Huntingdonshire
DISTRICT COUNCIL

Performance Report
# Quarter 1 - 2023/24

Do - Enable - Influence

Table of Contents

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.
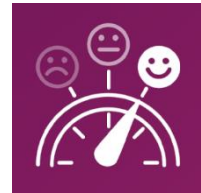
As set out in the detailed description of the outcome, there are many factors that contribute to happiness, health and wellbeing. Furthermore, we know that many of these factors are not within the direct control of our district council.

Our work in this area recognises these issues, using our 'Do, Enable, Influence' model to drive work with our statutory and voluntary sector partners as well as our communities. To give this work focus we are using the evidence-based 'Wider Determinants of Health' model as a framework for our approach. Such models show the contributions of the factors that determine health and well-being (e.g., health behaviours, various socio-economic factors).

*Some of these factors we can influence directly with our own service delivery (**do**). For example, there is a strong evidence base that physical activity is beneficial for a whole range of health outcomes and improves mood and a feeling of happiness. Our One Leisure Facilities (338,323 attendances in Q1), Active Lifestyles programmes (6,277 attendances) and Sports Development activities and programmes (3,069 attendances) are therefore all significant contributors to the health and wellbeing of our residents. We also seek to **enable** others to be more active and a good example of this is the recently agreed Indoor and Built Sports Facilities Strategy and Playing Pitch and Outdoor Sports Strategy which seeks to maximise the provision and use of such facilities across the district.*

*Where we cannot deliver or enable, we will continue to seek to **influence**. We are increasingly using our wider determinants model with partners (including our recently relaunched Place Board) to address the fact that the health and wellbeing of the population is not predominantly determined by the provision of health services.*

Our colleagues at Cambridgeshire County Council are currently undertaking a Quality-of-Life survey across the county which includes a question on residents' level of happiness. We will seek to use the Huntingdonshire data from this survey to assess progress against this outcome.

Performance Summary:

Status of actions	Number	%
Green (on track)	8	89%
Amber (within acceptable variance)	1	11%
Red (behind schedule)	0	0%
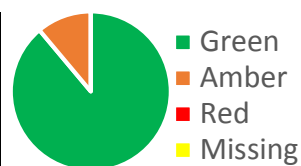
Note: 1 action is being reported on through a project/programme.

Operational PI year-end forecast status	Number	%
Green (achieved)	2	67%
Amber (within acceptable variance)	1	33%
Red (below acceptable variance)	0	0%

Corporate project status	Number	%
Green (progress on track)	1	100%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risks/issues)	0	0%
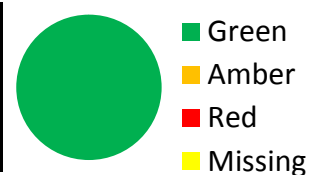
Action	Status
1. Refresh Huntingdonshire's Community Strategy via a new Residents Outcome Strategy – linking Community and Health, building on the Place Strategy findings.	G
3. Run a pilot with new movers to the area which seeks to support positive outcomes from residents' first arrival in Huntingdonshire.	G
4. Listen to local residents and respond to their input on service delivery.	G
5. Formally build assessments of the impact on the Corporate Plan priorities into Council decision making.	A
6. Refresh our Social Value Procurement Policy and work with other local anchor institutions to encourage them to do the same.	G
7. Work via the Integrated Care System to seek to embed an approach which places a focus on activity in the long-term interests of residents in ways of working across system partners.	G
8. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.	G
9. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.	G
10. Explore a campaign which seeks to extol the virtues of spending local and being physically active. Reviewing the benefits that places like Preston, Wigan and East Ayrshire have gained from this approach.	G

Note: action 2 is being reported on through a project/programme (see 'UK Shared Prosperity Fund Programme' under the 'Forward-Thinking Economic Growth' outcome).

Operational Performance Indicator year-end forecast status	Status
1a. Number of attendances at One Leisure Active Lifestyles programmes	G
1b. Number of attendances at Sports Development activities and programmes	G
2. Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions)	A

Project/Programme	Status
Community Health Prevention	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.

One of the most immediate issues for a significant number of our residents is the ongoing cost of living crisis. Our resident advice and information (RAI) team supports people struggling with issues such as benefits, housing and access to support funds. The number of calls to the team continues to rise, with the team taking calls from 671 residents in Q1.

