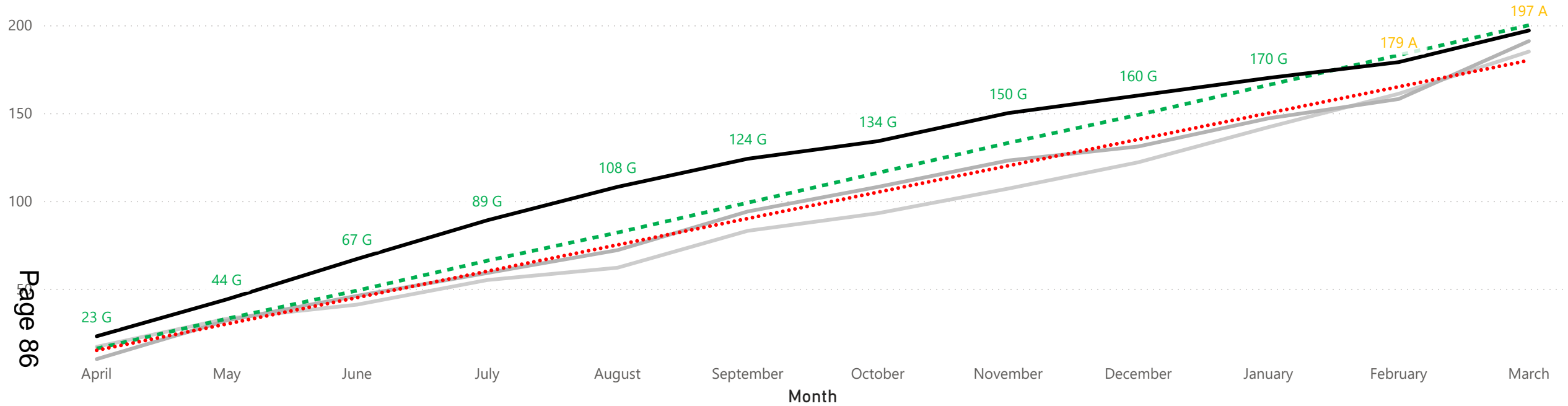
Latest projected outturn status:

G

Outcome: Keeping people out of crisis

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

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



Latest Commentary from Service:

197 residents were supported by the Disabled Facilities Grant in 2025/26. This is an improvement of 6 residents from the previous year. Delays continue to persist with Places for People approving works.

Latest year-end forecast:

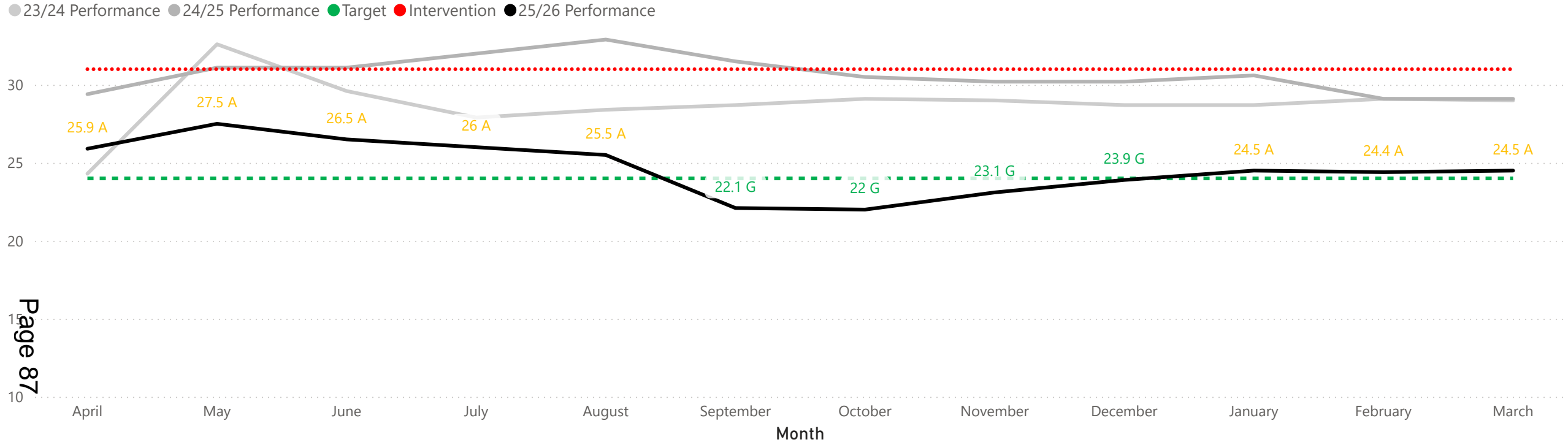
197

Latest projected outturn status:

A

Outcome: Keeping people out of crisis

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



Latest Commentary from Service:

The average number of weeks between referral and completion for the 197 jobs funded by the Disabled Facilities Grant in 2025/26 was 24.5 weeks. This is a decrease of 4.6 weeks on 2024/25 and 4.5 weeks on 2023/24. The number of weeks taken has decreased due to fewer complex cases being submitted, which significantly increases the time taken. However, delays persist from Places for People in approvals for some cases.

Latest year-end forecast:

24.5

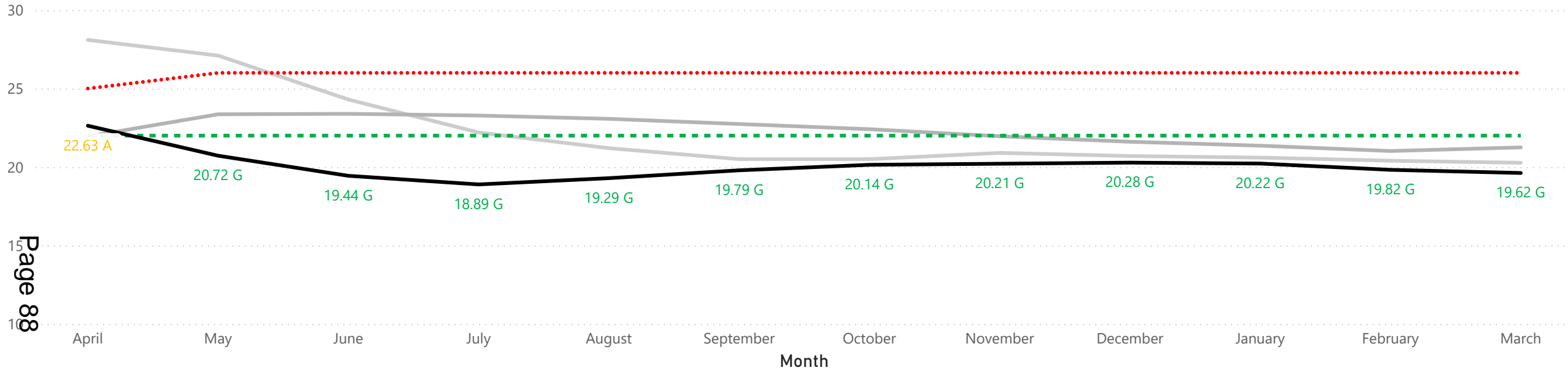
Latest projected outturn status:

A

Outcome: Keeping people out of crisis

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

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



Latest Commentary from Service:

Performance for 25/26 exceeded the target and showed the average number of days was 1.63 days faster than that achieved in 24/25. This improvement reflects the positive impact of changes made to the Council Tax Support Scheme.

Latest year-end forecast:

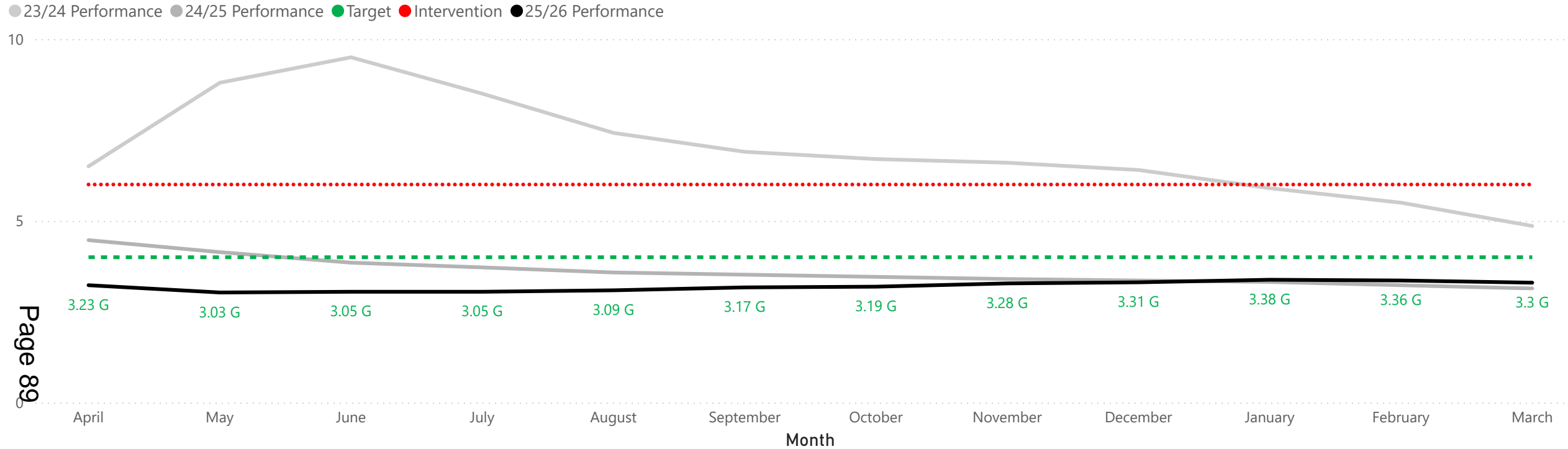
19.62

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



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Latest Commentary from Service:

Performance for 25/26 exceeded the target by 0.7 days, despite an increase of more than 10,000 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:

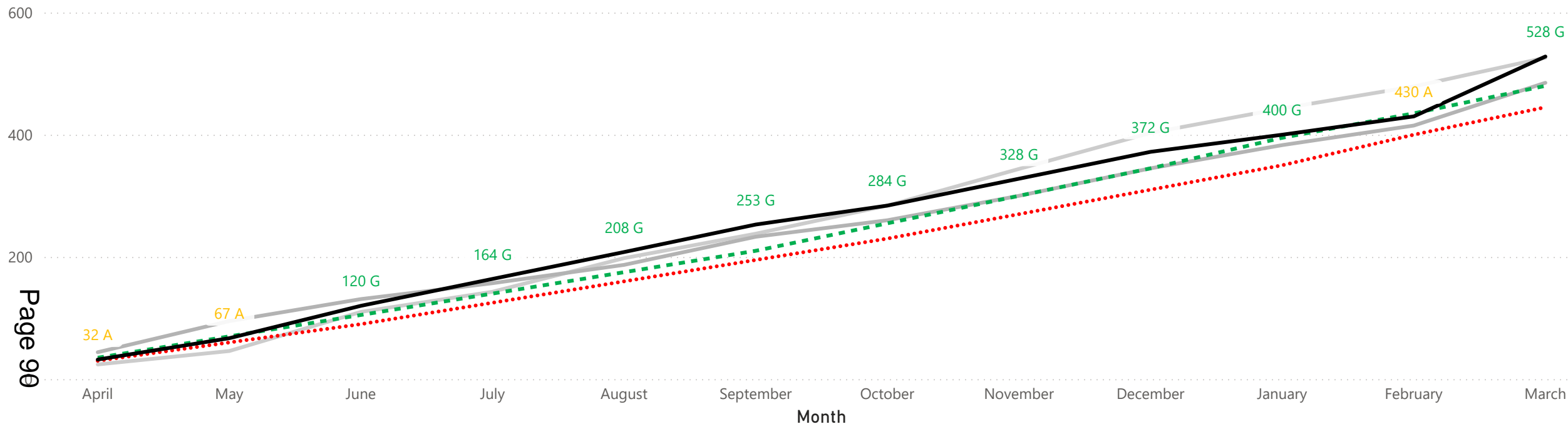
3.3

Latest projected outturn status:

G

PI 7: The number of homelessness preventions achieved

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



Latest Commentary from Service:

The number of successful homelessness preventions fluctuates throughout the year, depending on the rate of homelessness presentations and the opportunity to intervene in a timely way. A total of 528 successful preventions have been achieved - compared to 485 last year (an 8% increase). A significant number of preventions were achieved at the year's end (98 in March) as a result of a joint project with Places for People. This involved joint funding with Places for People to assist a number of their tenants facing possession action due to rent arrears that had accrued as a result of financial difficulties. 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:

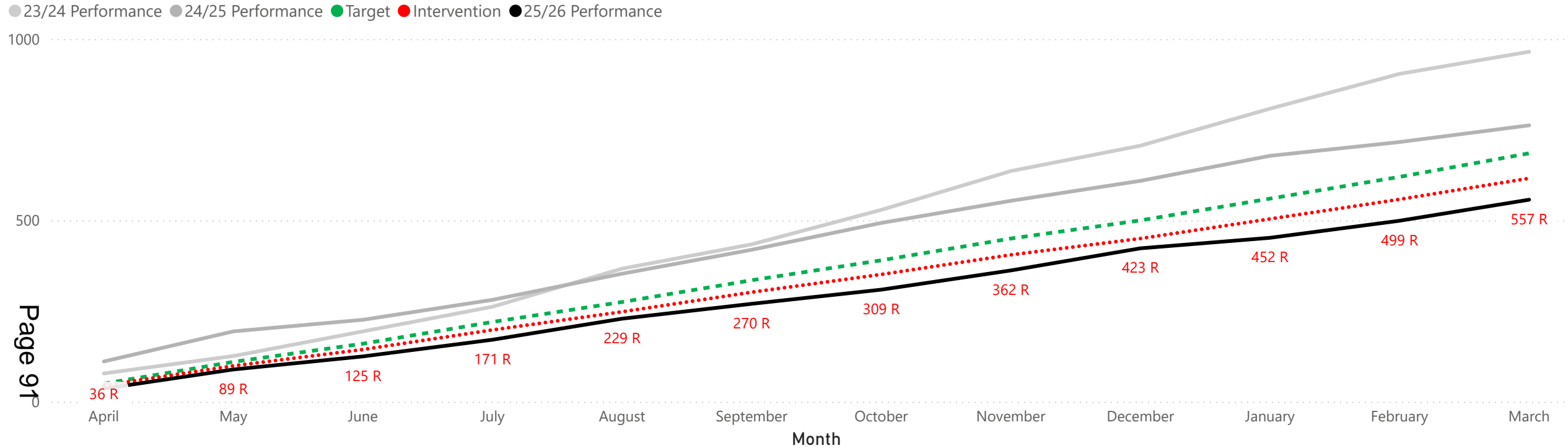
528

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



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. This year, 557 households from the Register have been housed, compared to 762 last year. (a 27% 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. 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 have been available.

Latest year-end forecast:

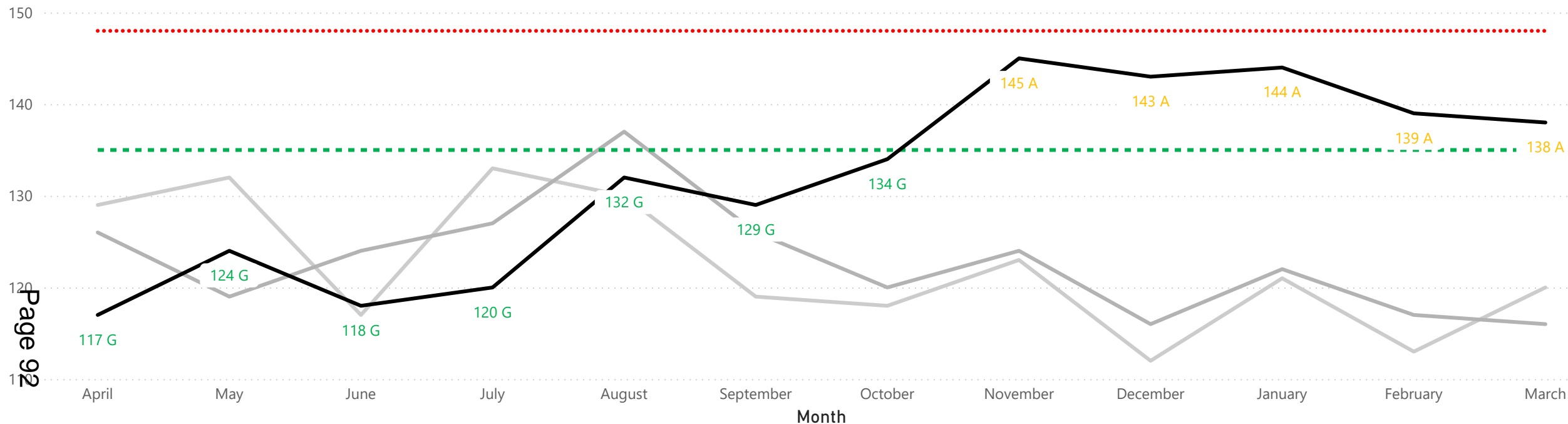
557

Latest projected outturn status:

R

PI 9: The number of households in temporary accommodation

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



Latest Commentary from Service:

The number of households in temporary accommodation (TA) at any one time will depend upon the number of homelessness presentations to the council, how successful officers are at preventing homelessness wherever possible, and the ability to move households through TA into settled housing promptly. The figure at the end of March was 138, 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.

Latest year-end forecast:

138

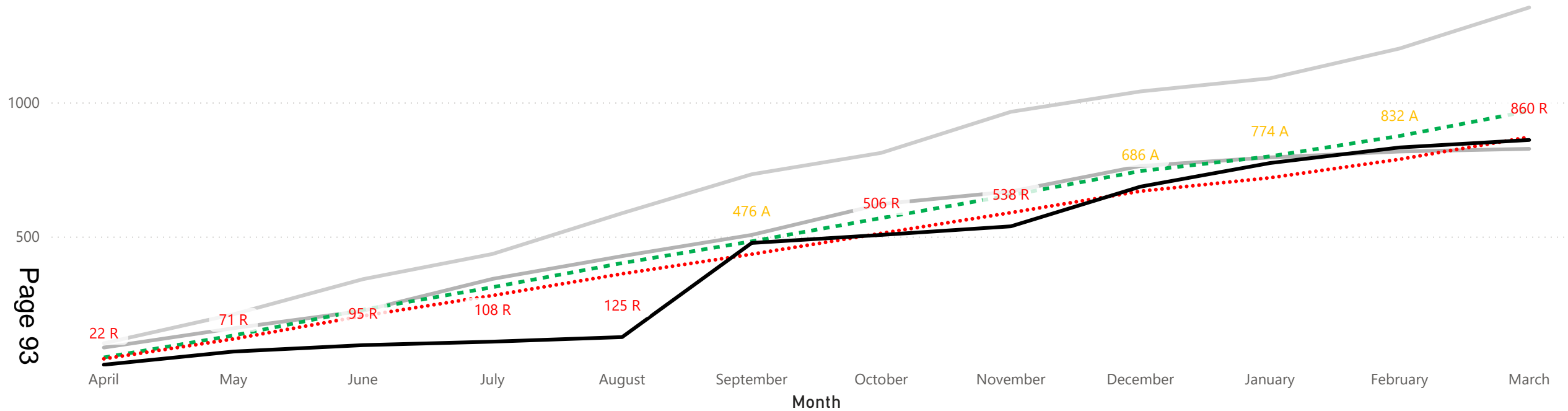
Latest projected outturn status:

A

Outcome: Improving Housing

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

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



Latest Commentary from Service:

An additional 58 properties were banded in March in Huntingdonshire. A total of 335 new properties are awaiting banding (a reduction of 27 from last month), with 61 of these being older than 4 months (a reduction of 5 from last month). The oldest case is a property that has been awaiting banding since 11th April 2025. 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:

860

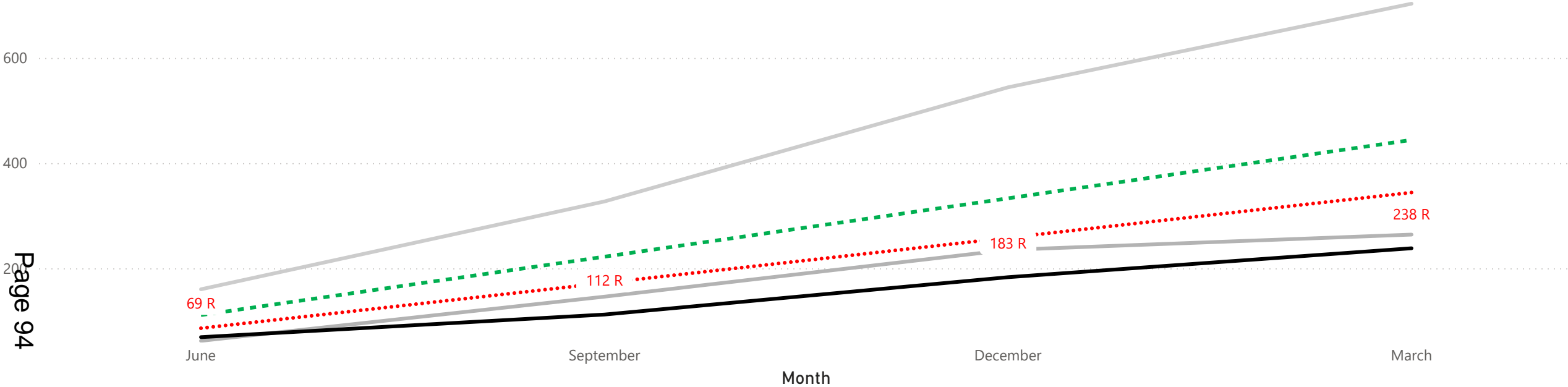
Latest projected outturn status:

R

Outcome: Improving Housing

PI 11: The number of affordable houses delivered

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



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Latest Commentary from Service:

In quarter 3, the delays encountered on some large developments were outlined. These were unlikely to be resolved by year's end. We also reported that a significant proportion was anticipated in Quarter 4 which meant there was a risk of slippage to next year. In the event, these factors have meant that 218 affordable units were completed in 2025/26. However, as is usually the case, they will be delivered in 2026/27 and are not lost.

Latest year-end forecast:

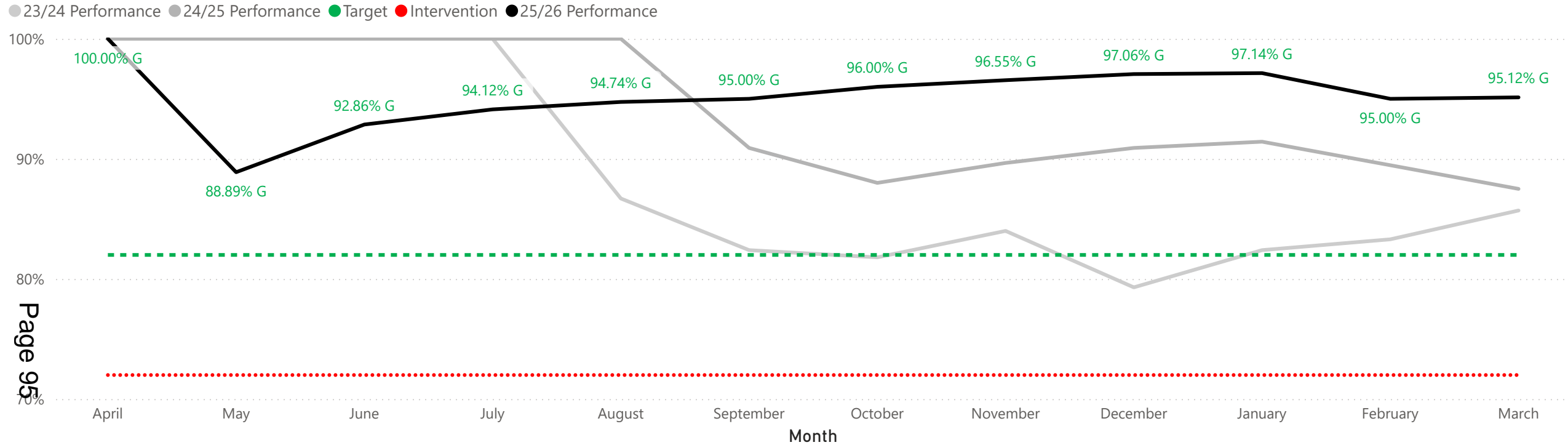
238

Latest projected outturn status:

R

Outcome: Improving Housing

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



Latest Commentary from Service:

1 out of 1 Major applications were determined in March on time, and 6 out of 7 were determined on time for Quarter 4. 39 out of 41 Major applications have been determined on time over the year. Performance has increased marginally and ends the year above target and forecast.

Latest year-end forecast:

95.12%

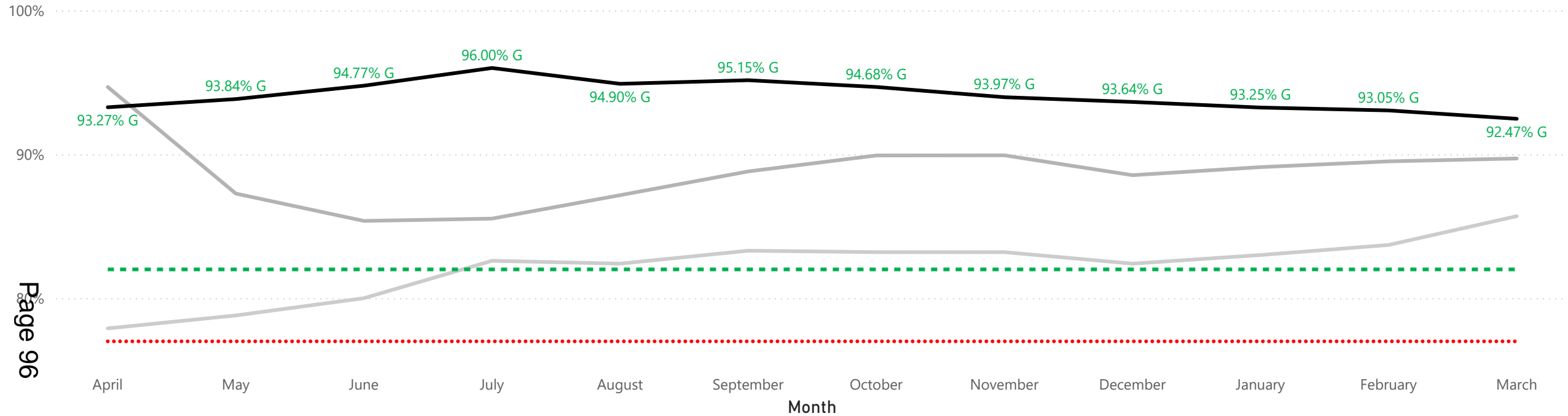
Latest projected outturn status:

G

Outcome: Improving Housing

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

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



Latest Commentary from Service:

88 out of 100 Minor & Other applications were determined in March within the target, with 207 out of 233 applications being determined on time in Quarter 4. Over the year, 958 of 1036 applications have been determined within the time frame. Performance has decreased by 0.58% since last month; finishing the year above target and marginally above forecast.

Latest year-end forecast:

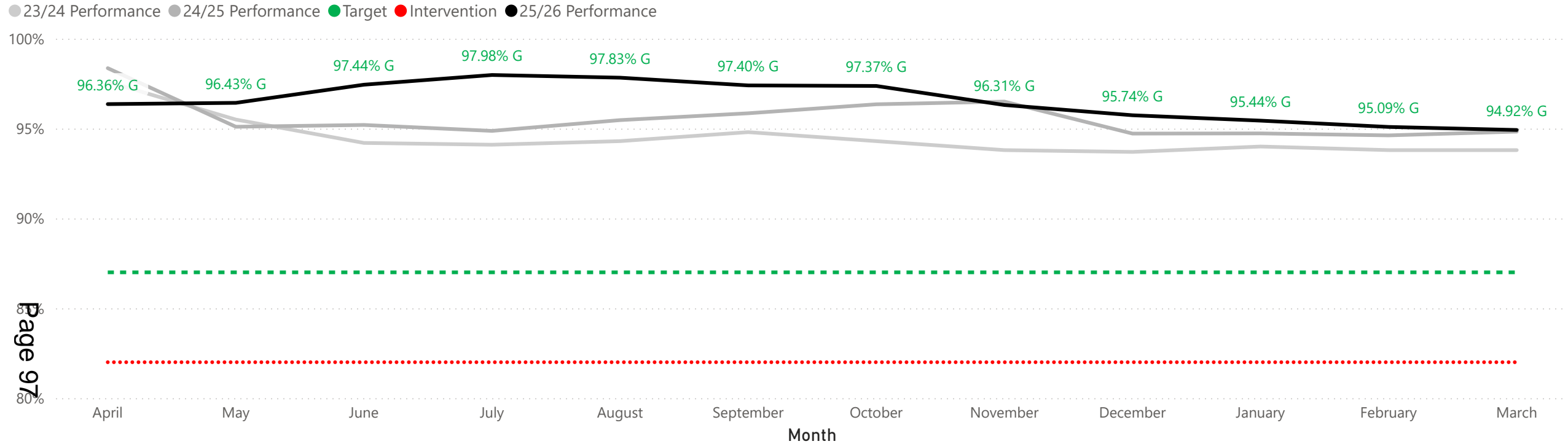
92.47%

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)



Latest Commentary from Service:

41 out of 44 Householder applications were determined in March within the target, with 104 out of 113 being processed on time in Quarter 4. Over the year 486 of 512 Householder applications were determined in time. A decrease in performance by 0.16% since last month, but finishing the year above target and just above forecast.

Latest year-end forecast:

94.92%

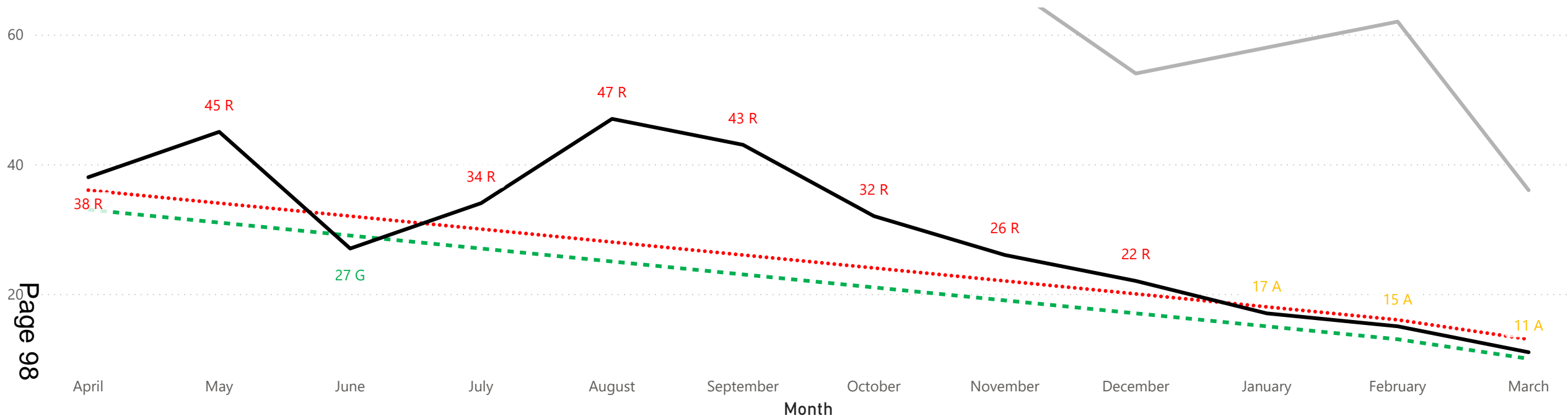
Latest projected outturn status:

G

Outcome: Improving Housing

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

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



Latest Commentary from Service:

A reduction of 4 cases since last month, finishing the year 1 application behind target for the year, following a focus on backlog cases over the month. Focus will remain on improving this next year, actively managing applications over 16 weeks.

Latest year-end forecast:

11

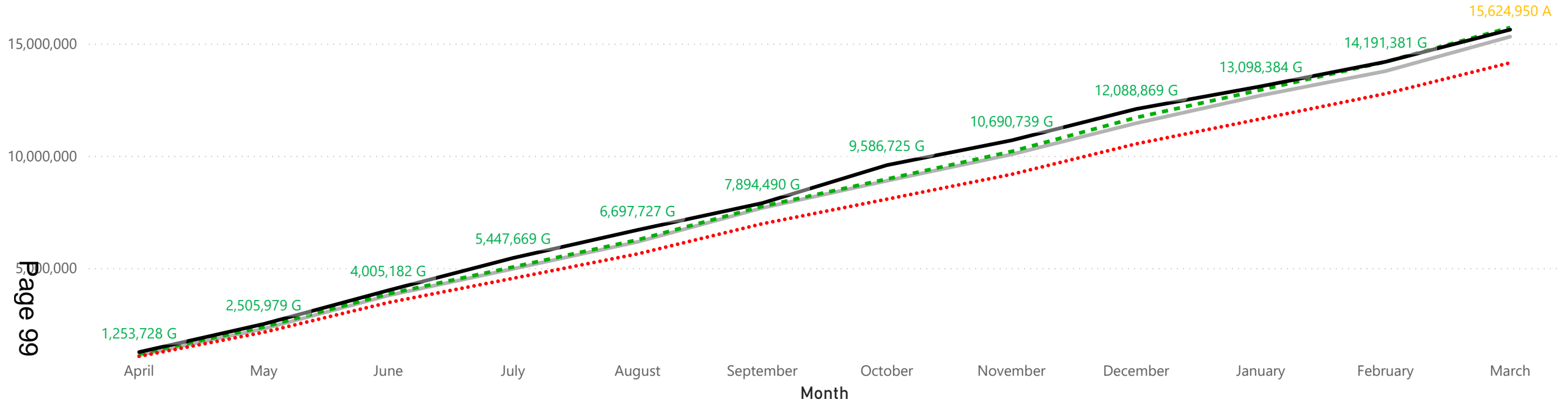
Latest projected outturn status:

A

Outcome: Forward Thinking Economic Growth

PI 16: Cumulative footfall in our market towns

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



Latest Commentary from Service:

Huntingdon - 622,494 - Over 31,000 visitors logged on 14th March - this coincided with the Saturday Market and Mothers day crafts at the library.

St Ives - 444,151 - One of the highest footfall days was the 14th March, which coincided with the Farmers Market.

St Neots - 354,306 - One of the highest footfall days was 28th March, which coincided with a special Easter Edition of the Farmers Market with live music.

Ramsey - 12,618 - 12,618. One of the highest footfall days was 14th March, which coincided with the Mother's Day Market event (hosted by Ramsey Town Council and supported by HDC).

Latest year-end forecast:

15,624,950

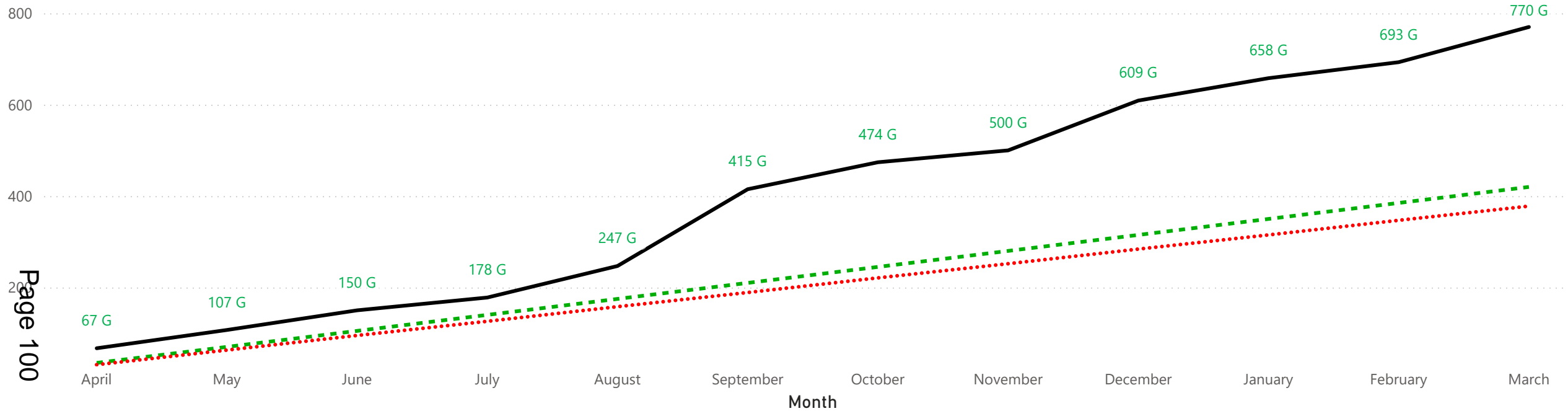
Latest projected outturn status:

A

Outcome: Forward Thinking Economic Growth

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

● Target ● Intervention ● 25/26 Performance



Latest Commentary from Service:

The Economic Development Team engaged with 77 businesses in March, including:

- Supported 18 businesses to progress growth, with Business Booster activity generating follow-on support and improved access to HDC services.
 - Engagement with 26 St Ives businesses increased uptake of the Indie Loyalty Card Scheme.
- Progressed delivery of HBA 2026 across PR, sponsorship, and planning, while improving marketing capability for three businesses. Secured strong interest and a clear pipeline for the Alconbury Weald Business Booster ahead of its April launch.
- Events and outreach activities increased awareness of support services, generating six follow-up actions and strengthening partnership working with the Chambers. Completed the climate return, evidencing sustainable business support delivery, and identified vacancy challenges through engagement at Yaxley Business Park.
 - Established a new liH Instagram channel, achieving early engagement with 95 followers and 984 interactions.

Latest year-end forecast:

770

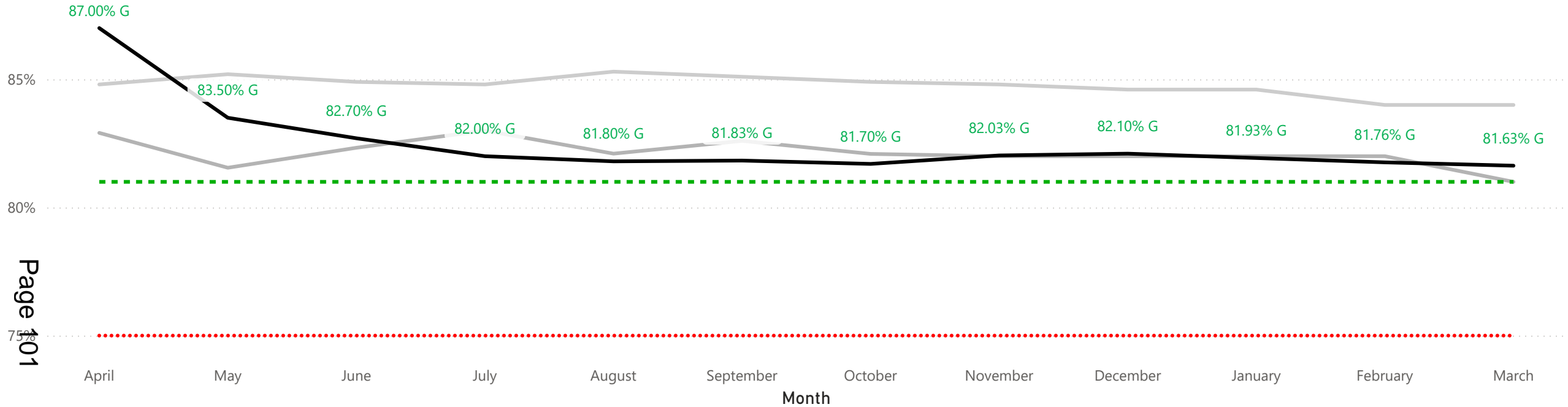
Latest projected outturn status:

G

Outcome: Lowering Carbon Emissions

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

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



Latest Commentary from Service:

With a cumulative fleet driving efficiency (EEDI) score of 81.63%, the Waste Service continues to outperform its target. Regular performance reviews and the sharing of successful practices will help sustain and potentially enhance this efficiency into next year.

Latest year-end forecast:

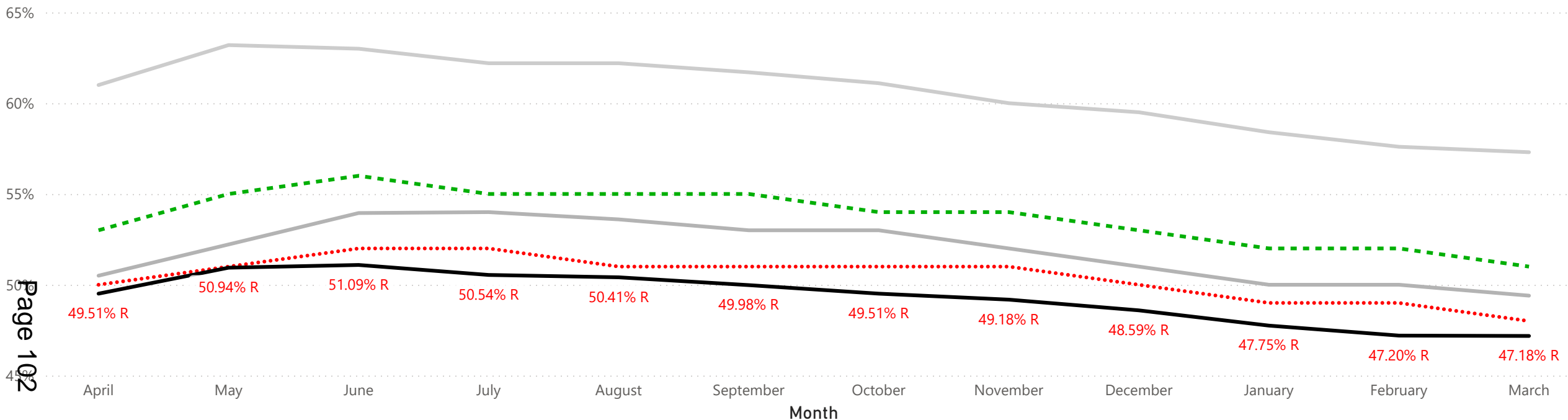
81.63%

Latest projected outturn status:

G

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

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



Latest Commentary from Service:

In March, a total of 5286.93 tonnes of waste were collected from domestic properties across the district, with 46.98% either recycled or composted. A total of 14,780.59 tonnes of waste was collected in quarter 4.

Year to date, the recycling and composting rate stands at 47.18%, representing a 3% decrease compared to the same period last year.

Although the number of garden waste subscriptions has increased for the 2025/26 period, the volume of garden waste collected has declined, primarily due to the exceptionally dry weather conditions. The summer months of June to September saw 26% less rainfall than average at Monks Wood weather recording station. In total, 16% less garden waste was collected compared to the corresponding period in 2024/25.

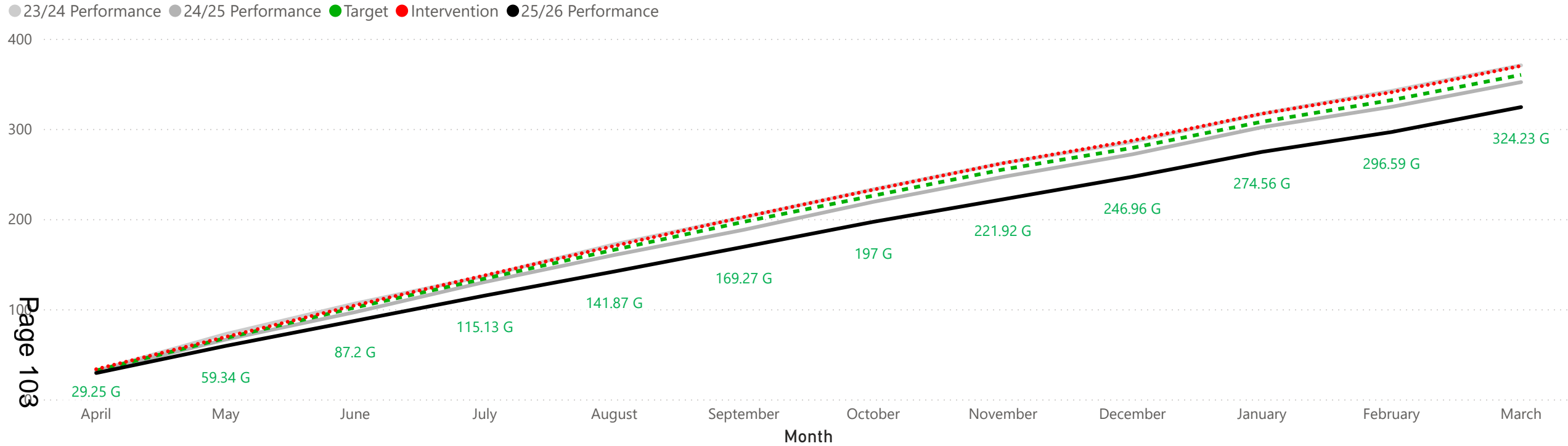
Latest year-end forecast:

47.18%

Latest projected outturn status:

R

PI 20: Collected household waste per person (Kilograms)



Latest Commentary from Service:

Household waste generation per person has increased slightly in March, which is mainly attributed to the increased tonnage of garden waste collected. The tonnage of refuse and recycling remained in line with the previous months. The over kg of waste per person was 27.64kg for March and remains below the UK monthly average of 34 kg. The monthly average for quarter 4 was 25.75kg, and the monthly average for the year was 27.02kg.

Latest year-end forecast:

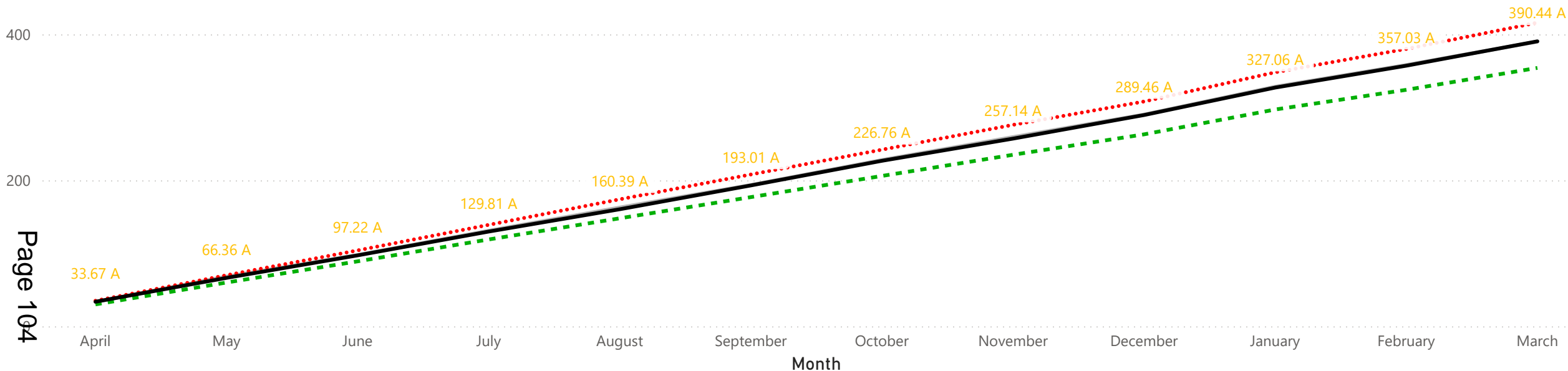
324.23

Latest projected outturn status:

G

PI 21: Residual waste collected per household (kilograms)

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



Latest Commentary from Service:

Residual waste collected per household currently exceeds the cumulative target, standing at 390.44 kg year to date. Encouragingly, performance continues to outperform the UK average of 47 kg per household per month, with March's figure at 33.41 kg per household.

The introduction of weekly food waste collections commenced at the end of March, enabling residents to dispose of their food waste for recycling rather than it being included as part of their residual waste.

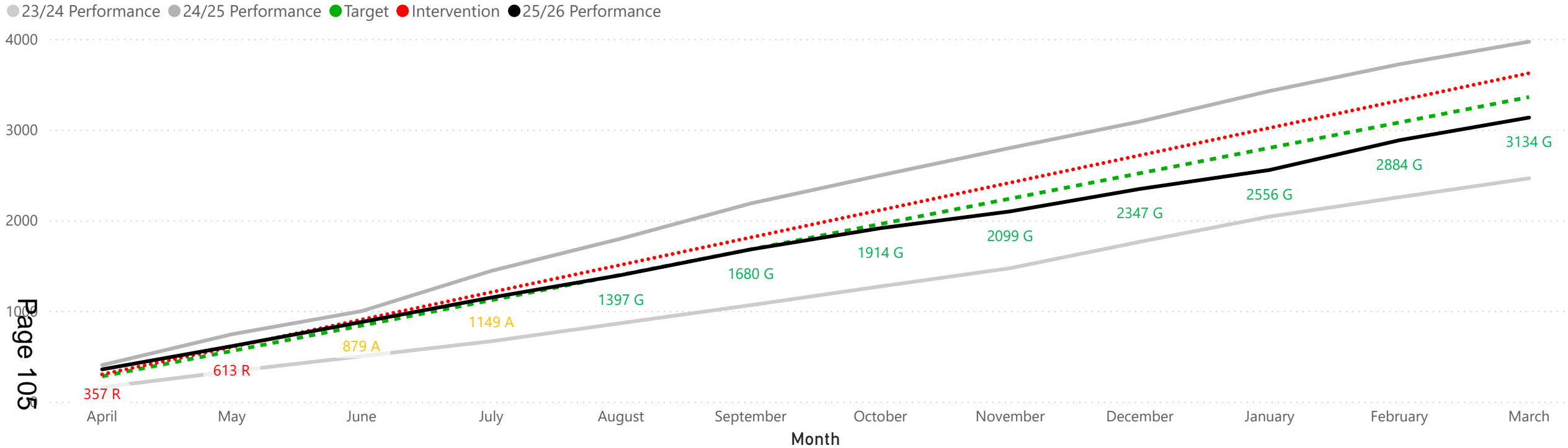
Latest year-end forecast:

390.44

Latest projected outturn status:

A

PI 22: Number of missed bins



Latest Commentary from Service:

In March, a total of 563,948 waste collections were completed, with 250 missed collections reported, resulting in a missed collection rate of just 0.045%. In Quarter 4, a total of 1,588,896 bins were collected, with 787 collections being reported as missed, a missed collection rate of 0.05%

The cumulative number of waste collections for 2025/26 was 5,677,688, with 0.050% reported as missed. This overall performance remains better than the APSE benchmark average of 0.076%, reflecting continued operational reliability and service quality.