A fantastic example of how our RAI, Housing and Benefits teams worked together over a prolonged period to provide support for someone in financial crisis involves a person referred to the RAI team in May 2022. Following initial support through food bank parcels, vouchers and referral to Citizens Advice, the team spent time encouraging them to gather documentation and evidence needed as their financial situation deteriorated and threat of eviction grew. By April 2023, the resident was offered a flat but started to worry, calling us daily, stressed and overwhelmed about being able to afford their rent and confused about their housing benefit and service charges. By listening to their concerns, and working with colleagues, we found answers to put their mind at rest. We also looked at grants for white goods and sought help from Citizens Advice when the resident was taken to court over unpaid rent. The resident recently called into Pathfinder House to leave flowers as a thank you, saying "Thank you for all the help you have given me. No one else has ever done that for me".

Our partners often encounter financially vulnerable people but are unclear how to link them with appropriate support. To this end, we developed our 'Social Solutions' tool to allow partners to populate a webform for the RAI team to follow up. In Q1, we provided training to community partners in our 'Warm Space' network and agreed a pilot project for the Police to use the tool. During the rest of the year, we will continue to develop and extend the use of this tool.

One of the main principles of addressing inequality is targeting interventions to those most in need. Our One Leisure Concessionary Membership Scheme saw an 88% increase in demand following the inclusion of a flyer in the annual Council Tax billing mailout. Over 215 applications were approved in April 2023 alone. Given the evidence-based wide-ranging benefits of physical activity (mental and physical health, social engagement, fitness to work), such a targeted approach will play a part in keeping the more vulnerable out of crisis.

Performance Summary:

Status of actions	Number	%
Green (on track)	4	80%
Amber (within acceptable variance)	1	20%
Red (behind schedule)	0	0%
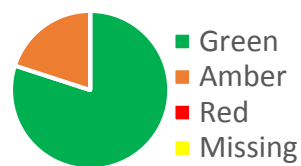
Note: 2 actions are being reported on through projects/programmes.

Operational PI year-end forecast status	Number	%
Green (achieved)	5	83%
Amber (within acceptable variance)	1	17%
Red (below acceptable variance)	0	0%

Corporate project status	Number	%
Green (progress on track)	1	100%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risks/issues)	0	0%
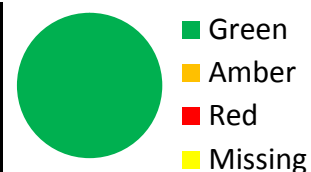
Action	Status
12. Develop proposals to pilot activity to use Council debt data to target support before people enter crisis.	G
13. Recognise that community sector partners are often the first point of call for those in a community, and as such we will work with community groups to explore appetite and define shared ways of working.	G
15. Work with partners to explore options as to how we use early warning signs as opportunities to seek to offer support, with a view to preventing needs escalating.	G
16. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.	G
17. Work proactively with partners to promote safety and address issues at the earliest opportunity.	A

Note: actions 11 & 14 are being reported on through projects/programmes (see 'Financial Vulnerability For Residents Programme' below and 'Community Health Prevention' under 'Improving the Happiness and Wellbeing of Residents')

Operational Performance Indicator year-end forecast status	Status
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 Facilities Grant (DFG)	G
4. Average time (in weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants	A
5. Average number of days to process new claims for Housing Benefit and Council Tax Support	G
6. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support	G
7. Number of homelessness preventions achieved	G
8. Number of households housed through the housing register and Home-Link scheme	G

Project/Programme	Status
Financial Vulnerability For Residents Programme	G

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.
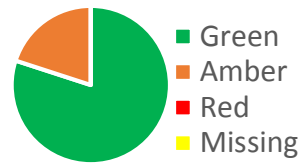
There are many forms and causes of crisis. One of the most significant for most of us would be not having a permanent home. We continue to intervene in a timely way to prevent homelessness and our actions in Q1 prevented 110 households from becoming homeless. We have an upper limit target for the number of households in temporary accommodation and this target was not breached during Q1, with numbers at the end of each month so far this year also lower than those recorded in the corresponding months last year.