Latest year-end forecast:

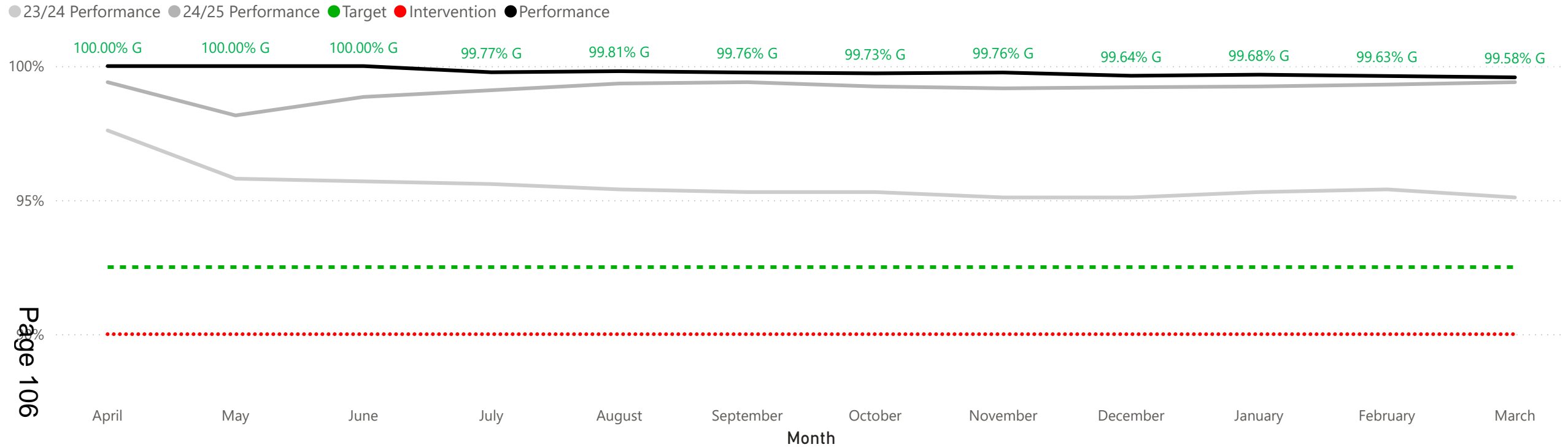
3134

Latest projected outturn status:



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



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Latest Commentary from Service:

212 inspections were completed in March, across 10 wards. 210 inspections passed with grade A or B. The two failures were for litter, both on the A1. These have since been rectified. In Quarter 3, a total of 674 inspections were completed, with 670 passing with a grade A or B. Three failures were for litter, and one was for detritus, and all four failures have since been rectified.

Latest year-end forecast:

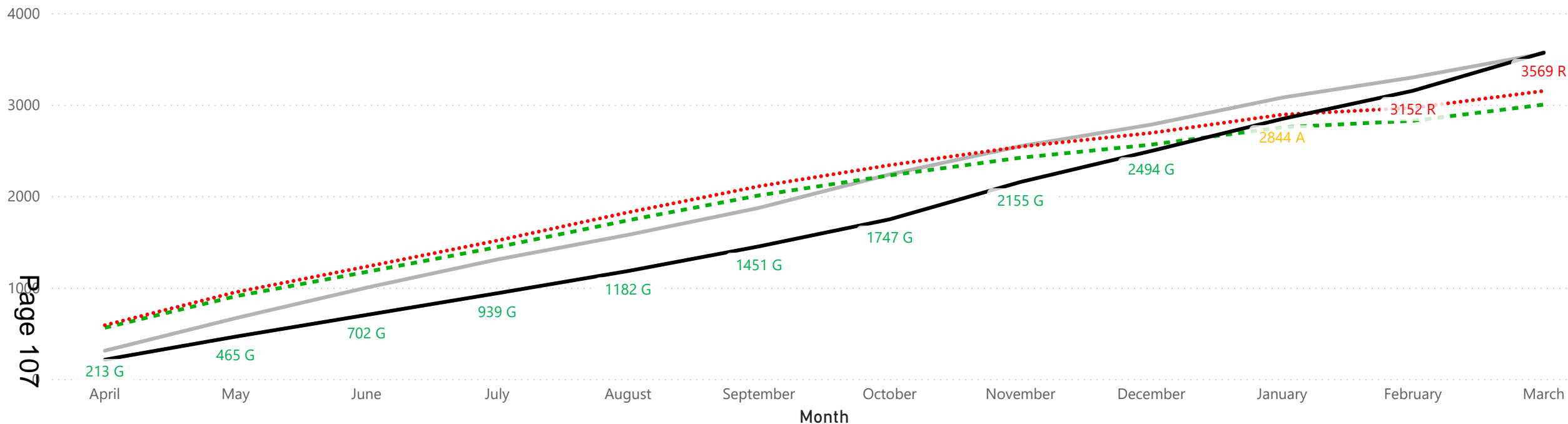
99.58%

Latest projected outturn status:

G

PI 24: The number of flytips reported

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



Latest Commentary from Service:

417 flytips cleared in March, including 14 green waste flytips. This was an increase from February.

The main type of waste reported was boot-sized loads of 'other household' waste.

The cumulative total for 2025/26 is 9 more than 2024/25, however the total flytipping tonnage for 2025/26 is 650.14 tonnes, 21.8% fewer tonnes than the previous year.

Latest year-end forecast:

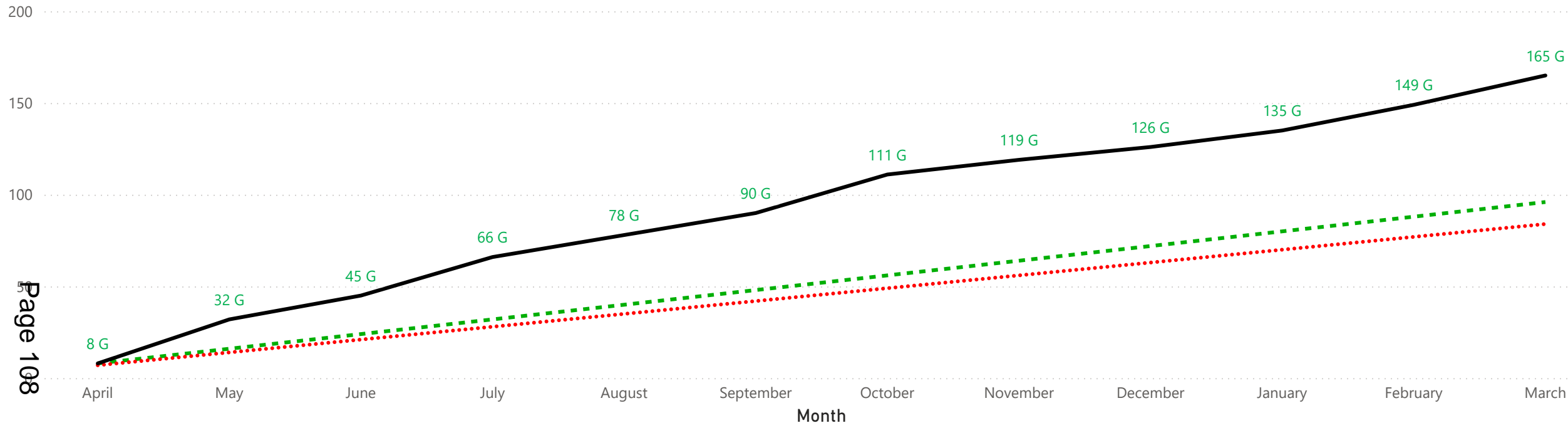
3569

Latest projected outturn status:

R

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

● Target ● Intervention ● Performance



Latest Commentary from Service:

- In Quarter 4:
- 1 x Waste Sanction (Section 46) in relation to residential Bins.
- 1 x ASB Sanction (Section 8) in relation to a High Hedge complaint.
- 7 x Intervention sanctions issued in relation to Abandoned Vehicles
- 3 x Waste Sanction (Section 46) in relation to residential Bins.
- 3 x CPW for Dog Control
- 1 x CPW for waste.
- 5 x CPW for Anti-Social Behaviour
- 3 x ABC for Anti-Social Behaviour
- 1 x CPN for Anti-Social Behaviour

Additionally, 12 FPN were issued, totalling £3,680.

2 cases were brought to court in quarter 4. One for residential fly tipping resulting in £540 of fines. One for failure to comply with a remedial order, totalling £2,225.38 in fines.

Latest year-end forecast:

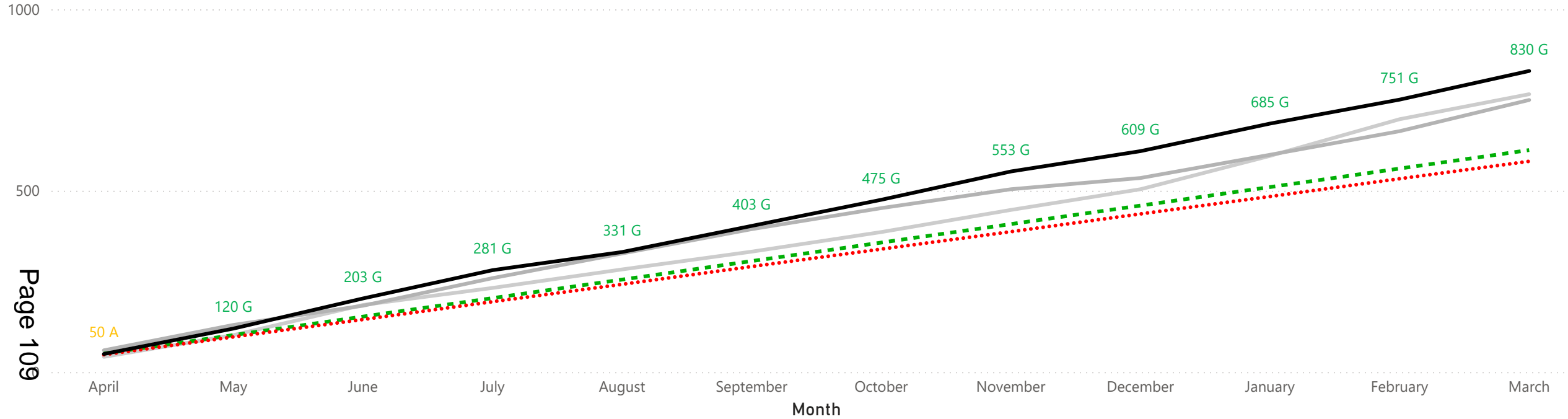
165

Latest projected outturn status:



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

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



Latest Commentary from Service:

79 inspections were completed in March, totalling 830 at the end of the year. All programmed category A, B & C inspections due in 2025/26, apart from 1 were completed by the end of March.

Latest year-end forecast:

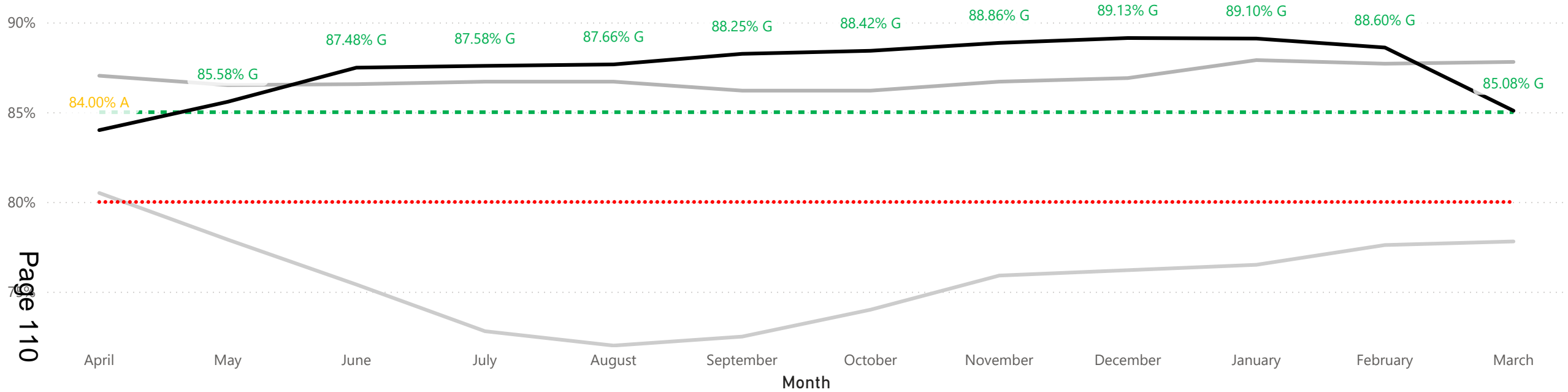
830

Latest projected outturn status:

G

PI 27: Percentage of calls to the Contact Centre answered

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



Latest Commentary from Service:

The cumulative Calls Answered performance for March has reduced to 85.08%. We are within our 85% cumulative answered target, but performance in March was impacted by high call volumes due to the new food waste caddies, garden bin subscription renewals and Council Tax annual billing, alongside two vacancies.

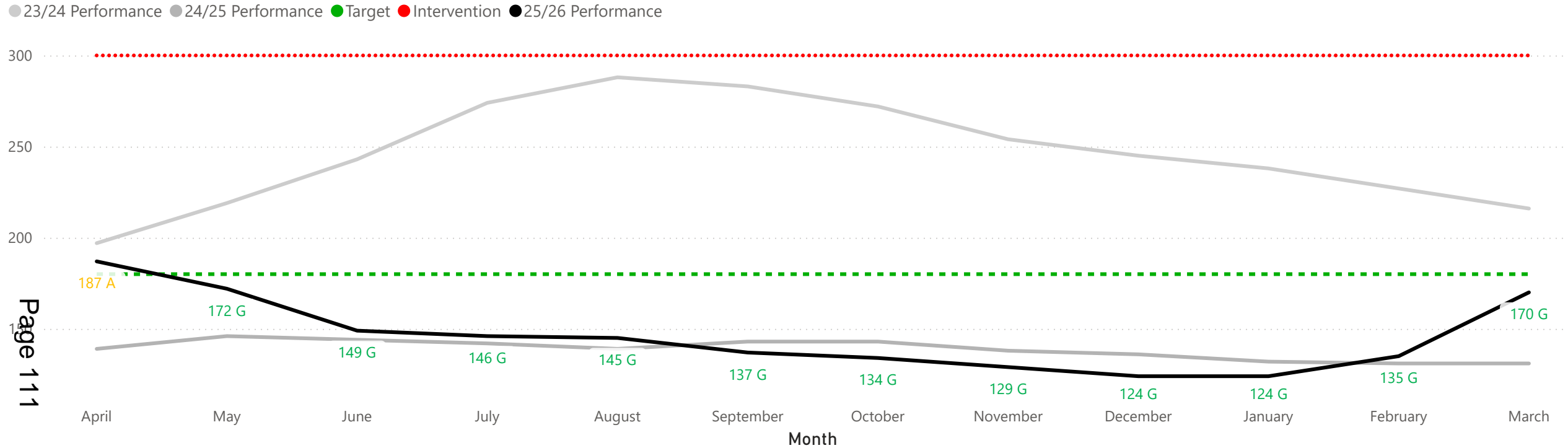
Latest year-end forecast:

85.08%

Latest projected outturn status:

G

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



Latest Commentary from Service:

The cumulative average wait performance is within the 3-minute target and has cumulatively risen to 170 seconds (2 minutes and 50 seconds). Performance in March was impacted by high call volumes due to the new food waste caddies, garden bin subscription renewals and Council Tax annual billing, alongside two vacancies.

Latest year-end forecast:

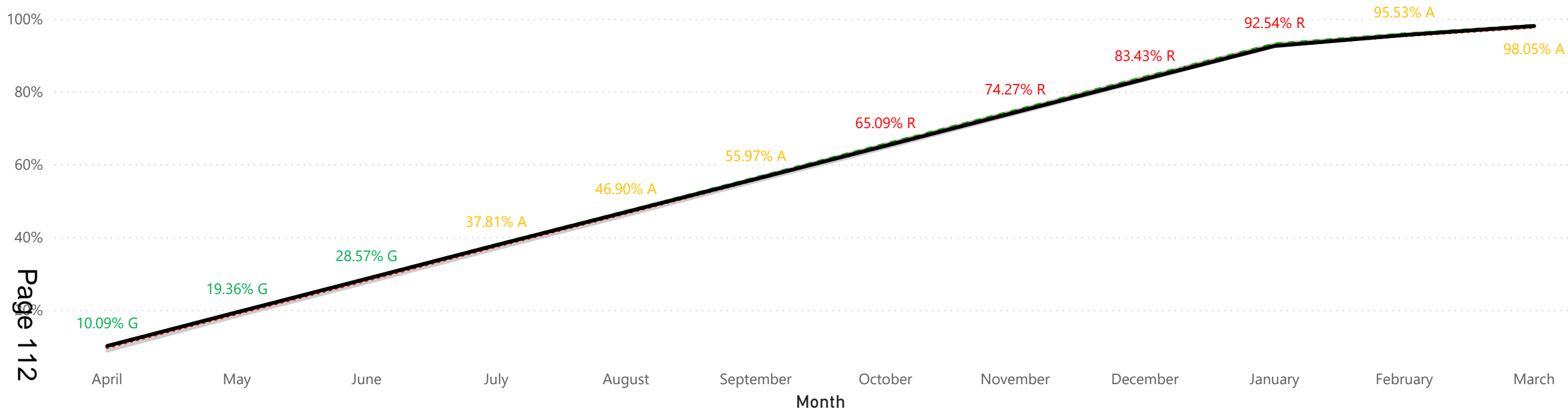
170

Latest projected outturn status:

G

PI 30: Council Tax collection rate

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



Page 112

Latest Commentary from Service:

When compared to the performance achieved in 2024/25, Council Tax collection was 0.04% below at 98.05%. However, this represents an increase in net cash collected of £9.1m. The ongoing pressures of the rising cost of living impacting household budgets, and increasing numbers of new dwellings being added to the Council Tax system, have led to the variation when compared to 2024/25. The team will continue to work closely with residents, owners and recovery partners to encourage payment of outstanding monies owed during 2026/27, in addition to the collection of new liabilities.

Latest year-end forecast:

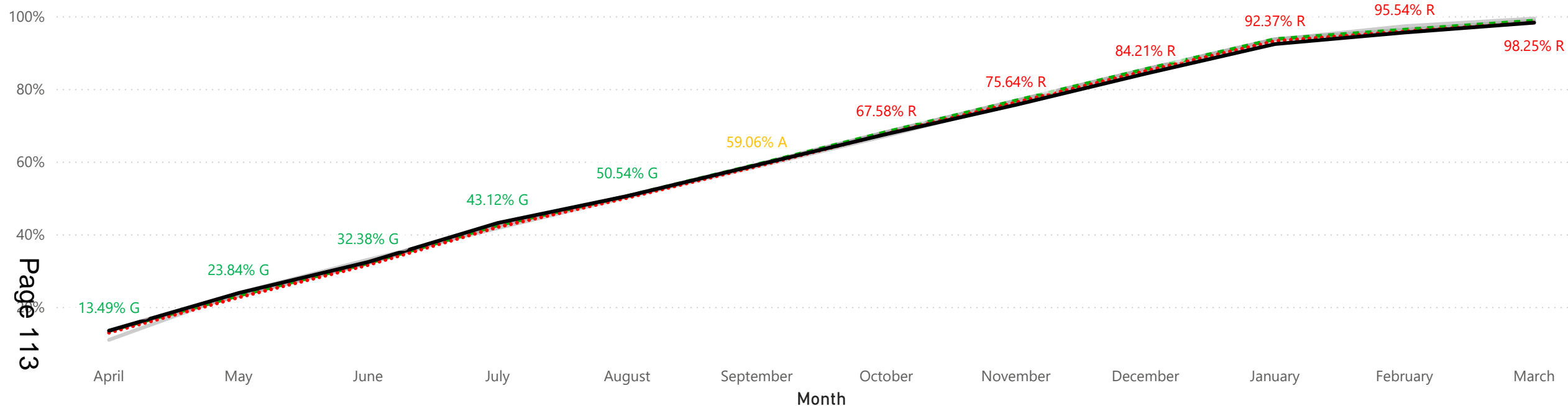
98.05%

Latest projected outturn status:

A

PI 31: Business Rate collection rate

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



Page 113

Latest Commentary from Service:

When compared to performance achieved in 2024/25, Business Rates collection was 0.54% below at 98.25% however, this represents an increase in net cash collected of £4.4m. The position is reflective of a challenging economic climate and fluctuation within the Business Rates system. There is £1.2m outstanding from a collectable debit of £78.1m . The team will continue to work closely with responsible parties and recovery partners to encourage payment of outstanding monies owed during 2026/27, in addition to the collection of new liabilities.

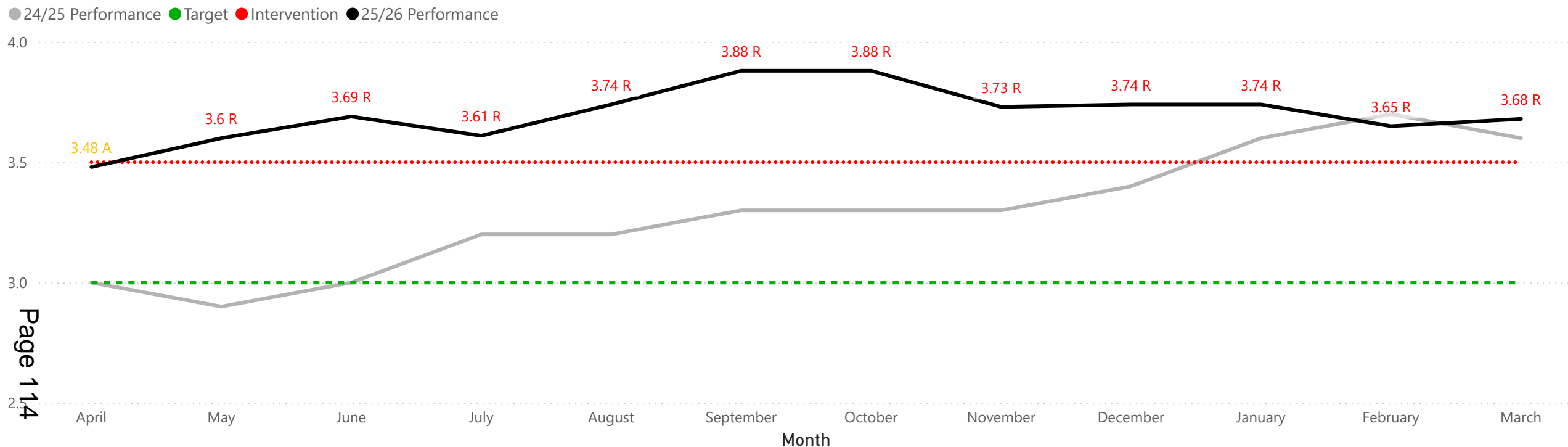
Latest year-end forecast:

98.25%

Latest projected outturn status:

R

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



Latest Commentary from Service:

The number of days lost to short-term sickness has remained below target through the end of quarter four, a trend which mirrors a national sickness crisis of a 15-year high in both the public and private sectors, with an increase of 1.6 sickness days per FTE in the last 2 years. **The organisational trend is in line with the national trend.**

A total of 500 days were lost in quarter four, resulting in a slight increase in the 12-month rolling average. The three main reasons for short-term absence were operations/surgeries, stress (with over half of the absence days relating to workplace stress), and coughs/colds. An increase has been seen in the number of short-term sick days taken for operations/surgeries this year. This is attributed to the NHS completing more operations to ease the backlog accrued from the COVID-19 crisis. An increase has also been seen in the number of short-term sick days taken for personal stress, which is mainly attributed to high interest rates and the cost-of-living crisis. The Employee Assistance Programme has reported that officers are utilising resources and services relating to these types of sickness, which will support in stabilising the number of sickness days being taken.

HR is beginning to work with Heads of Services to investigate if different services of the organisation demonstrate identifiable patterns relating to sickness absence, so that HR and managers can provide the best support to staff to prevent further increases in sickness absence. A management group has been established to implement preventative measures aimed at reducing the level of sickness absence.

Latest year-end forecast:

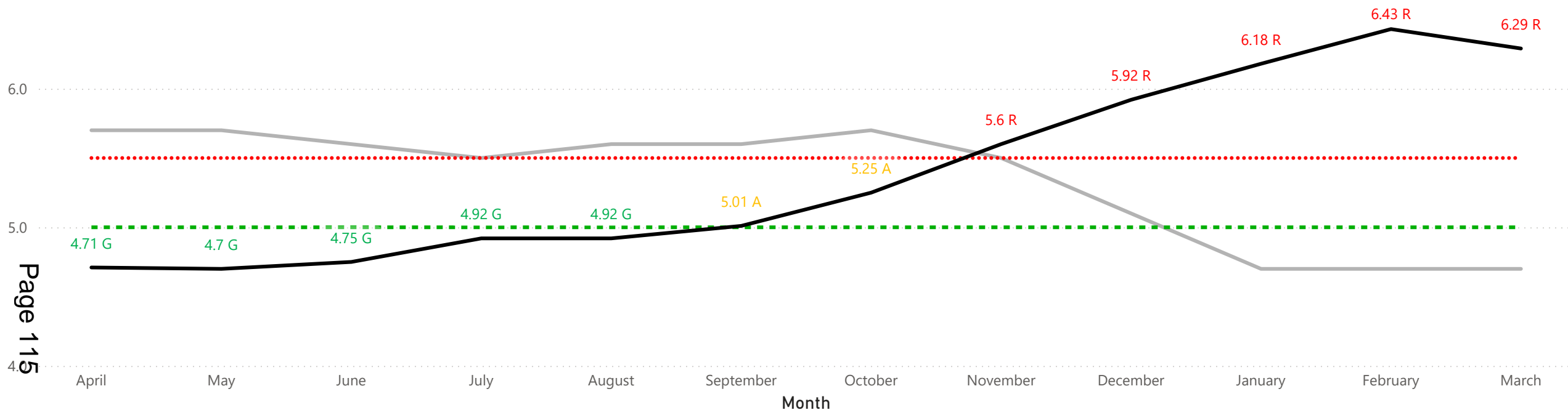
3.68

Latest projected outturn status:

R

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

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



Latest Commentary from Service:

The number of days lost to long-term sickness has remained below target through the end of quarter four, a trend which mirrors a national sickness crisis of a 15-year high in both the public and private sectors, with an increase of 1.6 sickness days per FTE in the last 2 years. **The organisational trend is in line with the national trend.**

A total of 346 days were lost to long-term sickness in March. No new long-term sickness cases have occurred, and 3 cases have been closed with all 3 officers returning to work.

Following HR’s policy, 3 long-term sickness cases are progressing through ill health retirements, and a further 3 Absence stage 3 cases are progressing. All remaining cases are being actively managed and reviewed monthly with HR by constantly gathering updates and referring these staff members to Occupational Health. To prevent lengthy absences and to support staff members beginning long-term absences, as soon as a case moves from short-term absence to long-term absence (30 days of absences), HR completes an AS1. This has been a new initiative that began at the beginning of quarter 4.

The Employee Assistance Programme has reported that officers are utilising resources and services relating to the main types of long-term sickness, which will help stabilise the number of sickness days being taken. A management group has been set up relating to preventative measures to reduce the level of sickness absence.

Latest year-end forecast:

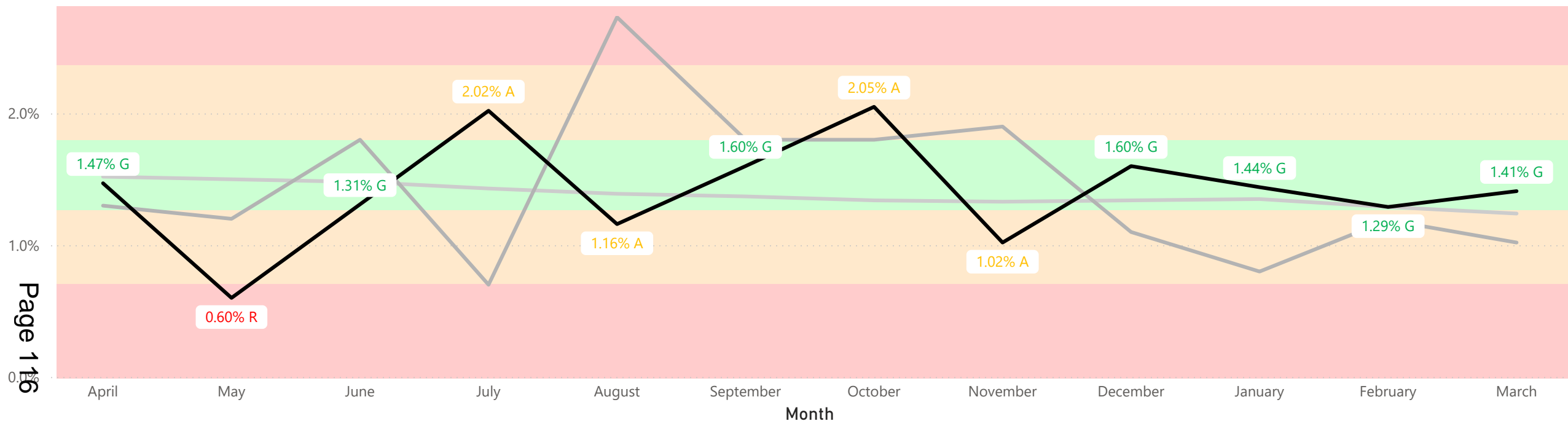
6.29

Latest projected outturn status:

R

PI 34: Staff Turnover (per month)

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



Latest Commentary from Service:

A total of 31 leavers were processed in Quarter 3, with the majority of these being resignations and retirements.

Throughout quarter 4 and the year as a whole, the turnover rate of staff has remained at a healthy level.

HR are actively encouraging people to complete exit questionnaires before they leave to try and identify any trends in the reasons why people are leaving the Council.

Latest year-end forecast:

1.41%

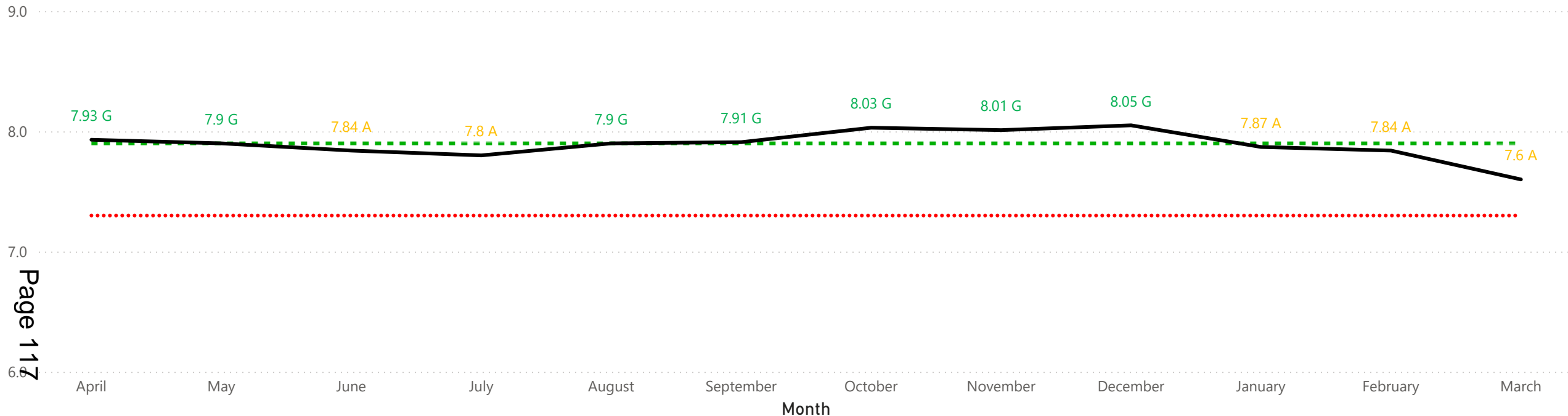
Latest projected outturn status:

G

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

PI 35: Average length of staff service (years)

● Target ● Intervention ● Performance



Latest Commentary from Service:

The 10 leavers in March combined had 83 years of service in total, with 1 employee having nearly 28 years of service, which will keep the performance target at amber. The average length of service of the 6 resignations was 3 years.

Latest year-end forecast:

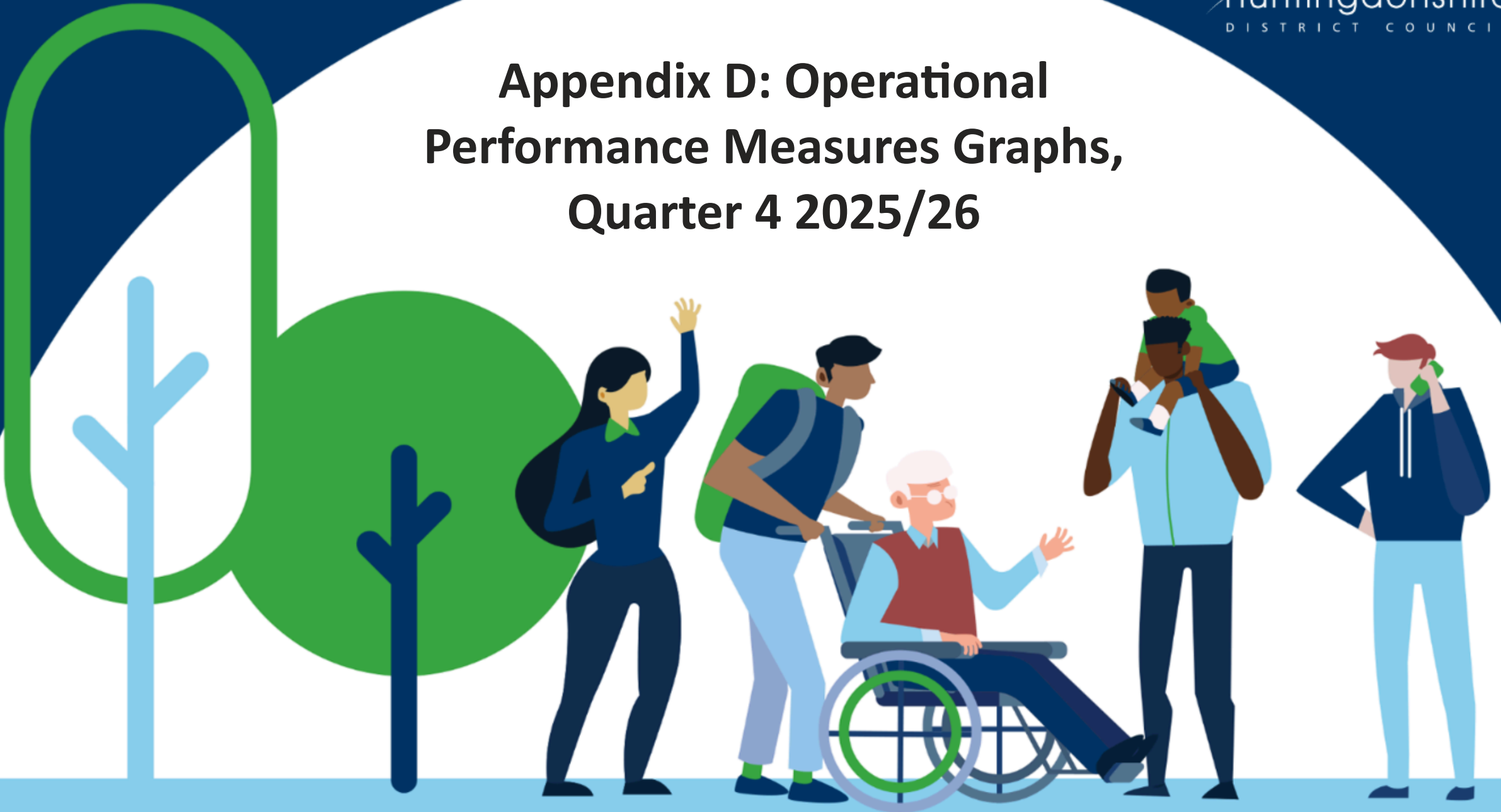
7.6

Latest projected outturn status:

A

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Appendix D: Operational Performance Measures Graphs, Quarter 4 2025/26





Improving the happiness and wellbeing of residents		Latest RAG	Forecast
1	The number of attendances at One Leisure Active Lifestyles and Sports Development Programmes	G	G
2	The number of One Leisure Facilities Admissions - swimming, Impressions and fitness classes, sports hall and pitches (excluding Burgess Hall and sc...	G	G

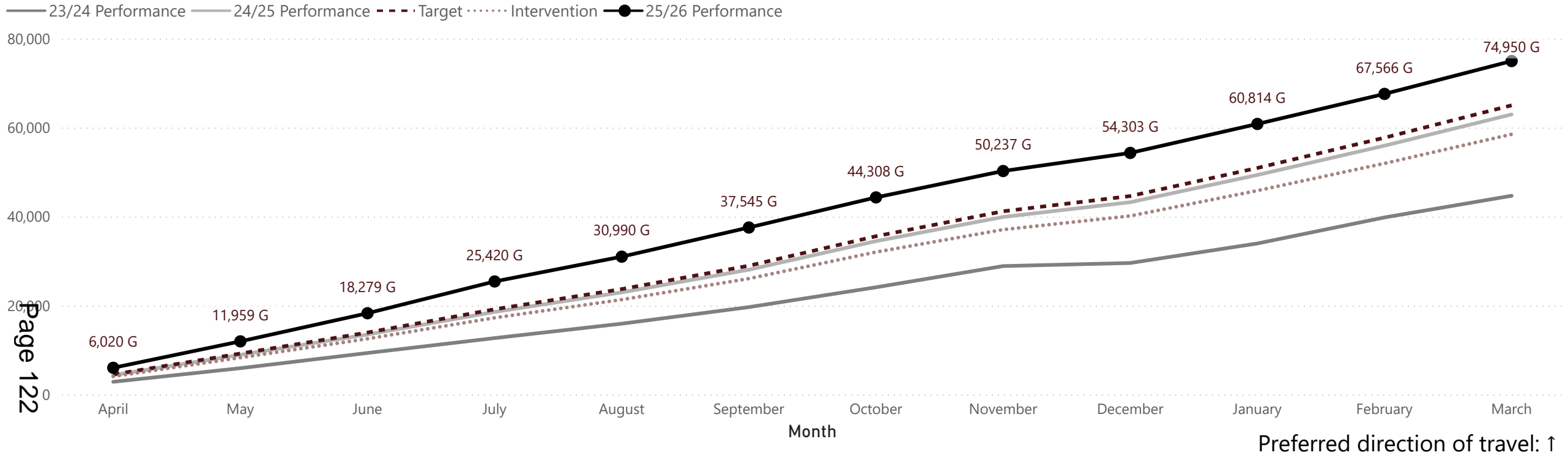
Keeping people out of crisis		Latest RAG	Forecast
3	The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay at hospital due to a Disabled Faciliti...	A	A
4	The average time (weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants	A	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	R	R
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)	A	A
Forward thinking economic growth		Latest RAG	Forecast
16	Cumulative footfall in our market towns (Huntingdon, St Ives, St Neots & Ramsey) (monthly)	A	A
17	Total number of business engagements by the Economic Development team	G	G
Lowering carbon emissions		Latest RAG	Forecast
18	Efficiency of vehicle fleet driving - Energy Efficient Driving Index score for the waste service	G	G
Delivering good quality, high value-for-money services		Latest RAG	Forecast
19	Percentage of household waste reused / recycled / composted	R	R
20	Collected household waste per person (kilograms)	G	G
21	Residual waste collected per household (kilograms)	A	A
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)	R	R
25	Sanctions against environmental crimes and anti-social behaviour	G	G
26	The number of programmed food safety inspections undertaken (cumulative)	G	G
27	Percentage of calls to the Contact Centre answered	G	G
28	Average wait time for customers calling the Contact Centre (seconds)	G	G
29	Customer Satisfaction (Contact Centre) [Collection Due to Commence in Q3]	0	0
30	Council Tax collection rate	A	A
31	Business Rates collection rate	R	R
32	Short-term staff sickness days lost per full time equivalent (FTE) (rolling 12-month total)	R	R
33	Long-term sickness days lost per full time equivalent (FTE) (rolling 12-month total)	R	R
34	Staff Turnover (per month)	G	G
35	Average length of staff service (years)	A	A

Outcome: Improving the happiness and wellbeing of residents

PI 1: Attendances at Active Lifestyles & Sports Development Activities



Latest Commentary from Service:

March 2026 saw the highest-ever attendances in a month, with 7,344. Quarter 4 totalled 20,647 attendances across Active Lifestyles and Sports Development. Quarter 4 highlights included:

- 1,469 attendances at activities in Care Settings (the majority commissioned with the end of the ICS funding previously received, supporting the free 12-week trial offer).
 - 1,405 attendances at the new Tai Chi Qi Gong sessions
 - 999 attendances at activities for children and young people funded through the Police and Crime Commissioner funding received
 - 566 attendances at the free sessions for the 'Cancer & Exercise' sessions delivered in partnership with and funded by Hunts Community Cancer Network
- 2025/26 highlights included:
 - Pay as You Go closed on 42,106 attendances for the year (a 66% increase on 2024/25 – 25,340).
 - Commissioned activities (with a final couple of registers to follow) closed on 18,759 attendances (a 74% increase on 1024/25 – 10,759).
- Grant-funded activities remain consistent. This is expected with a lower reliance on grants being a good trend towards a sustainable service (a 6% increase on 2024/25 – 9,207).

Latest year-end forecast:

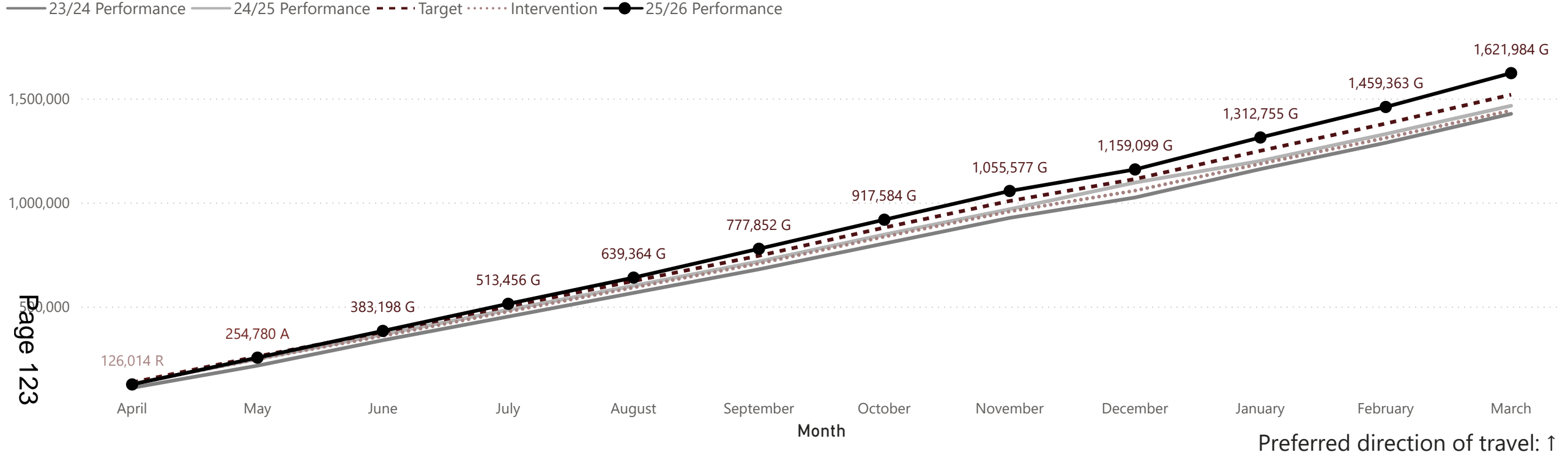
74,950

Latest projected outturn status:



Outcome: Improving the happiness and wellbeing of residents

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



Latest Commentary from Service:

2025/26 attendances for One Leisure have seen the service exceed target by 6.8%, which is 103,604 ahead of target and 10.7% and 156,837 ahead of the previous years performance. The main drivers for positive performance were in health & fitness and swimming. Gym usage following the refurbishment of all One Leisure gyms within a 12-month period was ahead 10% of target, group exercise was 6% ahead of target, and swimming was 14% ahead of target. All other activity participation achieved the targets set.

Latest year-end forecast:

1,621,984

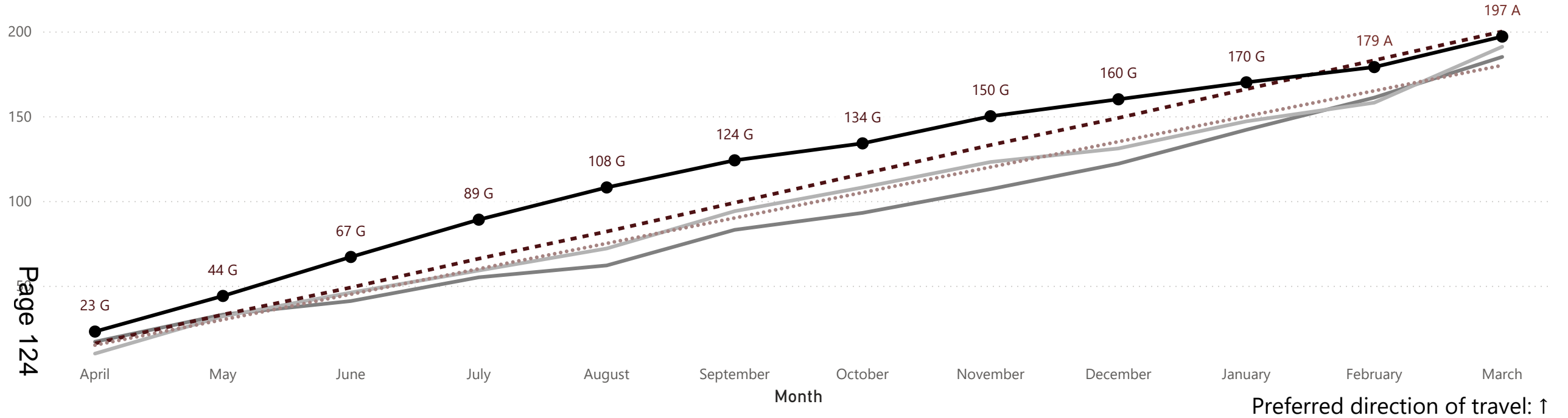
Latest projected outturn status:

G

Outcome: Keeping people out of crisis

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

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



Latest Commentary from Service:

197 residents were supported by the Disabled Facilities Grant in 2025/26. This is an improvement of 6 residents from the previous year. Delays continue to persist with Places for People approving works.

Latest year-end forecast:

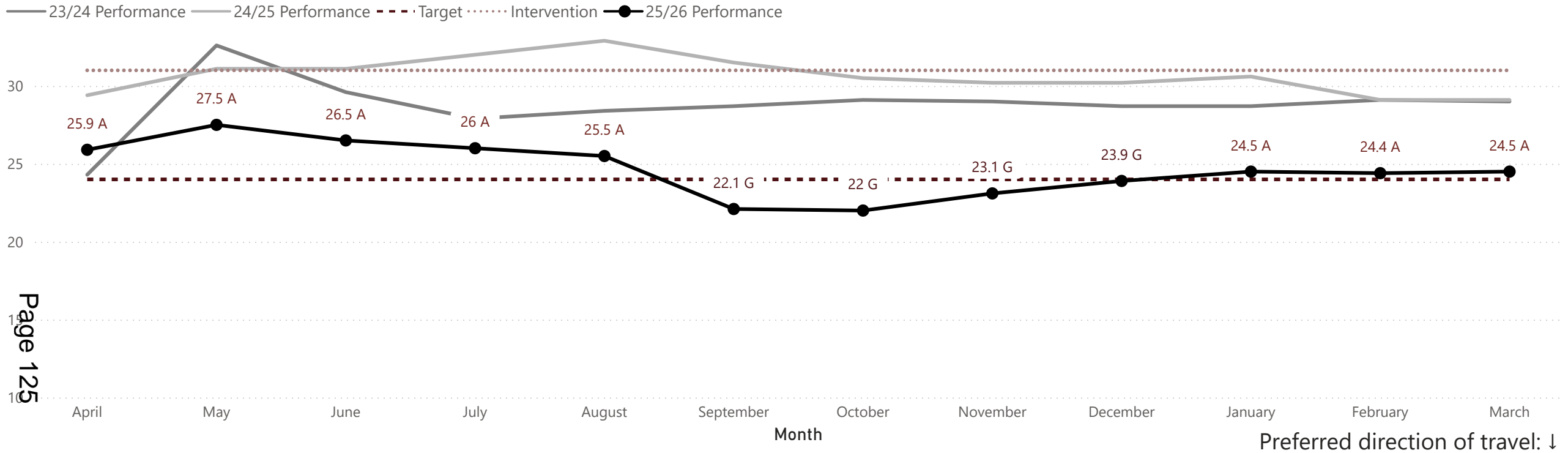
197

Latest projected outturn status:

A

Outcome: Keeping people out of crisis

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



Page 125

Preferred direction of travel: ↓

Latest Commentary from Service:

The average number of weeks between referral and completion for the 197 jobs funded by the Disabled Facilities Grant in 2025/26 was 24.5 weeks. This is a decrease of 4.6 weeks on 2024/25 and 4.5 weeks on 2023/24. The number of weeks taken has decreased due to fewer complex cases being submitted, which significantly increases the time taken. However, delays persist from Places for People in approvals for some cases.

Latest year-end forecast:

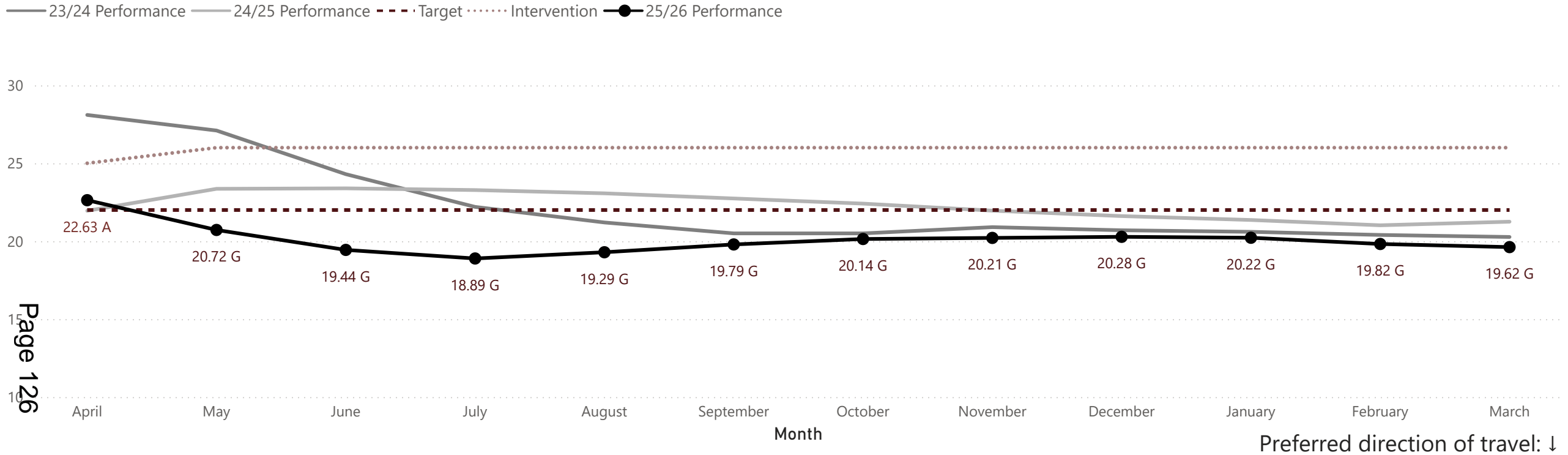
24.5

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



Latest Commentary from Service:

Performance for 25/26 exceeded the target and showed the average number of days was 1.63 days faster than that achieved in 24/25. This improvement reflects the positive impact of changes made to the Council Tax Support Scheme.