It is our view that where a crisis occurs, this should be addressed as soon as possible. However, this will not address the root causes of that crisis. To that end, we are developing a range of interventions (broadly based on the wider determinants of health model) that seek to support individuals in a holistic way. During Q1, in partnership with Cambridgeshire County Council and Citizens Advice Rural Cambridgeshire, we have begun to develop an innovative pilot to offer a package of support to those in financial crisis, using Council Tax debt and attachment of benefits orders as an indicator of this.

For those in crisis, for the financially vulnerable, and for those working with them, access to financial support services can be confusing and frustrating. Often this is not due to the availability of such support, but the complexity and range of offers available. As providers and funders of such services, both HDC and Cambridgeshire County Council have embarked on a project to consider if a simpler, more accessible model might be developed. As part of this, a mapping exercise is currently being undertaken with the aim of developing a clearer, consistent picture of those providing, funding and delivering such services.

Performance Summary:

Status of actions	Number	%
Green (on track)	4	80%
Amber (within acceptable variance)	1	20%
Red (behind schedule)	0	0%

- Green
- Amber
- Red
- Missing

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

- Green
- Amber
- Red
- Missing
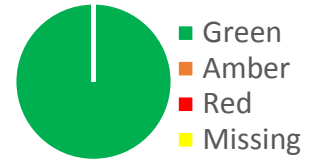
Action	Status
18. Continue to support those impacted via the cost-of-living crisis via a partnership approach which seeks to deal with not just the presenting issue, but wherever possible the cause of it.	G
19. Continue to support refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home.	G
20. Formally propose to partners that we build financial, social and physical solutions into crisis management. Reducing the likelihood of crises repeating in the future.	G
21. Continue to champion WeAreHuntingdonshire.org and other cross cutting sources of information to deliver services that are convenient for the resident rather that structured around the organisation delivering them.	A
22. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.	G

Operational Performance Indicator year-end forecast status	Status
9. Number of households in Temporary Accommodation	G

Outcome 4: Improving housing

We want everyone to live in a safe, high quality home regardless of health, stage of life, family structure, income and tenure type. Homes should be energy efficient and allow people to live healthy and prosperous lives. New homes should be zero carbon ready and encourage sustainable travel.

This outcome saw more committee exposure than any other, with the area's First Homes Policy and the Mid-term review of the Housing Strategy gaining Cabinet approval within Q1, while work was also completed on the Tenancy Strategy ready for the July meeting cycle. These reports highlighted the scale of change in the profile of coming demand, with the district's over-70 population due to double over the next 20 years and marked increases in the number of people living with dementia also expected.

These are not just static documents, and the First Homes Policy has also led to impacts on developments. The area's first site in Spaldwick has had the benefit of this approach and has protected the rented element on site.

Through our Community Safety Partnership, work is underway with Fire and other partners to align checks carried out when professionals cross thresholds to assess preventable risks to the household and to offer appropriate support where needed.

We have also sought to influence and enable, promoting Salix decarbonisation opportunities to our housing Registered Provider (RP) partners, to support alignment with our climate change ambitions ahead of a full RP conference in the autumn. We are also supporting a RP with a development to replace non-decent homes in Huntingdon with new homes.

There were an additional 341 homes with a Council Tax banding at the end of Q1 (a proxy measure for new homes completed during the quarter). All three measures of speed in processing planning applications were on target at the end of June. The reduction in the number of planning applications over 26 weeks old with no current extension of time in place is also progressing well – currently over four months ahead of schedule against agreed monthly targets. This shows 'backlog' cases have continued to fall.

Work is progressing with work to secure 21 properties for use by Ukrainian guests and subsequent availability in the longer-term to support other residents in need of affordable housing.

Performance Summary:

Status of actions	Number	%
Green (on track)	7	100%
Amber (within acceptable variance)	0	0%
Red (behind schedule)	0	0%
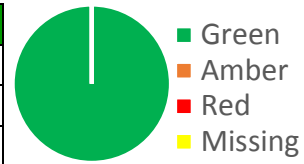
■ Green
■ Amber
■ Red
■ Missing

Note: 1 action is being reported on through a project/programme.