Latest year-end forecast:

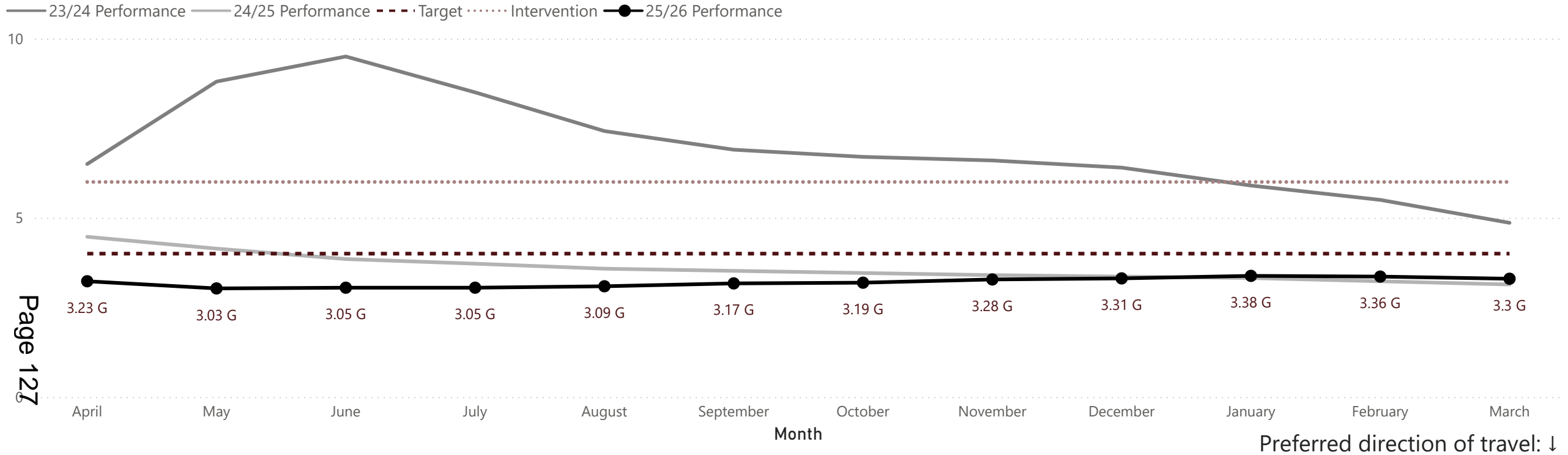
19.62

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



Page 127

Latest Commentary from Service:

Performance for 25/26 exceeded the target by 0.7 days, despite an increase of more than 10,000 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:

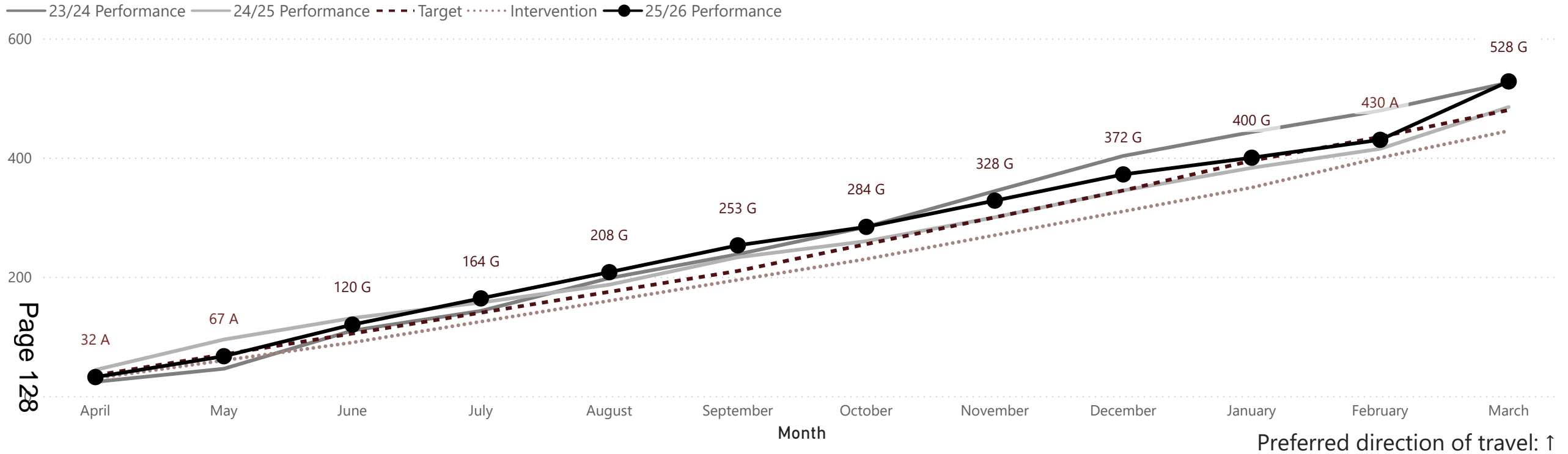
3.3

Latest projected outturn status:

G

Outcome: Keeping people out of crisis

PI 7: The number of homelessness preventions achieved



Latest Commentary from Service:

The number of successful homelessness preventions fluctuates throughout the year, depending on the rate of homelessness presentations and the opportunity to intervene in a timely way. A total of 528 successful preventions have been achieved - compared to 485 last year (an 8% increase). A significant number of preventions were achieved at the year's end (98 in March) as a result of a joint project with Places for People. This involved joint funding with Places for People to assist a number of their tenants facing possession action due to rent arrears that had accrued as a result of financial difficulties. 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.

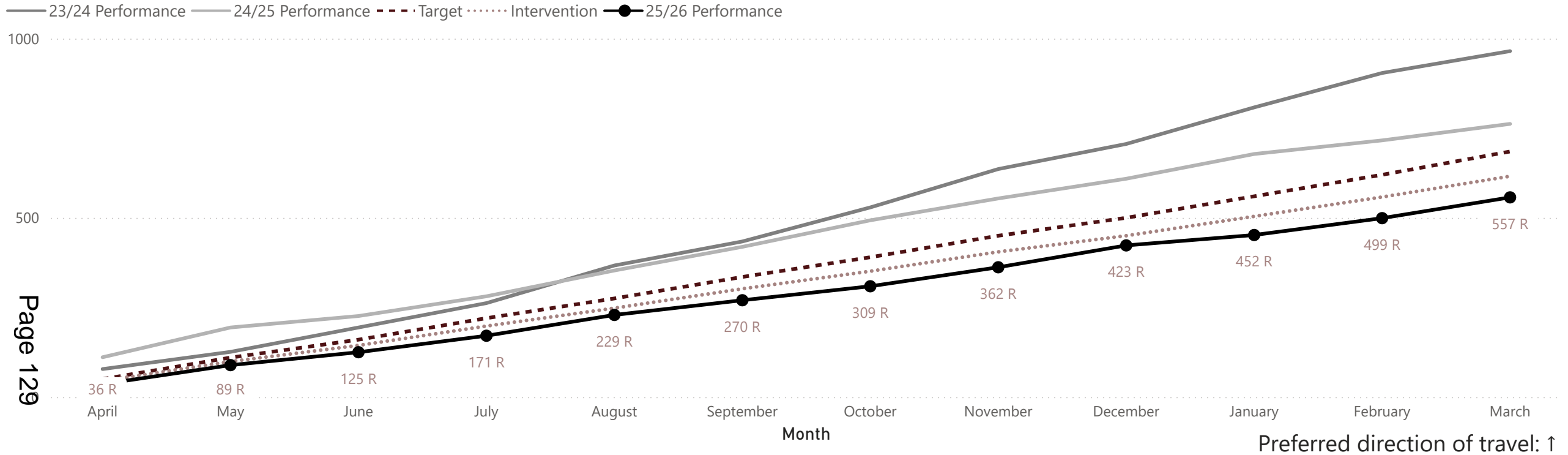
Latest year-end forecast:

528

Latest projected outturn status:

G

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



Page 129

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. This year, 557 households from the Register have been housed, compared to 762 last year. (a 27% 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. 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 have been available.

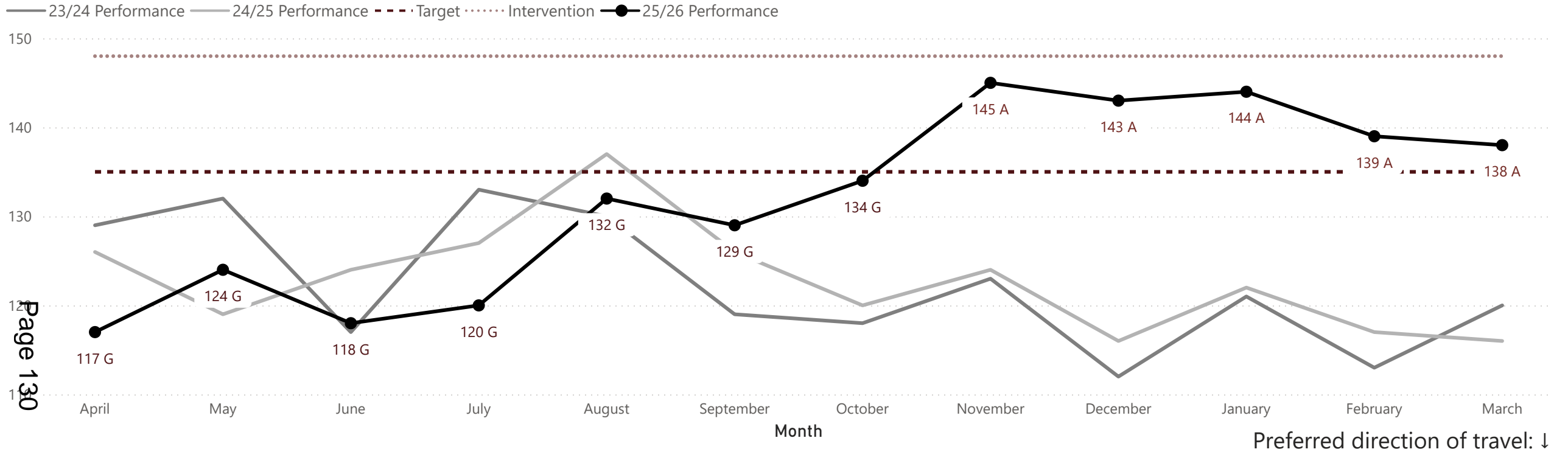
Latest year-end forecast:

557

Latest projected outturn status:

R

PI 9: The number of households in temporary accommodation



Latest Commentary from Service:

The number of households in temporary accommodation (TA) at any one time will depend upon the number of homelessness presentations to the council, how successful officers are at preventing homelessness wherever possible, and the ability to move households through TA into settled housing promptly. The figure at the end of March was 138, 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.

Latest year-end forecast:

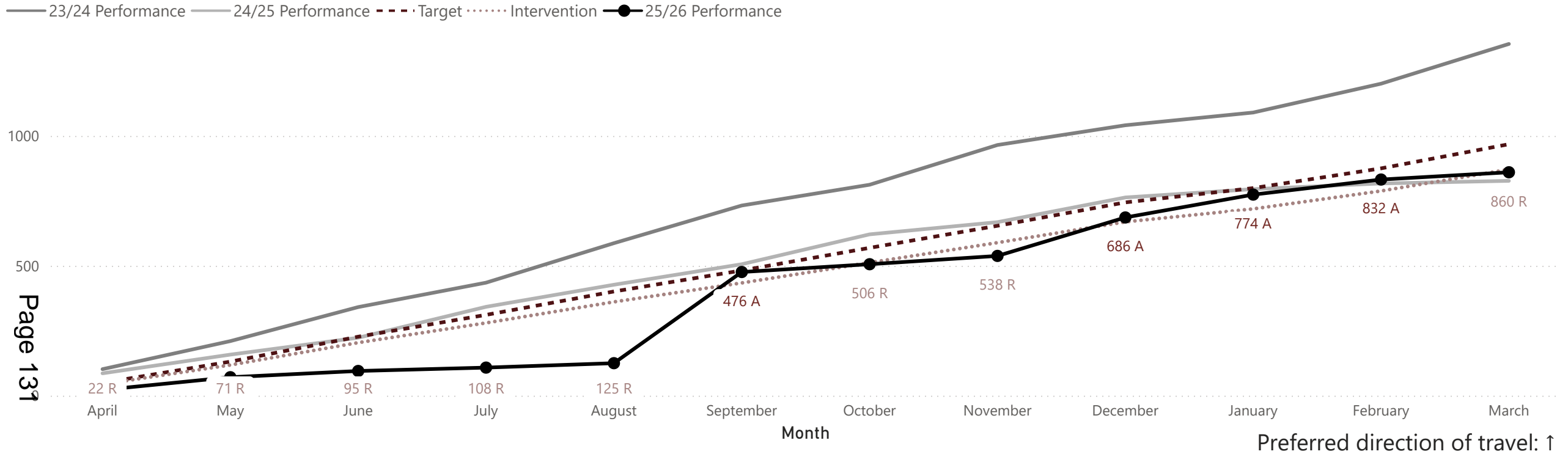
138

Latest projected outturn status:

A

Outcome: Improving Housing

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



Latest Commentary from Service:

An additional 58 properties were banded in March in Huntingdonshire. A total of 335 new properties are awaiting banding (a reduction of 27 from last month), with 61 of these being older than 4 months (a reduction of 5 from last month). The oldest case is a property that has been awaiting banding since 11th April 2025. 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:

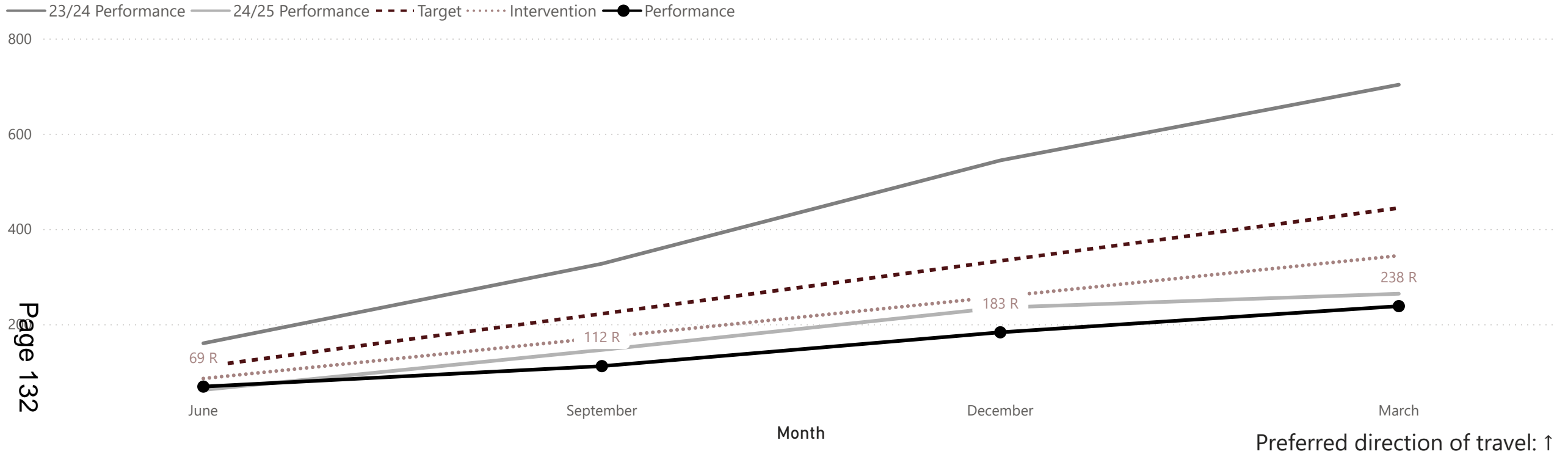
860

Latest projected outturn status:

R

Outcome: Improving Housing

PI 11: The number of affordable houses delivered



Latest Commentary from Service:

In quarter 3, the delays encountered on some large developments were outlined. These were unlikely to be resolved by year's end. We also reported that a significant proportion was anticipated in Quarter 4 which meant there was a risk of slippage to next year. In the event, these factors have meant that 218 affordable units were completed in 2025/26. However, as is usually the case, they will be delivered in 2026/27 and are not lost.

Latest year-end forecast:

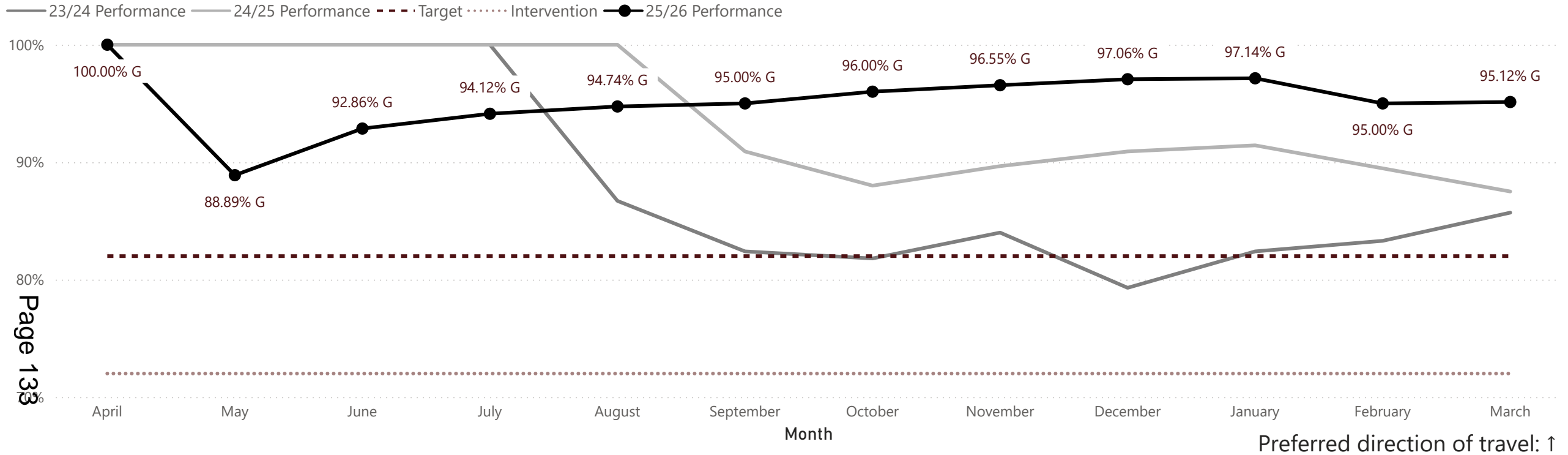
238

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)



Page 139

Preferred direction of travel: ↑

Latest Commentary from Service:

1 out of 1 Major applications were determined in March on time, and 6 out of 7 were determined on time for Quarter 4. 39 out of 41 Major applications have been determined on time over the year. Performance has increased marginally and ends the year above target and forecast.

Latest year-end forecast:

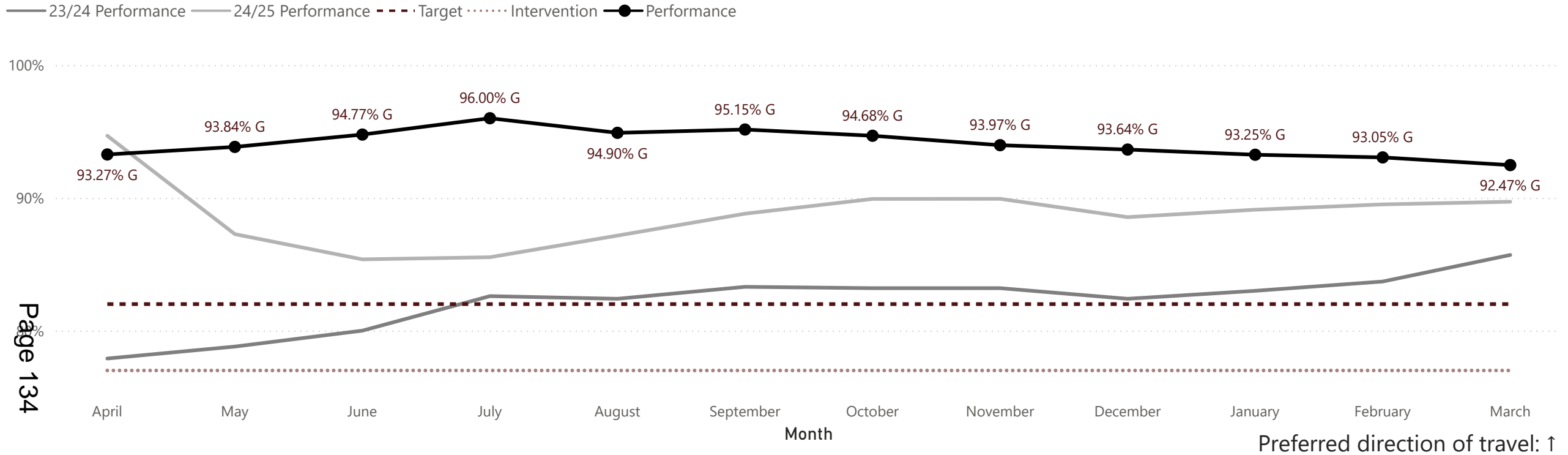
95%

Latest projected outturn status:

G

Outcome: Improving Housing

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



Latest Commentary from Service:

88 out of 100 Minor & Other applications were determined in March within the target, with 207 out of 233 applications being determined on time in Quarter 4. Over the year, 958 of 1036 applications have been determined within the time frame. Performance has decreased by 0.58% since last month; finishing the year above target and marginally above forecast.

Latest year-end forecast:

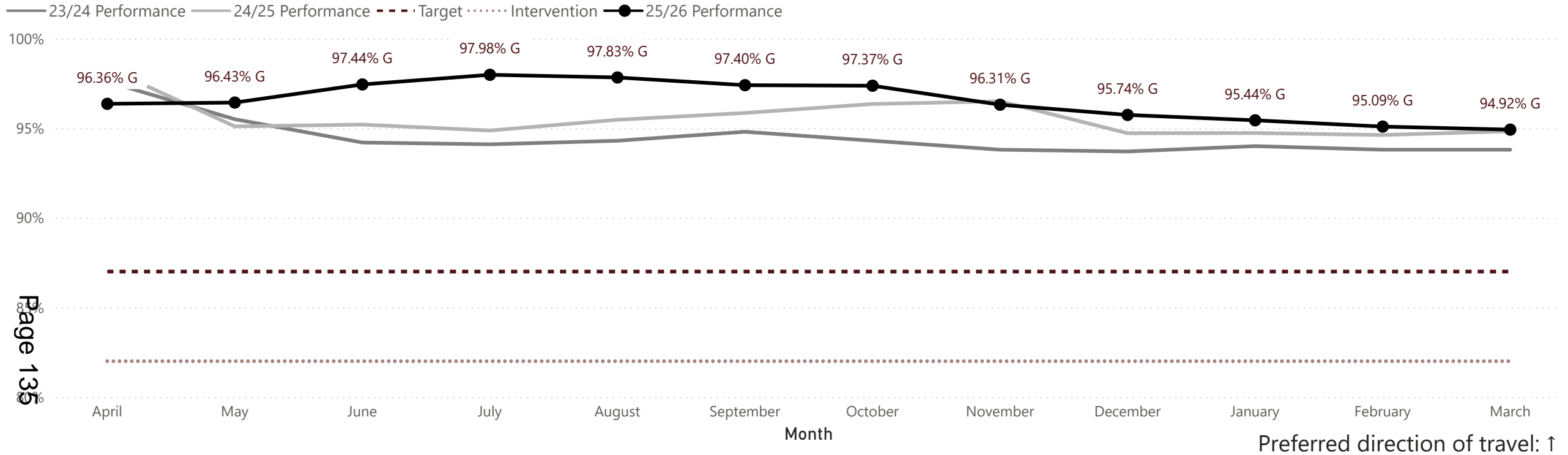
92%

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)



Page 135

Preferred direction of travel: ↑

Latest Commentary from Service:

41 out of 44 Householder applications were determined in March within the target, with 104 out of 113 being processed on time in Quarter 4. Over the year 486 of 512 Householder applications were determined in time. A decrease in performance by 0.16% since last month, but finishing the year above target and just above forecast.

Latest year-end forecast:

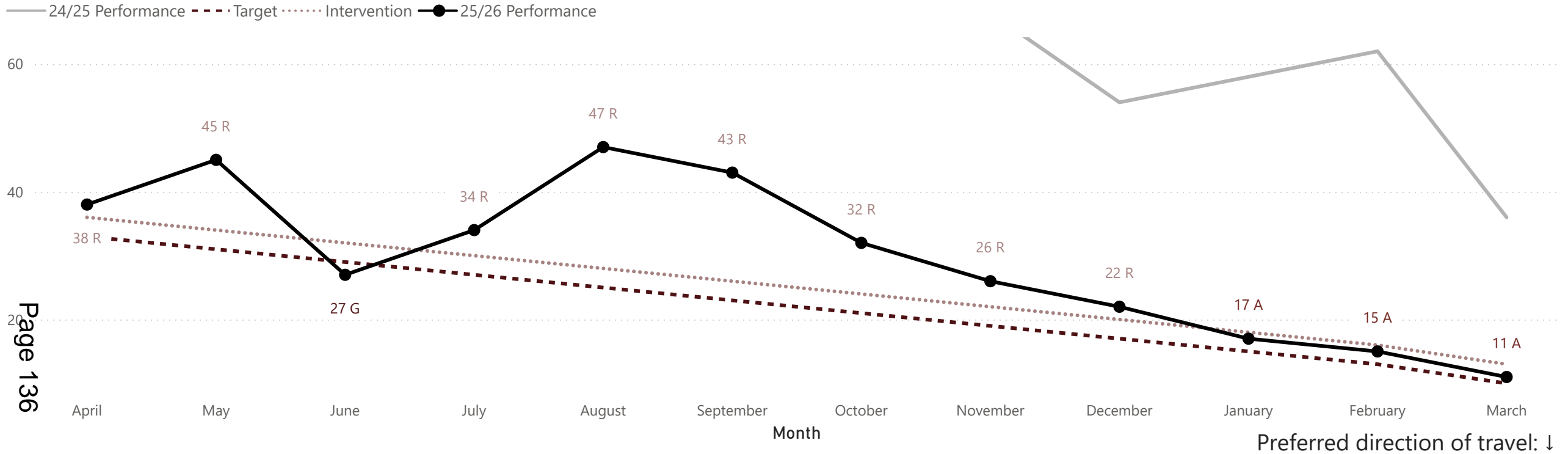
95%

Latest projected outturn status:

G

Outcome: Improving Housing

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



Latest Commentary from Service:

A reduction of 4 cases since last month, finishing the year 1 application behind target for the year, following a focus on backlog cases over the month. Focus will remain on improving this next year, actively managing applications over 16 weeks.

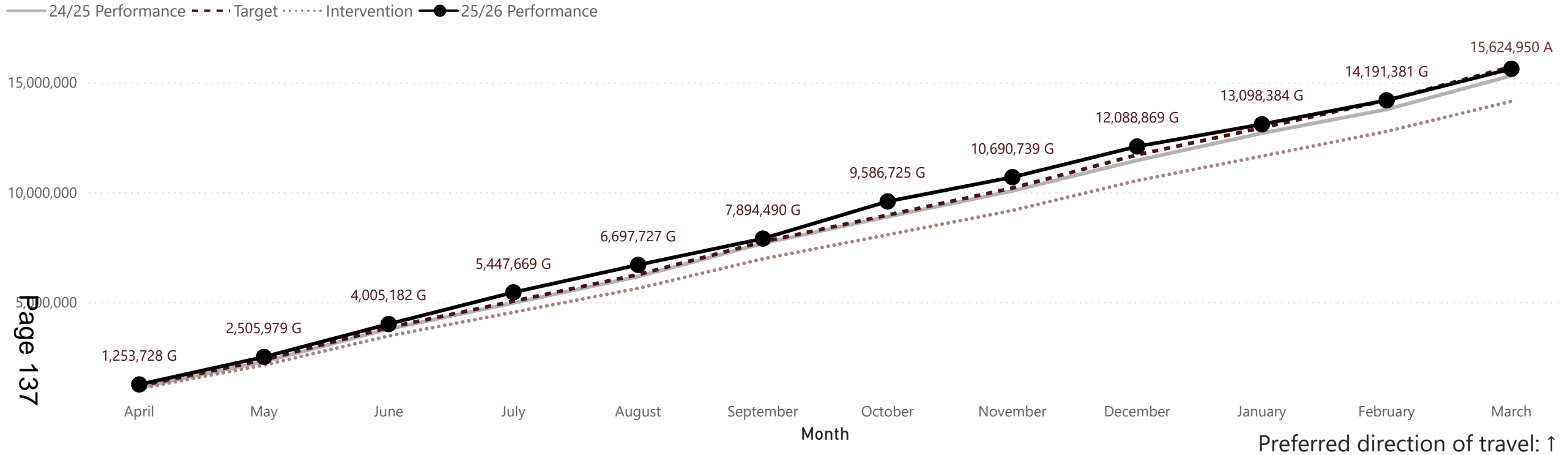
Latest year-end forecast:

11

Latest projected outturn status:

A

PI 16: Cumulative footfall in our market towns



Latest Commentary from Service:

Huntingdon - 622,494 - Over 31,000 visitors logged on 14th March - this coincided with the Saturday Market and Mothers day crafts at the library.

St Ives - 444,151 - One of the highest footfall days was the 14th March, which coincided with the Farmers Market.

St Neots - 354,306 - One of the highest footfall days was 28th March, which coincided with a special Easter Edition of the Farmers Market with live music.

Ramsey - 12,618 - 12,618. One of the highest footfall days was 14th March, which coincided with the Mother's Day Market event (hosted by Ramsey Town Council and supported by HDC).

Latest year-end forecast:

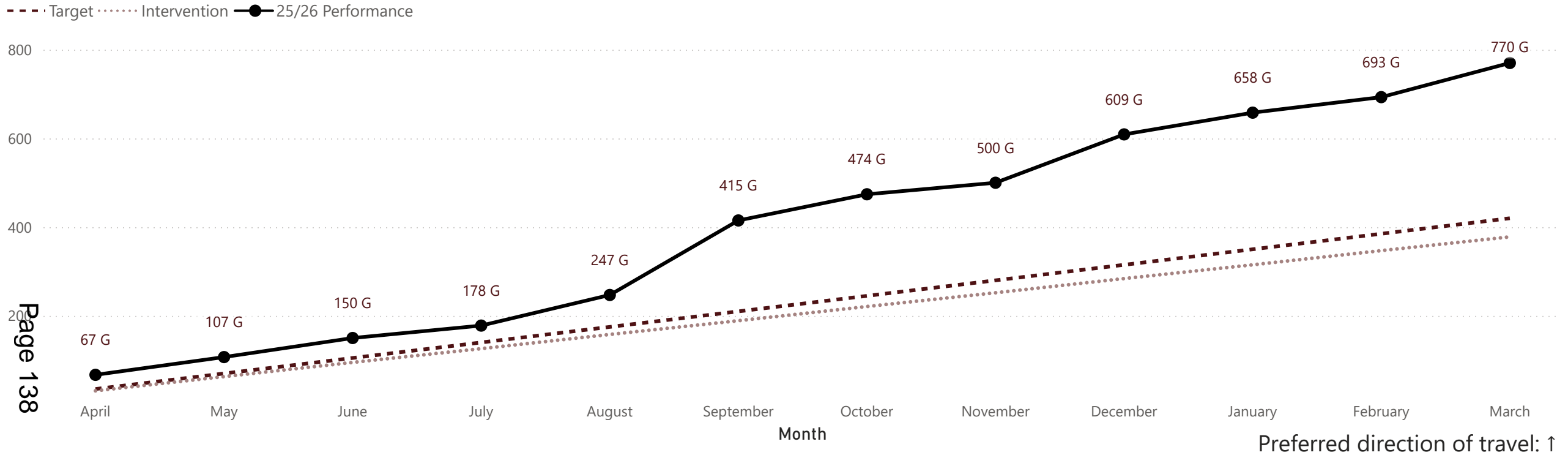
15,624,950

Latest projected outturn status:

A

Outcome: Forward Thinking Economic Growth

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



Latest Commentary from Service:

The Economic Development Team engaged with 77 businesses in March, including:

- Supported 18 businesses to progress growth, with Business Booster activity generating follow-on support and improved access to HDC services.
 - Engagement with 26 St Ives businesses increased uptake of the Indie Loyalty Card Scheme.
- Progressed delivery of HBA 2026 across PR, sponsorship, and planning, while improving marketing capability for three businesses. Secured strong interest and a clear pipeline for the Alconbury Weald Business Booster ahead of its April launch.
- Events and outreach activities increased awareness of support services, generating six follow-up actions and strengthening partnership working with the Chambers. Completed the climate return, evidencing sustainable business support delivery, and identified vacancy challenges through engagement at Yaxley Business Park.
 - Established a new liH Instagram channel, achieving early engagement with 95 followers and 984 interactions.

Latest year-end forecast:

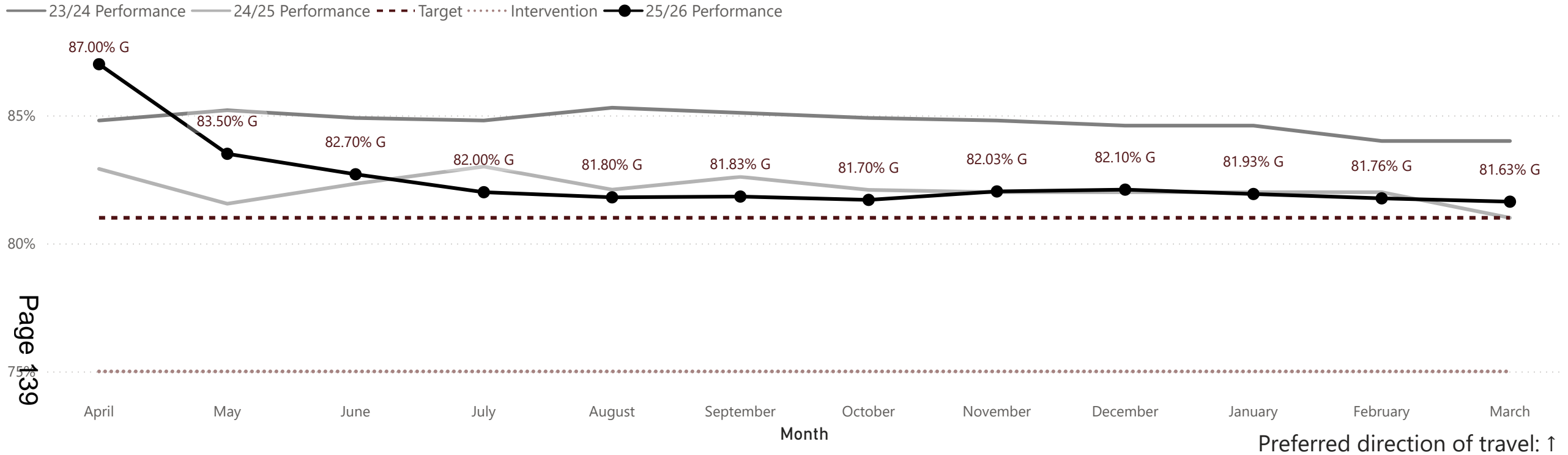
770

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



Page 139

Preferred direction of travel: ↑

Latest Commentary from Service:

With a cumulative fleet driving efficiency (EEDI) score of 81.63%, the Waste Service continues to outperform its target. Regular performance reviews and the sharing of successful practices will help sustain and potentially enhance this efficiency into next year.

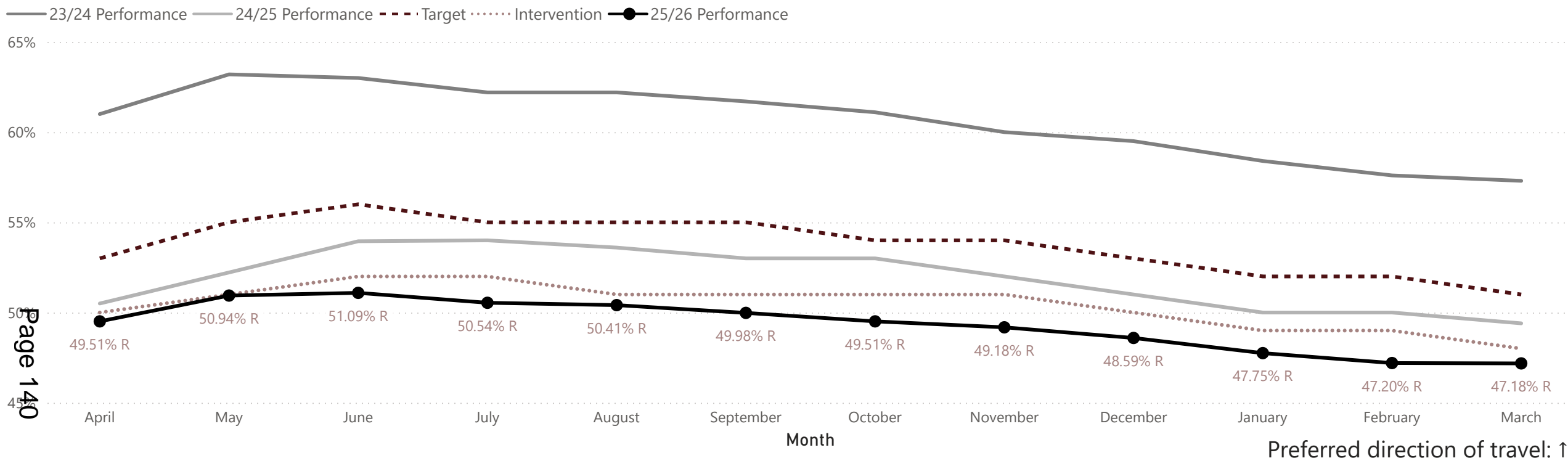
Latest year-end forecast:

82%

Latest projected outturn status:

G

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



Latest Commentary from Service:

In March, a total of 5286.93 tonnes of waste were collected from domestic properties across the district, with 46.98% either recycled or composted. A total of 14,780.59 tonnes of waste was collected in quarter 4.

Year to date, the recycling and composting rate stands at 47.18%, representing a 3% decrease compared to the same period last year.

Although the number of garden waste subscriptions has increased for the 2025/26 period, the volume of garden waste collected has declined, primarily due to the exceptionally dry weather conditions. The summer months of June to September saw 26% less rainfall than average at Monks Wood weather recording station. In total, 16% less garden waste was collected compared to the corresponding period in 2024/25.

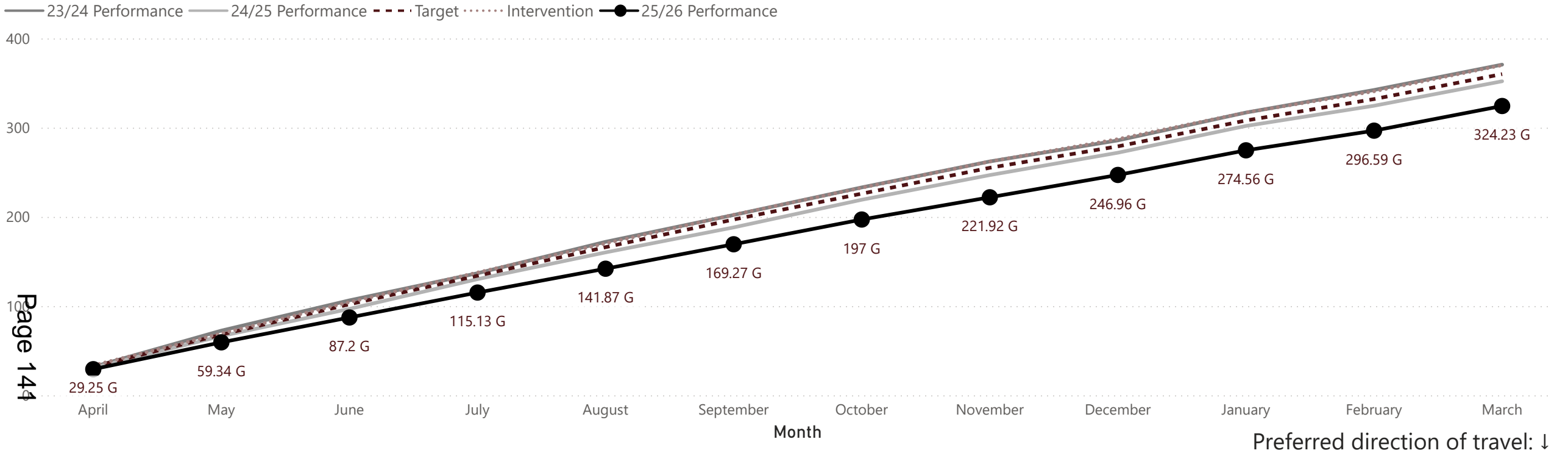
Latest year-end forecast:

47%

Latest projected outturn status:

R

PI 20: Collected household waste per person (Kilograms)



Latest Commentary from Service:

Household waste generation per person has increased slightly in March, which is mainly attributed to the increased tonnage of garden waste collected. The tonnage of refuse and recycling remained in line with the previous months. The over kg of waste per person was 27.64kg for March and remains below the UK monthly average of 34 kg. The monthly average for quarter 4 was 25.75kg, and the monthly average for the year was 27.02kg.

Latest year-end forecast:

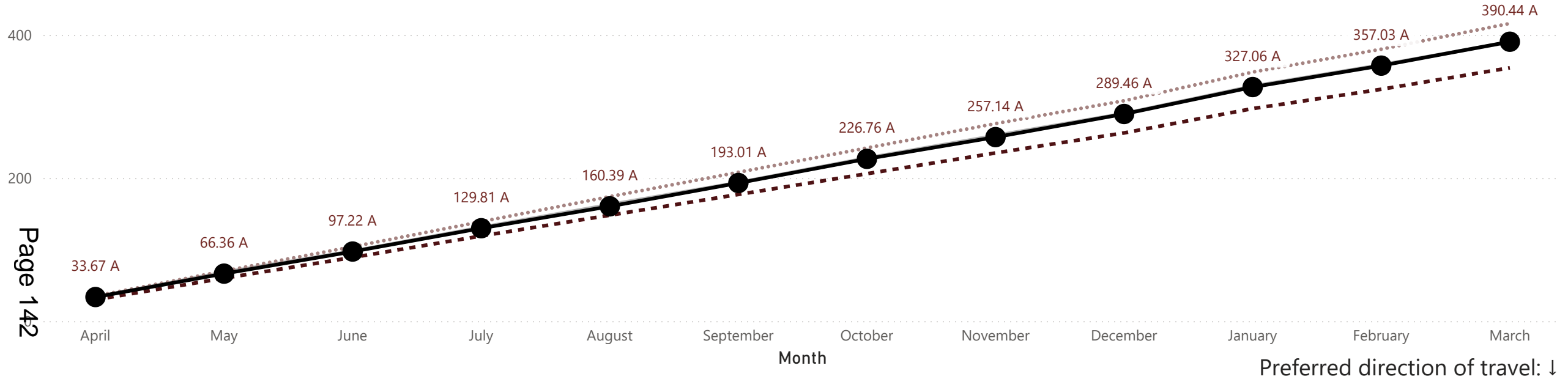
324.23

Latest projected outturn status:

G

PI 21: Residual waste collected per household (kilograms)

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



Page 142

Latest Commentary from Service:

Residual waste collected per household currently exceeds the cumulative target, standing at 390.44 kg year to date. Encouragingly, performance continues to outperform the UK average of 47 kg per household per month, with March's figure at 33.41 kg per household.

The introduction of weekly food waste collections commenced at the end of March, enabling residents to dispose of their food waste for recycling rather than it being included as part of their residual waste.

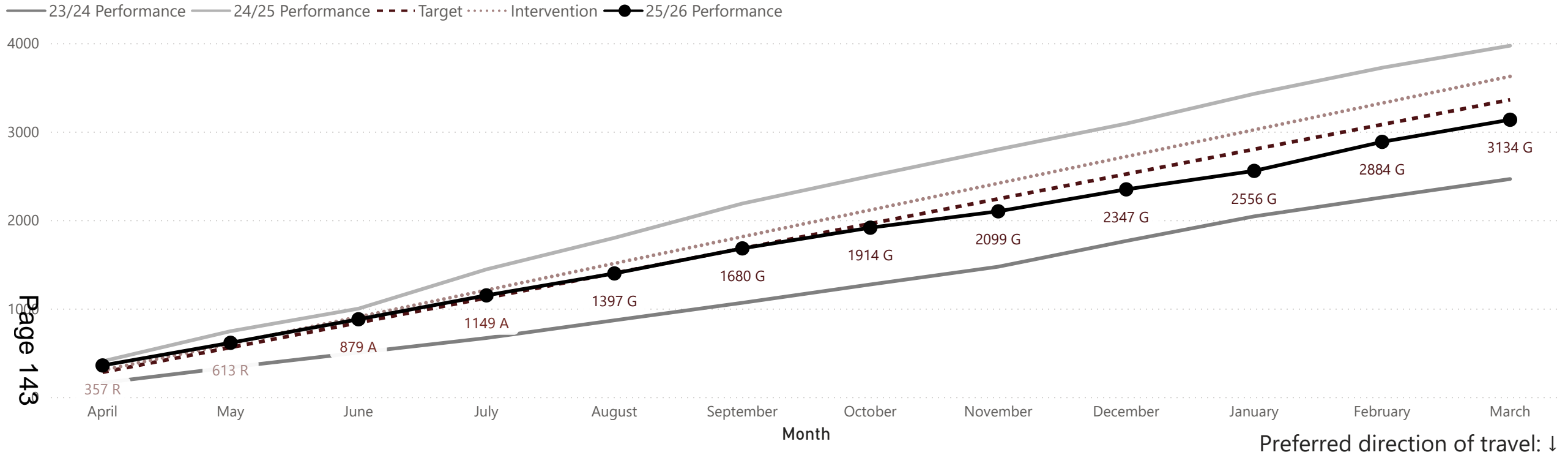
Latest year-end forecast:

390.44

Latest projected outturn status:

A

PI 22: Number of missed bins



Latest Commentary from Service:

In March, a total of 563,948 waste collections were completed, with 250 missed collections reported, resulting in a missed collection rate of just 0.045%. In Quarter 4, a total of 1,588,896 bins were collected, with 787 collections being reported as missed, a missed collection rate of 0.05%

The cumulative number of waste collections for 2025/26 was 5,677,688, with 0.050% reported as missed. This overall performance remains better than the APSE benchmark average of 0.076%, reflecting continued operational reliability and service quality.

Latest year-end forecast:

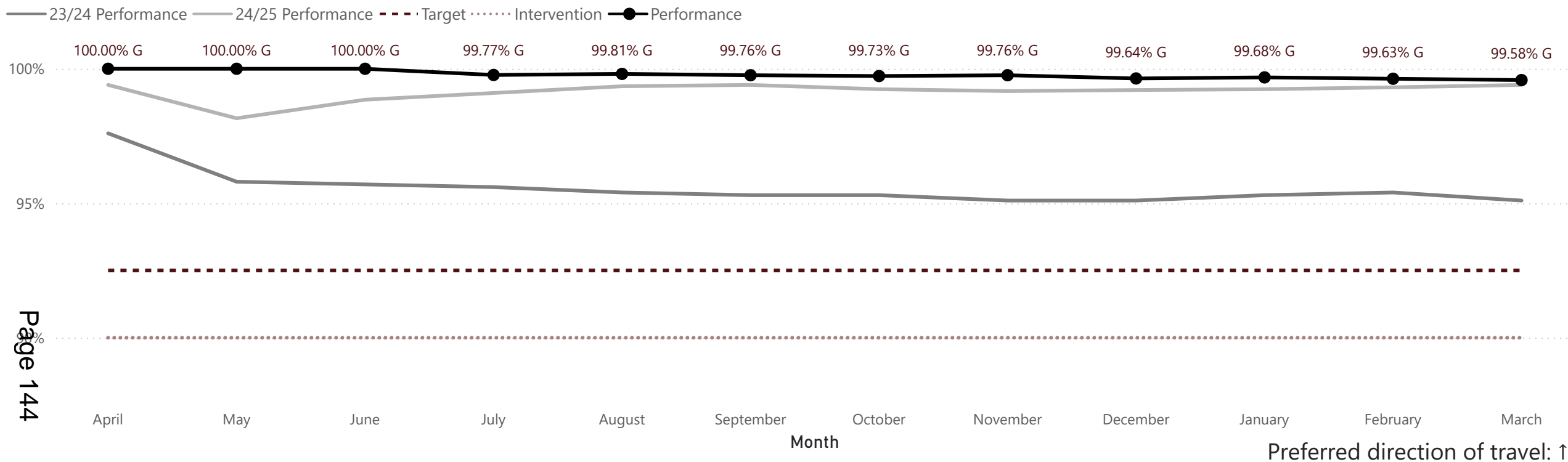
3134

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



Page 144

Preferred direction of travel: ↑

Latest Commentary from Service:

212 inspections were completed in March, across 10 wards. 210 inspections passed with grade A or B. The two failures were for litter, both on the A1. These have since been rectified. In Quarter 3, a total of 674 inspections were completed, with 670 passing with a grade A or B. Three failures were for litter, and one was for detritus, and all four failures have since been rectified.