Operational PI year-end forecast status	Number	%
Green (achieved)	6	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%

■ Green
■ Amber
■ Red
■ Missing

Corporate project status	Number	%
Green (progress on track)	0	0%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risks/issues)	1	100%

■ Green
■ Amber
■ Red
■ Missing
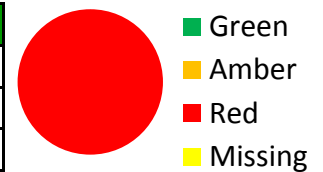
Action	Status
23. Complete Mid Term Review of the Housing Strategy. The Housing Strategy was completed in 2020, this review will enable us to take into account recent studies of need and Census data.	G
24. Adopt First Homes Position Statement. Until the update of the Local Plan is completed it is necessary to complete a position statement on First Homes.	G
25. Adopt new Tenancy Strategy to support people to live healthy and independent lives.	G
27. Maintain the level of new housing delivery, which meets the needs of Huntingdonshire residents, including the type of home and tenure (open market and social housing).	G
28. Work in partnership to look at best practice and funding to improve housing conditions, including retrofit programmes in social and private housing.	G
29. Work with Registered Providers to improve conditions in existing accommodation through regeneration schemes.	G
30. Work with Health and Social Care Providers to explore future models of housing, support and care enabling people to live independently for longer.	G

Note: action 26 is being reported on through a project/programme (see 'Longhurst Contract - HDC Surplus Sites (Affordable Housing)' below).

Operational Performance Indicator year-end forecast status	Status
10. Net change in number of homes with a Council Tax banding	G
11. Number of new affordable homes delivered	G
12. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period)	G
13. Percentage of planning applications processed on target – minor or other (within 8 weeks or agreed extended period)	G
14. Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period)	G
15. Number of planning applications over 26 weeks old where there is no current extension of time in place	G

Project/Programme	Status
Longhurst Contract - HDC Surplus Sites (Affordable Housing)	R

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.

Quarter One has seen significant work with the Cabinet to brief on the opportunities available to Huntingdonshire, and strong engagement with those interested in investing in Huntingdonshire. This is a key starting point for the work to refresh the area's Economic Growth Strategy. Strong work has also taken place to engage with the CPCA on transport, skills and business support as key drivers of our local economy.

Transport remains an area of major opportunity for Huntingdonshire. Recent progress includes the announcement of the East-West Rail preferred route and significant conversations taking place on the Making Connections consultation, the Bus Service Improvement Plan and the review of the Ting Service, leading into the network review. There is a strong desire from residents for more transport options that support economic and social benefits.

The Market Town Programme continues to work innovatively to consider not just the physical needs of St Neots but also how the space will be used and how it will attract and retain visitors to make the most of the town centre.

The Made in Huntingdonshire Campaign is ongoing. This aims to support local businesses, influence behaviours of consumers and generate significant social benefits through local employment.

Performance Summary:

Status of actions	Number	%
Green (on track)	3	50%
Amber (within acceptable variance)	3	50%
Red (behind schedule)	0	0%
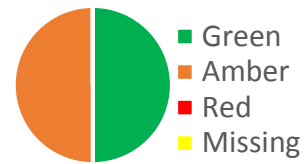
Note: 3 actions are being reported on through projects/programmes.

Corporate project status	Number	%
Green (progress on track)	1	33%
Amber (behind schedule, project may be recoverable)	2	67%
Red (significantly behind schedule, serious risks/issues)	0	0%
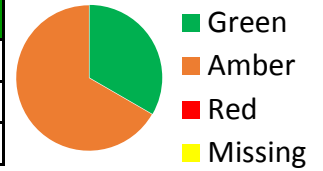
Action	Status
31. Promote Huntingdonshire as a destination for high value inward investment, prioritising businesses that are proactively reducing their carbon emissions. Annual report on activity produced.	G
33. Scope the refresh of the Huntingdonshire Economic Growth Strategy and produce quarterly economic insights report.	A
36. Work with intermediaries, professional service networks, investors and developers to understand the health of the economy, develop responses and attract investment.	G
37. Work with the CPCA and partners to complete a review of the future demand for Further Education (FE) provision in the St. Neots area and development of the Local Skills Implementation Plan, prioritising connections between FE provision and local employers aligned to core growth sectors.	A
38. Influence the implementation of the CPCA Economic Growth Strategy and commissioning of future business support provision.	G
39. Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies.	A

Note: actions 32, 34 & 35 are being reported on through projects/programmes (see 'UK Shared Prosperity Fund programme', 'Market Town Programme' and 'Local Plan' below).