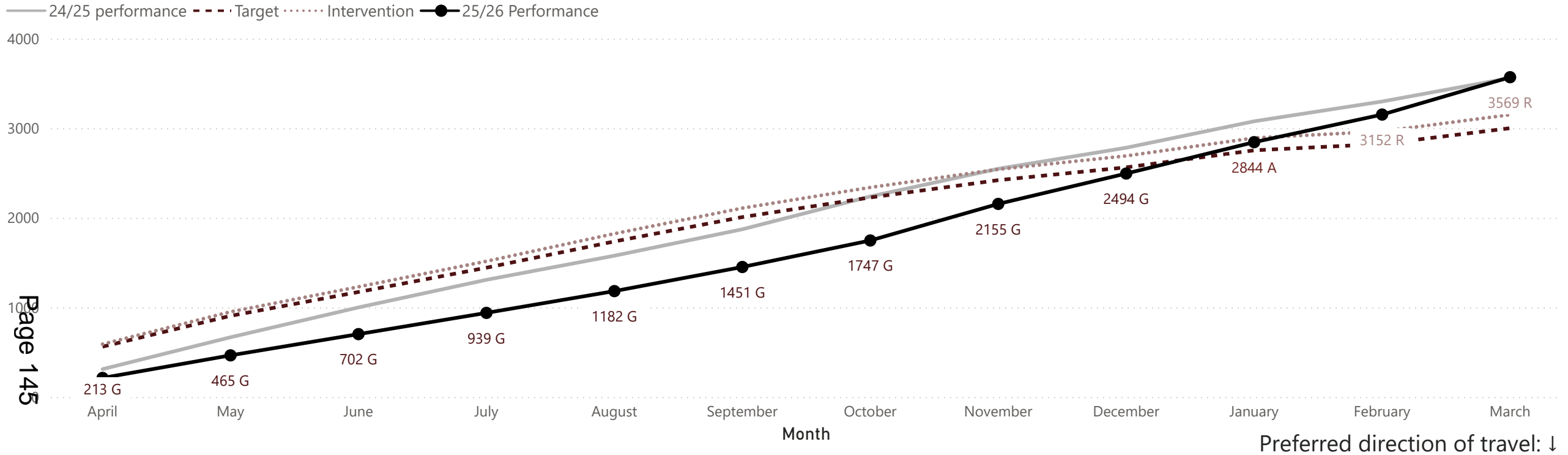
Latest year-end forecast:

100%

Latest projected outturn status:

G

PI 24: The number of flytips reported



Latest Commentary from Service:

417 flytips cleared in March, including 14 green waste flytips. This was an increase from February.

The main type of waste reported was boot-sized loads of 'other household' waste.

The cumulative total for 2025/26 is 9 more than 2024/25, however the total flytipping tonnage for 2025/26 is 650.14 tonnes, 21.8% fewer tonnes than the previous year.

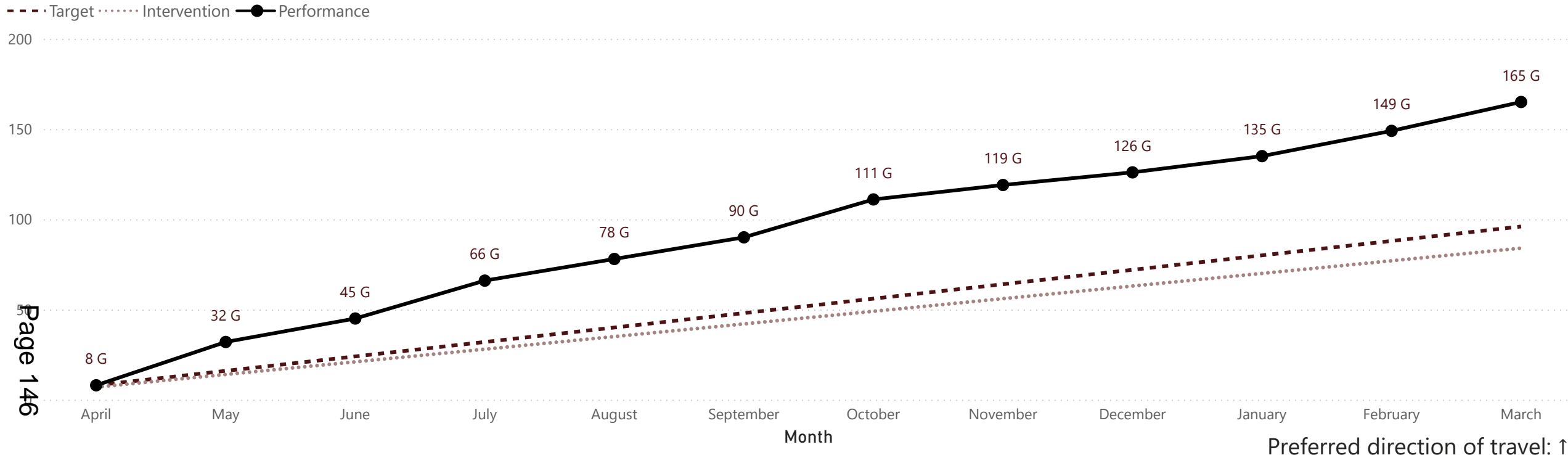
Latest year-end forecast:

3569

Latest projected outturn status:

R

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



Latest Commentary from Service:

In Quarter 4:
 1 x Waste Sanction (Section 46) in relation to residential Bins.
 1 x ASB Sanction (Section 8) in relation to a High Hedge complaint.
 7 x Intervention sanctions issued in relation to Abandoned Vehicles
 3 x Waste Sanction (Section 46) in relation to residential Bins.
 3 x CPW for Dog Control
 1 x CPW for waste.
 5 x CPW for Anti-Social Behaviour
 3 x ABC for Anti-Social Behaviour
 1 x CPN for Anti-Social Behaviour

Additionally, 12 FPN were issued, totalling £3,680.

2 cases were brought to court in quarter 4. One for residential fly tipping resulting in £540 of fines. One for failure to comply with a remedial order, totalling £2,225.38 in fines.

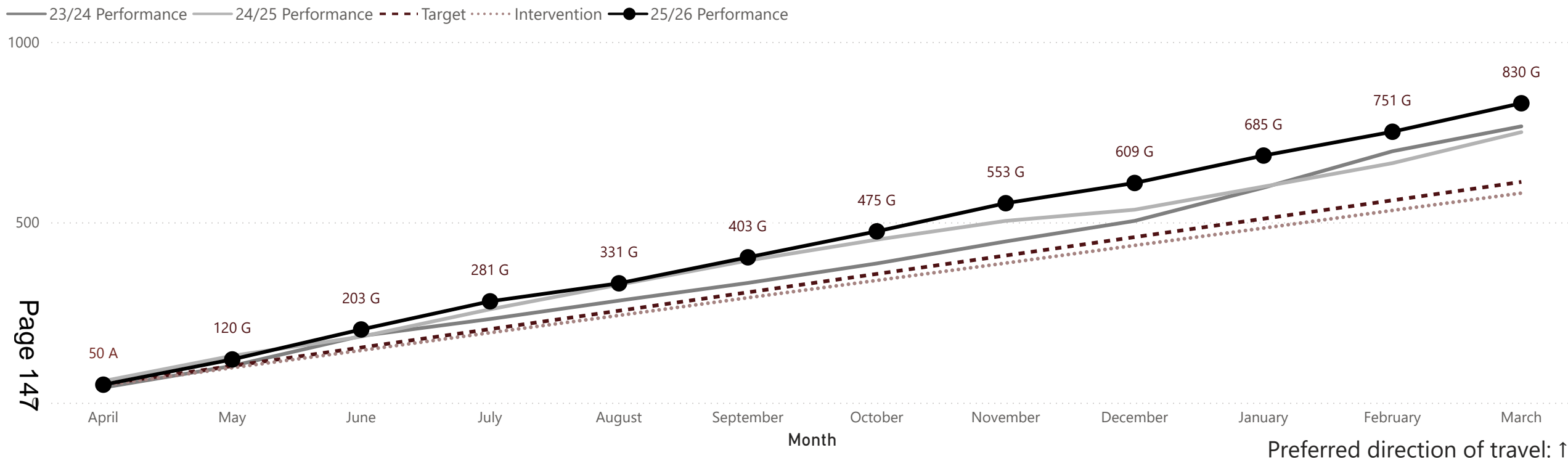
Latest year-end forecast:

165

Latest projected outturn status:

G

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



Latest Commentary from Service:

79 inspections were completed in March, totalling 830 at the end of the year. All programmed category A, B & C inspections due in 2025/26, apart from 1 were completed by the end of March.

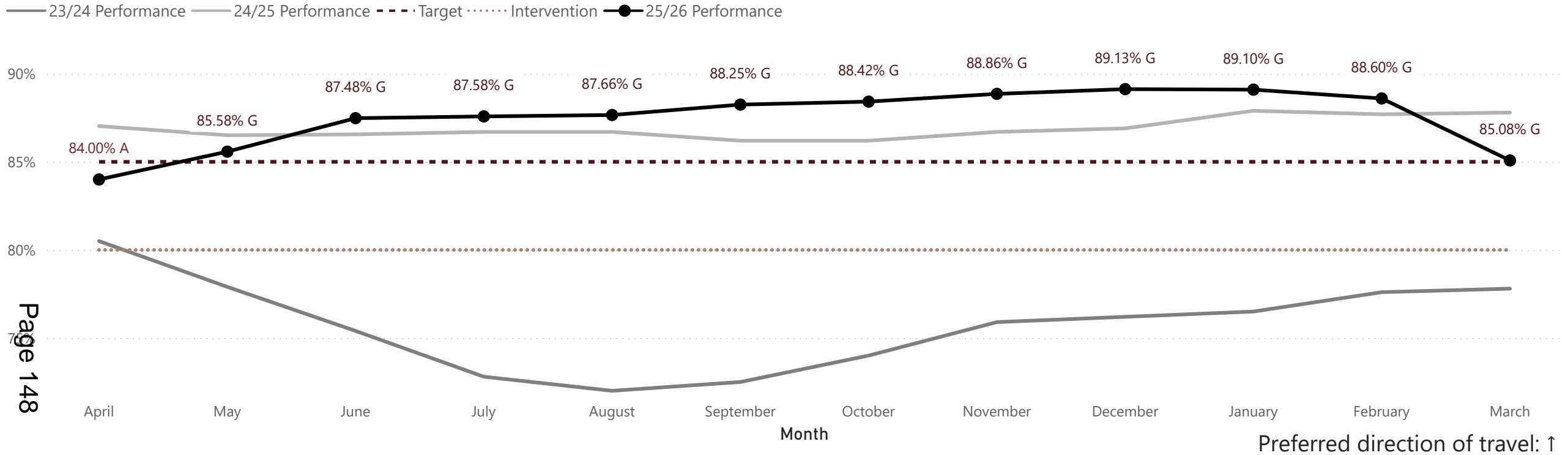
Latest year-end forecast:

830

Latest projected outturn status:

G

PI 27: Percentage of calls to the Contact Centre answered



Latest Commentary from Service:

The cumulative Calls Answered performance for March has reduced to 85.08%. We are within our 85% cumulative answered target, but performance in March was impacted by high call volumes due to the new food waste caddies, garden bin subscription renewals and Council Tax annual billing, alongside two vacancies.

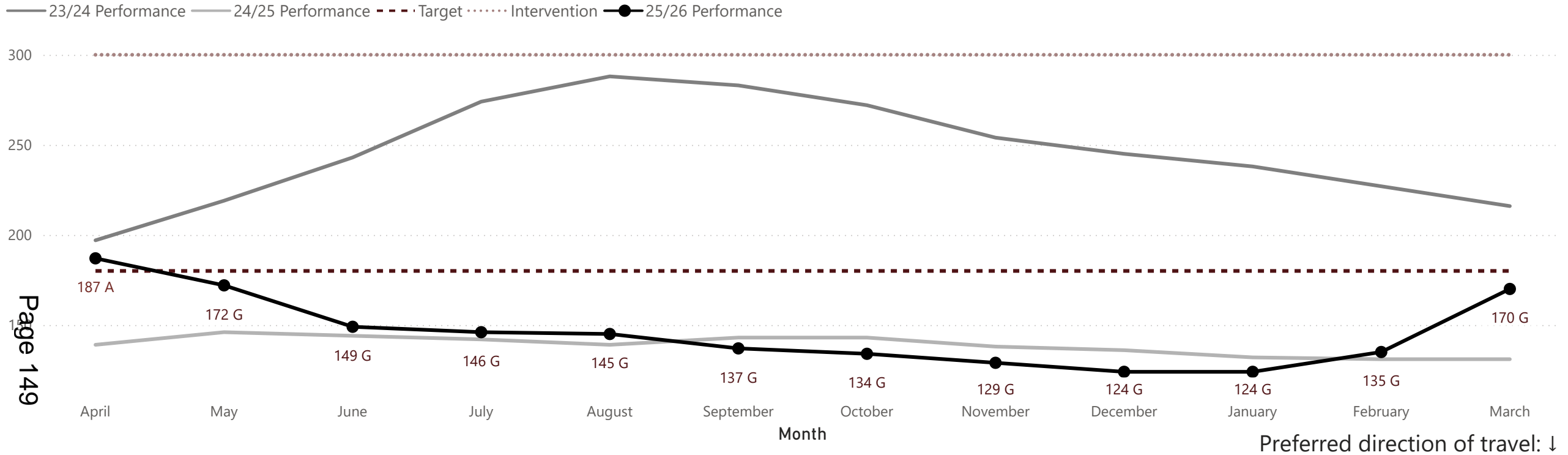
Latest year-end forecast:

85%

Latest projected outturn status:

G

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



Latest Commentary from Service:

The cumulative average wait performance is within the 3-minute target and has cumulatively risen to 170 seconds (2 minutes and 50 seconds). Performance in March was impacted by high call volumes due to the new food waste caddies, garden bin subscription renewals and Council Tax annual billing, alongside two vacancies.

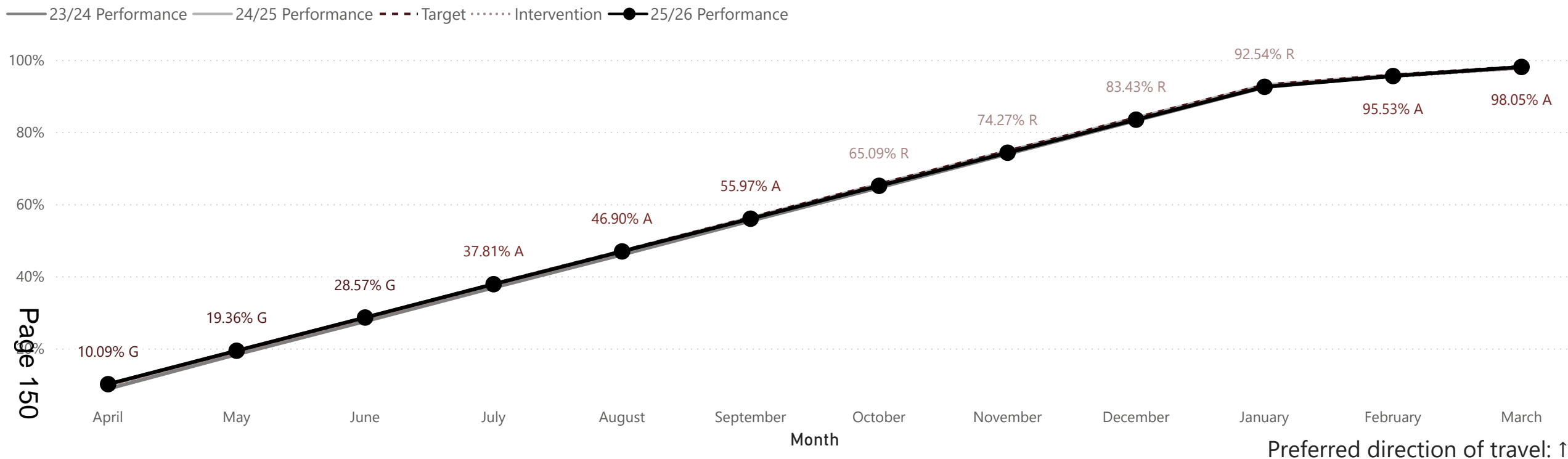
Latest year-end forecast:

170

Latest projected outturn status:

G

PI 30: Council Tax collection rate



Latest Commentary from Service:

When compared to the performance achieved in 2024/25, Council Tax collection was 0.04% below at 98.05%. However, this represents an increase in net cash collected of £9.1m. The ongoing pressures of the rising cost of living impacting household budgets, and increasing numbers of new dwellings being added to the Council Tax system, have led to the variation when compared to 2024/25. The team will continue to work closely with residents, owners and recovery partners to encourage payment of outstanding monies owed during 2026/27, in addition to the collection of new liabilities.

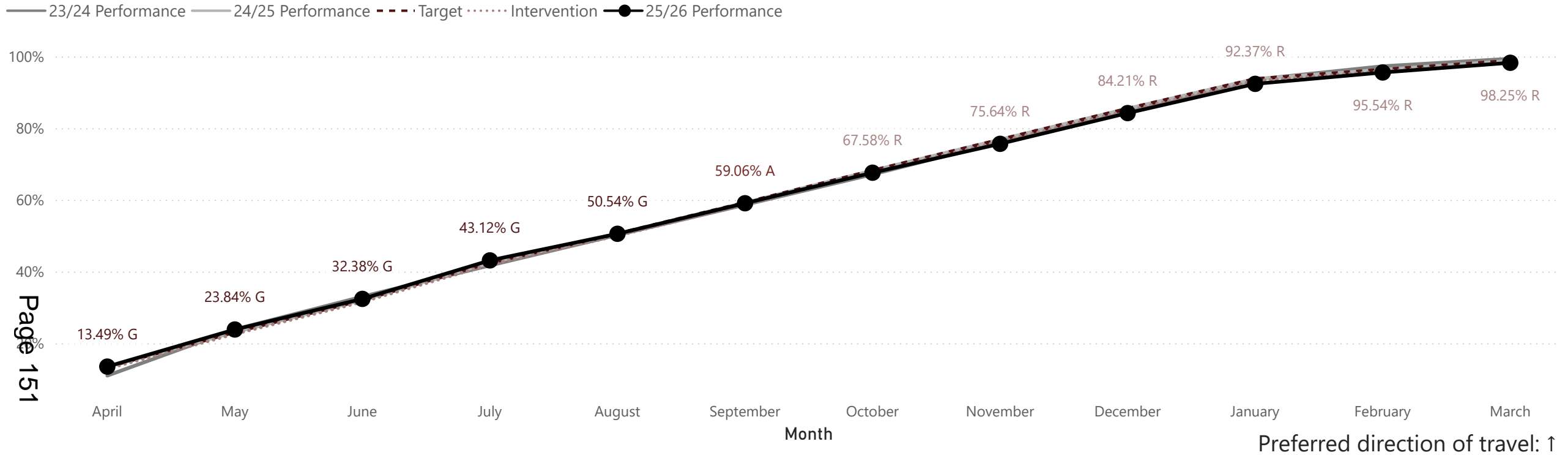
Latest year-end forecast:

98.05%

Latest projected outturn status:

A

PI 31: Business Rate collection rate



Latest Commentary from Service:

When compared to performance achieved in 2024/25, Business Rates collection was 0.54% below at 98.25% however, this represents an increase in net cash collected of £4.4m. The position is reflective of a challenging economic climate and fluctuation within the Business Rates system. There is £1.2m outstanding from a collectable debit of £78.1m . The team will continue to work closely with responsible parties and recovery partners to encourage payment of outstanding monies owed during 2026/27, in addition to the collection of new liabilities.

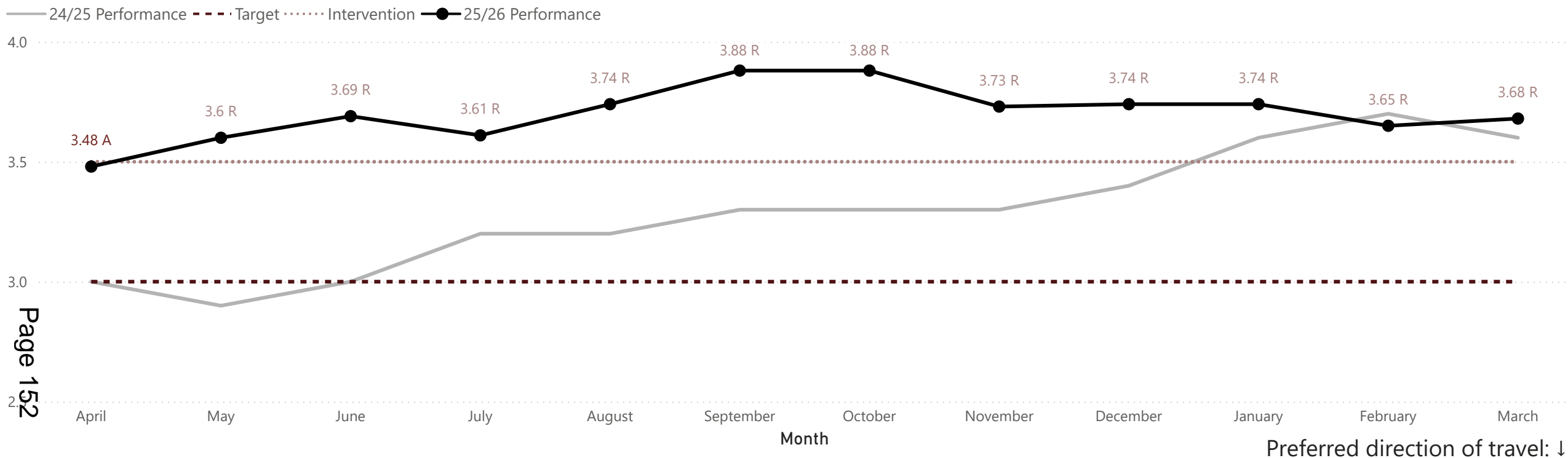
Latest year-end forecast:

98.25%

Latest projected outturn status:

R

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



Latest Commentary from Service:

The number of days lost to short-term sickness has remained below target through the end of quarter four, a trend which mirrors a national sickness crisis of a 15-year high in both the public and private sectors, with an increase of 1.6 sickness days per FTE in the last 2 years. **The organisational trend is in line with the national trend.**

A total of 500 days were lost in quarter four, resulting in a slight increase in the 12-month rolling average. The three main reasons for short-term absence were operations/surgeries, stress (with over half of the absence days relating to workplace stress), and coughs/colds. An increase has been seen in the number of short-term sick days taken for operations/surgeries this year. This is attributed to the NHS completing more operations to ease the backlog accrued from the COVID-19 crisis. An increase has also been seen in the number of short-term sick days taken for personal stress, which is mainly attributed to high interest rates and the cost-of-living crisis. The Employee Assistance Programme has reported that officers are utilising resources and services relating to these types of sickness, which will support in stabilising the number of sickness days being taken.

HR is beginning to work with Heads of Services to investigate if different services of the organisation demonstrate identifiable patterns relating to sickness absence, so that HR and managers can provide the best support to staff to prevent further increases in sickness absence. A management group has been established to implement preventative measures aimed at reducing the level of sickness absence.

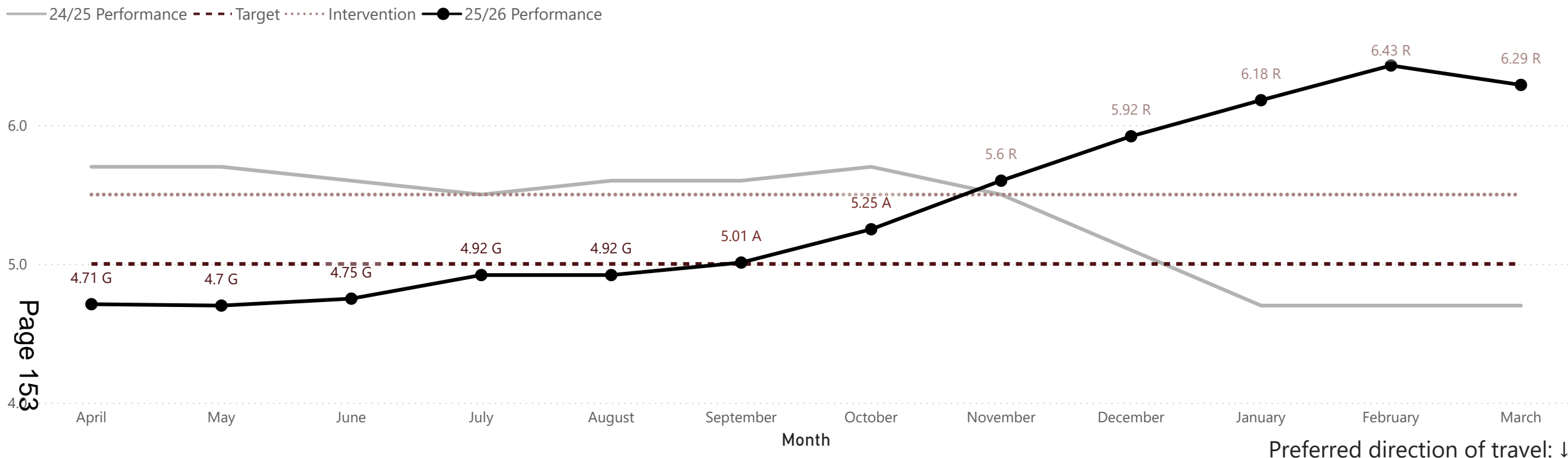
Latest year-end forecast:

3.68

Latest projected outturn status:

R

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



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Preferred direction of travel: ↓

Latest Commentary from Service:

The number of days lost to long-term sickness has remained below target through the end of quarter four, a trend which mirrors a national sickness crisis of a 15-year high in both the public and private sectors, with an increase of 1.6 sickness days per FTE in the last 2 years. **The organisational trend is in line with the national trend.**

A total of 346 days were lost to long-term sickness in March. No new long-term sickness cases have occurred, and 3 cases have been closed with all 3 officers returning to work.

Following HR’s policy, 3 long-term sickness cases are progressing through ill health retirements, and a further 3 Absence stage 3 cases are progressing. All remaining cases are being actively managed and reviewed monthly with HR by constantly gathering updates and referring these staff members to Occupational Health. To prevent lengthy absences and to support staff members beginning long-term absences, as soon as a case moves from short-term absence to long-term absence (30 days of absences), HR completes an AS1. This has been a new initiative that began at the beginning of quarter 4.

The Employee Assistance Programme has reported that officers are utilising resources and services relating to the main types of long-term sickness, which will help stabilise the number of sickness days being taken. A management group has been set up relating to preventative measures to reduce the level of sickness absence.

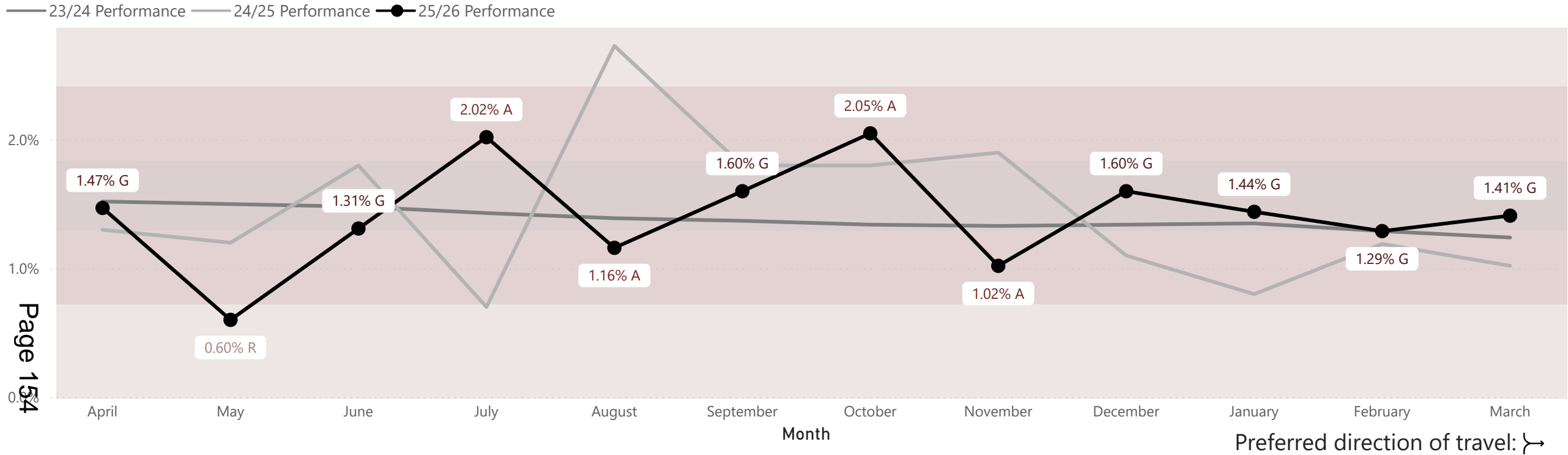
Latest year-end forecast:

6.29

Latest projected outturn status:

R

PI 34: Staff Turnover (per month)



Latest Commentary from Service:

A total of 31 leavers were processed in Quarter 3, with the majority of these being resignations and retirements.

Throughout quarter 4 and the year as a whole, the turnover rate of staff has remained at a healthy level.

HR are actively encouraging people to complete exit questionnaires before they leave to try and identify any trends in the reasons why people are leaving the Council.

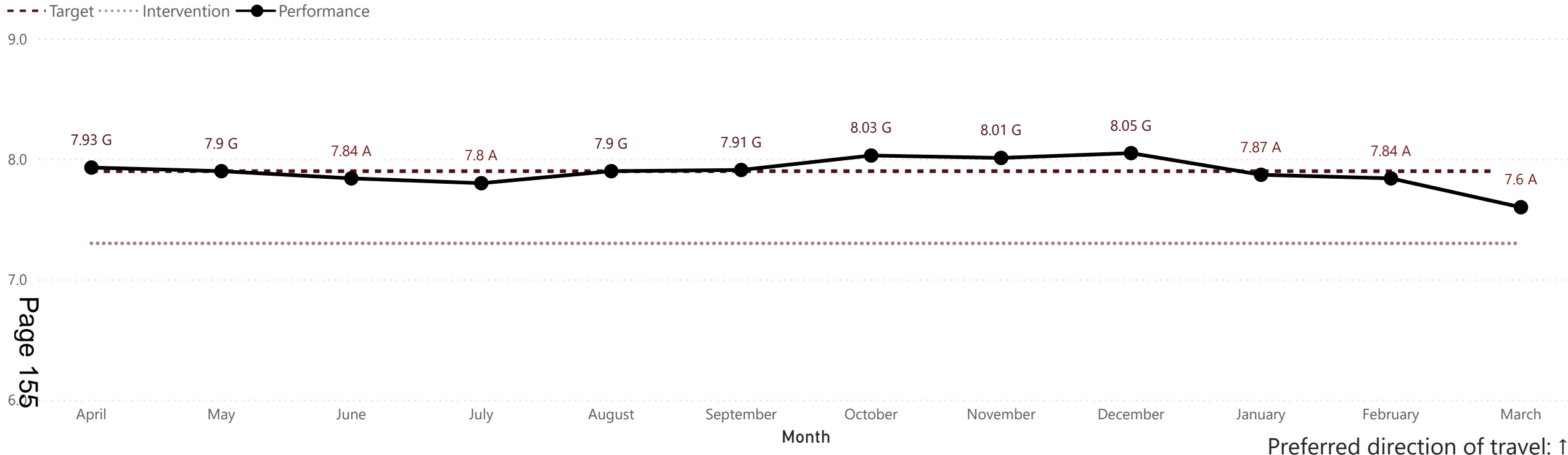
Latest year-end forecast:

1.41%

Latest projected outturn status:

G

PI 35: Average length of staff service (years)



Latest Commentary from Service:

The 10 leavers in March combined had 83 years of service in total, with 1 employee having nearly 28 years of service, which will keep the performance target at amber. The average length of service of the 6 resignations was 3 years.

Latest year-end forecast:

7.6

Latest projected outturn status:

A

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Cabinet – 16th June 2026

Report by: Democratic Services

Lead Cllr: Councillor Sarah Conboy
Executive Leader



Wards

All

Open / Exempt

Open

Key Decision?

No

Representations on Organisations

Executive Summary: The Council's representation on a variety of organisations and partnerships is now reviewed every four years in accordance with the electoral cycle for District Councillors. In June 2022, the Elections and Democratic Services Manager had been given delegated authority, after consultation with the Deputy Executive Leader, to nominate and authorise any changes or new appointments to the District Council's representation during the course of the four-year term to May 2026. It is proposed that a similar approach is adopted for the current two-year term.

Recommendations

That the Cabinet

- 1.1. appoint to the organisations and partnerships referred to in Appendix 1;
- 1.2. agree to not appoint to those organisations and partnerships as indicated in Appendix 1; and
- 1.3. in the event that change or new appointments are required to the District Council's representation during the course of the two-year term, the Elections and Democratic Services Manager be delegated, after consultation with the Executive Leader and Deputy Executive Leader to nominate and authorise alternative representatives as necessary.

Report Author(s)

Democratic Services, Democratic.Services@huntingdonshire.gov.uk

1. PURPOSE OF THE REPORT

- 1.1 For the Cabinet to make appointments to the organisations/partnerships referred to in Appendix 1.

2. BACKGROUND & CONTEXT

- 2.1 The Council's representation on a variety of organisations and partnerships is now reviewed every four years in accordance with the electoral cycle for District Councillors. Where there is a change of circumstances, a Member resigns, or if there is a vacancy on a body which arises during this time, it is proposed that delegated authority be given to the Elections and Democratic Services Manager, after consultation with the Executive Leader, Deputy Executive Leader and Assistant Leader to make any changes to the District Council's representation.
- 2.2 The table below summarises the organisations that have confirmed non-HDC Councillors can be appointed as the District Council's representative. It is up to the Cabinet to decide how they wish to appoint to these organisations.

Partnership/Organisation	Commentary provided by Partnership/Organisation
Cambridgeshire Chambers of Commerce – Huntingdonshire Chamber	Section 8 of the Articles of Association states "Membership shall be open to (a) individuals who are in business on their own account, (b) companies corporations firms and other organisations engaged or interested in commerce industry trade services transport and education, (c) members of professions who have an interest in commerce industry trade services transport and education, (d) any other individuals, companies, corporations, firms or other organisations whom the Board may in its absolute discretion admit to membership".
Envar Ltd, St Ives Composting Facility – Site Liaison Forum	"We would be happy with whomever you found suitable to attend."
Huntingdon Freeman's Trust	"Do not have to be an elected Councillor, can be a community representative with an interest in being a trustee."
Kimbolton School Foundation Trustees	HDC Councillors can be appointed.
Town Centre Management Initiatives/ Partnerships/ Management Team – BID Huntingdon	HDC Councillors can be appointed.
Upper Ouse Water Management Board	As a council within the Internal Drainage District, Huntingdonshire District Council is entitled to appoint 1 member to the Upper Ouse Water Management Board.
<ul style="list-style-type: none"> ▪ Middle Level Commissioners 	"The Council appointments should represent the non-agricultural area

<ul style="list-style-type: none"> ▪ Benwick – Internal Drainage Board ▪ Bluntisham Internal Drainage Board ▪ Conington & Holme – Internal Drainage Board ▪ Ramsey First (Hollow) – Internal Drainage Board ▪ Ramsey Fourth (Middle Moor) – Internal Drainage Board ▪ Ramsey, Upwood & Great Raveley – Internal Drainage Board ▪ Sawtry - Internal Drainage Board ▪ Sutton & Mepal – Internal Drainage Board ▪ Warboys, Somersham & Pidley – Internal Drainage Board 	<p>ratepayers within the District (Local Levy). These are not political appointments but to ensure representation of all stakeholders in the relevant Board's District. The Board does not have any control over these appointments and as such the Council can make appointments as they see fit to ensure they have the most appropriate representative on the Board".</p>
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2.3 Those that the Cabinet are requested to no longer appoint to are indicated as 'Propose Delete' on the attached Appendix. The table below provides a summary as to why this is being proposed. However, this does not preclude the Cabinet from deciding to not appoint to other organisations and partnerships.

Partnership/Organisation Proposed for Deletion	Why
St Neots Masterplan Steering Group	This steering group no longer exists
Oxford to Cambridge Pan Regional Partnership	The Oxford-Cambridge Pan Regional Partnership has now formally closed, having successfully delivered it's 2023-2025 work programme.
Joint Strategic Planning Member Board	The Board has not met in years. A future board may be set up by the CPCA.

2.4 For the sake of transparency, the list includes those appointments that are the responsibility of the Licensing and Protection Committee and Overview and Scrutiny Panel (Environment, Customers and Partnerships). It also includes the appointments made annually by Council relating to the Cambridgeshire and Peterborough Combined Authority.

2.5 As the Leader of the Council and Member of the Cambridgeshire and Peterborough Combined Authority (CPCA) Board, Cllr S J Conboy may appoint a nominee in her place to the following 4 Executive Committees of the CPCA which must be appointed formally via the CPCA Board. Appendix 1 outlines the nominations made by the Leader for Cabinet Members to note.

- Cambridgeshire and Peterborough Combined Authority – Environment & Sustainable Communities Committee.
- Cambridgeshire and Peterborough Combined Authority – Skills & Employment Committee.
- Cambridgeshire and Peterborough Combined Authority - Transport and Infrastructure Committee.
- Cambridgeshire & Peterborough Combined Authority - Investment Committee.

2.6 The number of meetings held each year by these organisations and partnerships varies and in accepting these appointments Members are required to endeavour to attend each meeting, in order to fully represent the Council.

2.7 Reporting back from Members attending meetings will be via the Cabinet.

2.8 This report will next be reviewed by the Cabinet following the anticipated elections to a new authority in 2028, arising from Local Government Reorganisation (LGR).

3. IMPLICATIONS OF THE DECISION

3.1 Council Key Priorities and Performance

3.2 Appointing to the various organisations and partnerships will contribute to the following elements of the Corporate Plan:

- Support people to improve their health and well-being.
- Develop stronger and more resilient communities to enable people to help themselves.
- Create, protect and enhance our safe and clean built and green environment.
- Accelerate business growth and investment.
- Support development of infrastructure to enable growth.

3.3 Financial Implications

3.3.1 The Members appointed to represent the Council on any organisations/partnerships are entitled to claim travel and subsistence allowance, which is attributed to the Members Allowances and Support budget.

4. BACKGROUND PAPERS– LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

4.1 None

REPRESENTATIVES ON ORGANISATIONS 2026/27 (UNTIL MAY 2028)*

STATUS	PARTNERSHIP/ ORGANISATION	NOMINATING/ APPOINTING PANEL	APPROX NO. OF MEETINGS PER ANNUM	NO OF HDC REPS REQUIRED	REPRESENTATIVE(S) (UNTIL MAY 2028)*	HDC CONTACT OFFICER
Continue	Cambridgeshire and Peterborough Floods & Water Partnership	Cabinet	4	1	Cllr Stephen Ferguson	George Allen - Arboriculture Manager Jon Illingworth, Emergency Planning Advisor
Continue	Cambridgeshire Armed Forces Covenant Partnership Board	Cabinet	4	1	Cllr Jon Neish	Amanda Turner, Community Development Officer
Continue	Cambridgeshire Chambers of Commerce – Huntingdonshire Chamber	Cabinet	12	1	Cllr Brett Mickelburgh	Rebecca Tomlin, Economic Development Manager Amy Kelley, Economic Business Development Officer Jasmin Turner, Economic Development Officer Nikki Burton, Economic Development Officer
Continue	Cambridgeshire County Council – A141 and St Ives Improvements (<i>wef April 2023</i>)	Cabinet	TBC	2	Cllr Michael Burke Cllr Jon Neish	Clara Kerr, Head of Planning, Infrastructure & Public Protection
Continue	Cambridgeshire County Council – St Ives Local Improvements (<i>wef April 2023</i>)	Cabinet	TBC	2	Cllr Michael Burke Cllr Nic Wells	Clara Kerr, Head of Planning, Infrastructure & Public Protection
Continue	Cambridgeshire Future Transport – Cross Party Working Group	Cabinet	TBC	1	Cllr Brett Mickelburgh	Clara Kerr, Head of Planning, Infrastructure & Public Protection
Continue	Cambridgeshire Pension Fund	Combined Authority Chief Executive Group		(appointment not made directly by District Council – any replacement will be made by Combined Authority Chief Executive's Group)	Cllr Lara Davenport-Ray	Lydia Morrison, Corporate Director – Finance & Resources
Continue	Cambridgeshire Police and Crime Panel	Cabinet	5/6	1 LD & 1 REF (plus substitutes from LD & REF) (PCP have advised which political party rep should be –	Cllr Liam Dewey-Bekett Cllr Debbie Mickelburgh (substitute) Cllr Ryan Coogan TBC (Substitute)	Mike Gildersleeves, Corporate Director (Place)

*pending the anticipated elections to a new authority arising from LGR.

				politically proportionate)		
Continue	County Advisory Group on Archives and Local Studies	Cabinet	2	1	Cllr Martin Hassall	Lisa Jablonska, Elections & Democratic Services Manager
Continue	Local Government East	Cabinet	4/5	1	Cllr Sarah Conboy	Michelle Sacks, Chief Executive
Continue	East West Rail – Huntingdonshire South Cambridgeshire Local Representatives Group	Cabinet	4	4	Cllr Stephen Claffey Cllr Sarah Conboy Cllr Lara Davenport-Ray Cllr Stephen Ferguson	Clara Kerr, Head of Planning, Infrastructure & Public Protection
Continue	Envar Ltd, Woodhurst Composting Facility – Site Liaison Forum	Cabinet	1	1	Cllr Jon Neish	Rob Mitchell – Community Resilience Manager Claudia Deeth – Head of Communities & Operational Housing
Continue	FACT Community Transport (Fenland, Huntingdon & East Cambridgeshire) Trustees	Cabinet	4 (plus 1 x AGM)	1	Cllr Tom Sanderson	Clara Kerr, Head of Planning, Infrastructure & Public Protection Claire Burton, Implementation Team Leader
Continue	Great Fen Project Steering Committee	Cabinet	11	2	Cllr Andrew Wood Cllr Karan Maheshwari	Clara Kerr, Head of Planning, Infrastructure & Public Protection Frances Schulz, Senior Planning Officer
Continue	Historic England - Heritage Champion	N/A	N/A	1	Cllr Tom Sanderson	Louise Brown, Design & Conservation Team Leader Nick Armour, Conservation Assistant
Continue	Huntingdon Freeman's Trust	Cabinet	11	1	Cllr Tom Sanderson	Democratic Services
Continue	Huntingdonshire Flood Forum	Cabinet	2	1	Cllr Stephen Ferguson	Mike Gildersleeves, Corporate Director (Place)
Continue	Internal Drainage Board - Upper Ouse Water Management Board	Cabinet	4	2	Cllr Andrew Wood Cllr Ian Gardener	George Allen - Arboriculture Manager
Continue	Internal Drainage Board - Benwick	Cabinet	1 (plus Annual Inspection)	1	Cllr Karan Maheshwari	George Allen - Arboriculture Manager
Continue	Internal Drainage Board - Bluntisham	Cabinet	2	1	Cllr Jon Neish	George Allen - Arboriculture Manager
Continue	Internal Drainage Board – Conington & Holme	Cabinet	1	1	Cllr Tim Alban	George Allen - Arboriculture Manager
Continue	Internal Drainage Board – Holmewood & District	Cabinet	3	1	Cllr Andrew Wood	George Allen - Arboriculture Manager
Continue	Internal Drainage Board - Ramsey	Cabinet	4	3	Cllr Karan Maheshwari Cllr Andrew Wood	George Allen - Arboriculture Manager

*pending the anticipated elections to a new authority arising from LGR.

					TBC	
Continue	Internal Drainage Board – Ramsey First (Hollow)	Cabinet	1 (plus Annual Inspection)	1	Cllr Karan Maheshwari	George Allen - Arboriculture Manager
Continue	Internal Drainage Board - Ramsey Fourth (Middle Moor)	Cabinet	1 (plus Annual Inspection)	1	Cllr Karan Maheshwari	George Allen - Arboriculture Manager
Continue	Internal Drainage Board - Ramsey, Upwood & Great Raveley	Cabinet	2 (plus Annual Inspection)	2	Cllr Karan Maheshwari Cllr Doug McIlwain	George Allen - Arboriculture Manager
Continue	Internal Drainage Board - Sawtry	Cabinet	1	9 (historically have only appointed 2 Ward Cllrs)	Cllr Simon Bywater Cllr Ross Martin	George Allen - Arboriculture Manager
Continue	Internal Drainage Board - Sutton & Mepal	Cabinet	2 (plus Annual Inspection)	1	Steve Criswell	George Allen - Arboriculture Manager
Continue	Internal Drainage Board - Warboys, Somersham & Pidley	Cabinet	2 (plus Annual Inspection)	2	Cllr Doug McIlwain Cllr Charlotte Lowe	George Allen - Arboriculture Manager
Continue	Internal Drainage Board – Whittlesey & District	Cabinet	4	1	Cllr Karan Maheshwari	George Allen - Arboriculture Manager
Propose Delete	Joint Strategic Planning Member Board	Cabinet	6	3	*Propose Delete*	Clara Kerr, Head of Planning, Infrastructure & Public Protection
Continue	Kimbolton School Foundation Trustees	Cabinet	6	1	Cllr Ian Gardener	Democratic Services
Continue	Middle Level Commissioners	Cabinet	2 (plus Annual Inspection)	1	Cllr Andrew Wood	George Allen - Arboriculture Manager
Continue	Middle Level Commissioners – Navigation Advisory Committee	Cabinet	TBC	1	Cllr Andrew Wood	George Allen - Arboriculture Manager
Propose Delete	Oxford to Cambridge Pan Regional Partnership (wef June 2023)	Cabinet	TBC	1	*Propose Delete*	Michelle Sacks, Chief Executive

*pending the anticipated elections to a new authority arising from LGR.

Continue	Recycling in Cambridgeshire and Peterborough Board	Cabinet	6	1	Cllr Julie Kerr	Andrew Rogan, General Manager for Operations
Continue	Red Tile Wind Farm Trust Fund Ltd	Cabinet	3	1	Cllr Charlotte Lowe	Kate Penn, Environmental Health Services Manager
Propose Delete	St Neots Masterplan Steering Group	Cabinet	TBC	1	*Propose Delete*	Rebecca Tomlin, Economic Development Manager
Continue	Town Centre Management Initiatives/Partnerships/ Management Team – BID Huntingdon	Cabinet	11	1	Cllr Brett Mickelburgh	Rebecca Tomlin, Economic Development Manager
Continue	Woodwalton Drainage Commissioners	Cabinet	1	1	Cllr Simon Bywater	George Allen - Arboriculture Manager

The following appointments will be made by the Licensing & Protection Committee at its meeting in 18 June 2026. Appointments were made on a 4 year term. (NB: These appointments are usually Ward Members and do not need to be Members of the Committee).

STATUS	PARTNERSHIP/ ORGANISATION	NOMINATING/ APPOINTING PANEL	APPROX NO. OF MEETINGS PER ANNUM	NO OF HDC REPS REQUIRED	REPRESENTATIVE(S) (UNTIL MAY 2028)*	HDC CONTACT OFFICER
Continue	Little Barford Power Station – Annual Local Liasion Forum	Licensing	1	1	TBC	Claudia Deeth, Public Protection Manager Kate Penn, Environmental Health Services Manager
Continue	Needingworth Quarry Local Liaison Committee	Licensing	2	2	TBC	Claudia Deeth, Public Protection Manager
Continue	Warboys Landfill Local Liaison Group	Licensing	1	1	TBC	Claudia Deeth, Public Protection Manager

The following appointment will be made by the Overview and Scrutiny Panel (Environment, Communities and Partnerships) at its meeting on 4 June 2026 (usually appointed annually at the June meeting):

STATUS	PARTNERSHIP/ ORGANISATION	NOMINATING/ APPOINTING PANEL	APPROX NO. OF MEETINGS PER ANNUM	NO OF HDC REPS REQUIRED	REPRESENTATIVE(S) 2026/27	HDC CONTACT OFFICER
Continue	Cambridgeshire County Council - Adults and Health Committee	Overview and Scrutiny Panel (Environment, Communities & Partnerships)	4/5	1 (plus 1 substitute)	Cllr Alex Bulat Cllr Stephen Claffey	Gregg Holland, Head of Leisure, Health & Environment

*pending the anticipated elections to a new authority arising from LGR.

The following appointments were made by Council at its meeting on 21 May 2026. The appointments are made annually with political composition determined by the Cambridgeshire and Peterborough Combined Authority.

PARTNERSHIP/ ORGANISATION	NOMINATING/ APPOINTING PANEL	APPROX NO. OF MEETINGS PER ANNUM	NO OF HDC REPS REQUIRED	REPRESENTATIVE(S) 2026/27	HDC CONTACT OFFICER
Cambridgeshire and Peterborough Combined Authority Board	Council	8	1 (plus 1 substitute)	Cllr Sarah Conboy – Executive Leader Cllr Brett Mickelburgh (substitute)	Lisa Jablonska, Elections & Democratic Services Manager
Cambridgeshire and Peterborough Combined Authority – Audit and Governance Committee	Council	6	1 (plus 1 substitute)	Cllr Paul Hodgson-Jones Cllr Douglas Mclwain (substitute)	Lisa Jablonska, Elections & Democratic Services Manager
Cambridgeshire and Peterborough Combined Authority – Overview and Scrutiny Committee	Council	7	2 (plus 2 substitutes)	Cllr Jo Harvey Cllr Geoff Seeff (substitute) Cllr Jon Neish Cllr Paul Hodgson-Jones (substitute)	Lisa Jablonska, Elections & Democratic Services Manager

The appointment of one member and one substitute to the Combined Authority's Thematic Committees is a decision for the Leader on whether they wish to nominate another member to represent themselves on the Combined Authority Thematic Committees or take the position themselves.

PARTNERSHIP/ ORGANISATION	NOMINATING/ APPOINTING PANEL	APPROX NO. OF MEETINGS PER ANNUM	NO OF HDC REPS REQUIRED	REPRESENTATIVE(S) 2026/27	HDC CONTACT OFFICER
Cambridgeshire and Peterborough Combined Authority – Staffing Committee	Executive Leader	6	1 (plus 1 substitute)	Cllr Sarah Conboy Cllr Lara Davenport-Ray (substitute)	Lisa Jablonska, Elections & Democratic Services Manager
Cambridgeshire and Peterborough Combined Authority – Skills Committee	Executive Leader	6	1 (plus 1 substitute)	Cllr Debbie Mickelburgh Cllr Julie Kerr (substitute)	Lisa Jablonska, Elections & Democratic Services Manager
Cambridgeshire and Peterborough Combined Authority - Transport Committee	Executive Leader	6	1 (plus 1 substitute)	Cllr Tom Sanderson Cllr Nathan Hunt (substitute)	Lisa Jablonska, Elections & Democratic Services Manager
Cambridgeshire & Peterborough Combined Authority – Funding Committee	Executive Leader	6	1 (plus 1 substitute)	Cllr Martin Hassall Cllr Lara Davenport-Ray (substitute)	Lisa Jablonska, Elections & Democratic Services Manager
Cambridgeshire & Peterborough Combined Authority – Growth Committee	Executive Leader	6	1 (plus 1 substitute)	Cllr Brett Mickelburgh Cllr Lara Davenport-Ray (substitute)	Lisa Jablonska, Elections & Democratic Services Manager

*pending the anticipated elections to a new authority arising from LGR.