Project/Programme	Status
UK Shared Prosperity Fund programme	A
Market Towns Programme	A
Local Plan	G

Outcome 6: Lowering our carbon emissions

We will take positive action to reduce carbon emissions and become a net zero carbon Council by 2040. We will enable and encourage local people and businesses to reduce carbon emissions and increase biodiversity across Huntingdonshire.

It has been a busy first quarter across the Council with action and achievement to lower carbon emissions after declaring a climate and ecological emergency in February 2023 and adoption of our Climate Strategy and Action Plan.

We are concluding our review of emissions for 2022/23 which saw emissions reduced by 30.1% from electricity and by 22% from gas against our 2020/21 baseline saving 559tC02e. Our Climate conversation for 2023 is set for 17th and 18th November to demonstrate what we are doing, to celebrate activity in our communities, check priorities/challenges to influence wider community action.

The Council's priority climate actions are on target with experts commissioned to support our fleet plans to transition to lower carbon (including the case for Hydrotreated Vegetable Oil) and review of our built assets to establish our Energy Strategy and Plan so we continue to set an example of how to reduce emissions.
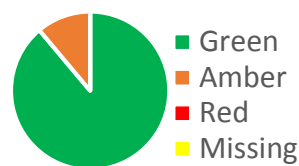
An Electric Vehicle (EV) survey is underway, building on our Parking Strategy, to establish an EV charging strategy and plan to best support Huntingdonshire's needs for this low carbon travel option. This will allow us to secure funding opportunities like the £300k secured to support rural EV charging from the Government's Rural Fund enabling more low carbon transport adoption.

The Biodiversity for All project is accelerating - our sites assessed and prioritised for Biodiversity improvement, ready for community consultation, criteria informed by one of four climate research partnerships with Anglia Ruskin University. This demonstrates how you can plan biodiversity improvement and make it happen, influencing and supporting partners to do the same with 10 pilot community sites.

The green skills pilot has supported five unemployed residents with employability, achieving City and Guilds qualifications in horticulture whilst delivering more biodiversity at Hinchingbrooke Country Park.

Performance Summary:

| Status of actions	Number	%
Green (on track)	8	89%
Amber (within acceptable variance)	1	11%
Red (behind schedule)	0	0%

- Green
- Amber
- Red
- Missing

Note: 3 actions are being reported on through projects/programmes.

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

- Green
- Amber
- Red
- Missing

Corporate project status	Number	%
Green (progress on track)	0	0%
Amber (behind schedule, project may be recoverable)	1	100%
Red (significantly behind schedule, serious risks/issues)	0	0%

- Green
- Amber
- Red
- Missing
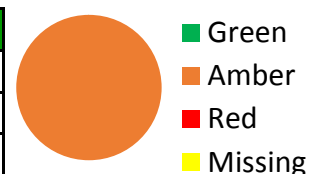
Action	Status
40. Review our assets to improve energy efficiency and reduce the carbon impact of our buildings	G
41. Deliver Fleet Review Plan for lower carbon alternatives for service delivery	G
42. Deliver Energy Strategy	G
43. Establish Climate Conversation to openly account against the Climate Action Plan, listen to feedback from local people, evaluate priorities, develop actions towards Environmental Innovation	G
45. Deliver Electric Vehicle Charging Strategy	G
46. Pilot Community Carbon Reduction Plans	G
49. Develop the Council's procurement rules to further embed social and environmental value	A
50. Expand the current Green Business Awards Scheme, celebrating best practice and sharing knowledge	G
51. Deliver Huntingdonshire Plan for Nature and contribute to the Local Nature Recovery Strategy to guide greater biodiversity and nature restoration in the district	G

Note: actions 44, 47 & 48 are being reported on through projects/programmes (see 'Local Plan' and 'UK Shared Prosperity Fund programme' under the 'Forward-Thinking Economic Growth' outcome and the 'Biodiversity For All' project below).

Operational Performance Indicator year-end forecast status	Status
16. Efficiency of vehicle fleet driving – Energy Efficient Driving Index score for the Waste service	G

Project/Programme	Status
Biodiversity For All	A

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.

This quarter has seen significant improvements to the way the Council manages performance. A full refresh of the operational performance management approach has been completed providing more transparent tracking of what we do and how we do it. We now have 27 key Performance Indicators (PI) with clear links to our outcomes – making it simpler to track what HDC are 'doing' against each outcome. Every PI has a target so there is much greater clarity on performance. A number of other improvements have been made and were presented at the Overview and Scrutiny meeting in June.

What does this mean in practice? The full set of performance measures are available in this pack, but for this outcome the following are noteworthy in demonstrating we are achieving this outcome:

- *All of the 11 PIs for this outcome are forecast to meet target at year-end*
- *The number of missed bin collections is 28% lower than the same point last year, the percentage of waste reused/recycled/composted is on target and whilst the amount of waste collected per person is higher than last year the data last year was heavily impacted by lower organic waste collections due to the dry and hot conditions.*
- *Other indicators are seeing good performance with collection rates for Council Tax and NNDR forecast to achieve target which means income is available to deliver essential public services. Customer Service metrics are also forecast to meet targets ensuring customer can access services.*
- *Finally, data on staff sickness and turnover is encouraging with more detailed information on this key area being presented to Employment Committee. This ensures we have an active and capable workforce.*

Looking ahead, whilst the performance indicators do align against the outcomes in the Corporate Plan, some do not capture the outcomes we are seeking as well as we would like. Further improvements to the performance indicators used will come forward to ensure what we 'do' is ever more transparent and accessible. We expect to see this progress in Q2.
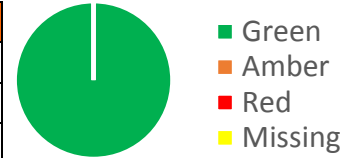
Performance Summary:

| Status of actions	Number	%
Green (on track)	6	100%
Amber (within acceptable variance)	0	0%
Red (behind schedule)	0	0%
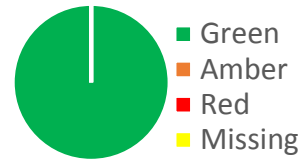
Note: 8 actions are being reported on through projects/programmes.

Operational PI year-end forecast status	Number	%
Green (achieved)	11	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%

Corporate project status	Number	%
Green (progress on track)	8	80%
Amber (behind schedule, project may be recoverable)	2	20%
Red (significantly behind schedule, serious risks/issues)	0	0%
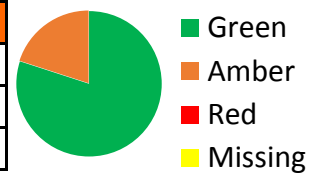
Action	Status
52. Refresh our Commercial Investment strategy to develop proposals for future strategic investments	G
53. Deliver a renewed Workforce Strategy to prepare the Council for the changing skills needed in our future workforce and to ensure that we can continue to attract, retain and nurture talent	G
54. Refresh of operational performance management to deliver improvement and provide consistent and transparent tracking of what we do and how we do it	G
63. Do these things well to enable local people to thrive and take new opportunities	G
64. Enable our outstanding volunteers in our parks, nature reserves and elsewhere to continue to improve the quality of those spaces	G
65. Our well-run Council will act as a model for our peers	G

Note: actions 55-62 are being reported on through projects/programmes (see 'Customer Services Improvement Programme', 'Council Tax Support Scheme Review', 'Additional Funding for Energy Bill Rebate', 'Planning Improvement programme', 'Green Bins Project', 'Civil Parking Enforcement', 'Hinchingbrooke Country Park' and 'Riverside Park St. Neots' below).

Operational Performance Indicator year-end forecast status	Status
17a. Percentage of household waste reused/recycled/composted	G
17b. Collected household waste per person (kilograms)	G
18. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations	G
19. Number of missed bins	G
20. The number of programmed food safety inspections undertaken	G
21. Percentage of calls to Call Centre answered	G
22. Average wait time for customers calling the Call Centre	G
23. Council Tax collection rate	G
24. Business Rates collection rate	G
25. Staff sickness days lost per full time equivalent (FTE)	G
26. Staff turnover	G

Project/Programme	Status
Riverside Park St. Neots	G
Civil Parking Enforcement	A
Hinchingbrooke Country Park	A
Additional Funding for Energy Bill Rebate	G
Planning Improvement programme	G
Green Bins Project	G
Council Tax Support Scheme Review	G
Council Tax Support Fund (2023/24)	G
Customer Services Improvement Programme	G
HR System	G