


Appendix A: Progress on Corporate Plan Actions



Outcome: Improving the happiness and wellbeing of residents

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
1. Refresh Huntingdonshire's Community Strategy via a new Residents Outcome Strategy – linking Community and Health, building on the Place Strategy findings.	Cllr Pitt	<p>Work being informed by financial vulnerability programme and system wide work led by the Integrated Care System (ICS) to better understand voluntary and community sector support across the system.</p> <p>Work will be informed by continued development of place strategy work on health embedded and inclusive economy. However these complex system wide approaches may take longer to develop than the time frame given for the refresh of the community strategy.</p>	G	<p>Closer alignment and co-ordination of statutory and voluntary support to residents.</p> <p>Linking our community strategy to the delivery of the residents outcomes of the corporate plan.</p>

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
2. Deliver the skills and employment workstream of the UK shared prosperity programme.	Cllr Pitt	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 1 can be found in Appendix C (Projects and Programmes update). See 'UK Shared Prosperity Fund Programme' under the Forward-Thinking Economic Growth outcome. This work also provides a contribution to Action 12.		
3. Run a pilot with new movers to the area which seeks to support positive outcomes from residents' first arrival in Huntingdonshire.	Cllr Pitt	Draft material has been produced linked to the quantified wider determinants model. Four potential cohorts for delivery identified which expands the pilot beyond new movers.	G	Better recognition of the contribution of various factors, opportunities and services to overall resident outcomes. Earlier engagement of residents with available support.
4. Listen to local residents and respond to their input on service delivery.	Cllr Conboy	Local Plan consultations continue to take place, including those for the Call for Sites and Issues Papers. An Electric Vehicle charge point survey has also started and is hosted on the Let's Talk Huntingdonshire website. The Town and Parish forum has also taken place during this period.	G	The Communications Team has developed a set of Engagement Principles. These have been agreed by Cabinet and will now be shared more widely with officers. On the back of the Town and Parish forum, the Communications Team will be exploring ways in which Town and Parish councils can collaborate through the Let's Talk Huntingdonshire Website.



Outcome: Improving the happiness and wellbeing of residents

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
5. Formally build assessments of the impact on the Corporate Plan priorities into Council decision making.	Cllr Hassall	Initial pilot reviewed with first draft presented for testing.	A	The impact assessment approach used for key strategic projects successful ie: ensure equality amongst customer groups and net environmental benefit.
6. Refresh our Social Value Procurement Policy and work with other local anchor institutions to encourage them to do the same.	Cllr Mickelburgh	Additional resource recruited to Procurement to provide capacity for service manager to review and develop policies. Draft policy is scheduled to be completed in Q3.	G	Capacity identified.



Outcome: Improving the happiness and wellbeing of residents

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
<p>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.</p>	<p>Cllr Pitt</p>	<p>We continue to influence ICS partners to recognise the wider determinants of health model and therefore the role the Council can play in delivering health and wellbeing outcomes.</p> <p>ICS agreement to fund Community Preventative Health project focusing on evidence-based physical activity interventions for those at risk of frailty and those at risk of cardiovascular disease. Programme will deliver through a mix of direct delivery through Active Lifestyles and Voluntary and Community Sector delivery.</p> <p>Delivery commenced July 2023.</p> <p>Also see Actions 1, 11 and 14.</p>	<p>G</p>	<p>Improved health and wellbeing at a population level. Increased focus on preventative health activity.</p> <p>Long term reduction in fracture, frailty, dementia, and cardiovascular disease.</p>

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
8. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.	Cllr Wakeford	Work continuing with Cambridgeshire & Peterborough Combined Authority (CPCA)/HDC on a range of transport options – Local Transport and Connectivity Plan (LTCP), Bus Strategy Improvement Plan (BSIP) remain under discussion. Active Travel Fund 4 identifies three schemes in Huntingdonshire for additional studies. Active engagement underway on active travel toolkit consultation.	G	Ongoing dialogue with CPCA/Cambridgeshire County Council (CCC) enables active conversation to ensure outcomes align with our Corporate Plan and growth agenda associated with the update to our Huntingdonshire Local Plan.
9. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.	Cllr Conboy	Action planning sessions have been prioritised and planned, the first two in July - Inclusive Economy and Health Enabled.	G	Sessions have been co-designed with volunteer stakeholders to demonstrate new ways of working.
10. Explore a campaign which seeks to extol the virtues of spending local and being physically active.	Cllr Taylor	Currently developing a brief around the extended use of the Huntingdonshire Futures website which can serve as a two way mechanism for informing the public of best practice, and gathering input	G	Move toward a do-enable-influence platform that can render community voice to all local stakeholders.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
Reviewing the benefits that places like Preston, Wigan and East Ayrshire have gained from this approach.		and examples of community action from the public.		



Outcome: Keeping people out of crisis

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
11. Resource and lead a key change programme which reviews the way we support residents in need across a range of local providers. This will see us work with partners to review and define ways of	Cllr Pitt	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 1 can be found in Appendix C (Projects and Programmes update). See 'Financial Vulnerability For Residents Programme' under the 'Keeping People Out of Crisis' outcome.		

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
<p>working, particularly around financial distress. Seeking to develop more holistic support which address root causes and prevent issues escalating.</p>				
<p>12. Develop proposals to pilot activity to use Council debt data to target support before people enter crisis.</p>	<p>Cllr Ferguson</p>	<p>Pilot scoped and being developed via a project group which includes CCC and Citizens Advice Rural Cambs.</p> <p>Project development has contributed to a number of other Actions (e.g 3,7, 11).</p>	<p>G</p>	<p>Offer will be an integrated support deal for those in debt including skills support. Intended outcomes for participants in the pilot are lower debt levels, increased financial skills, access to skills and employment offers, increased levels of physical activity, health and wellbeing.</p> <p>The outcome expected for HDC is understanding how personalised packages of interventions can support those at risk of entering crisis.</p>




Outcome: Keeping people out of crisis

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
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.	Cllr Pitt	Minimum governance standard approach agreed with Hunts Forum and at HDC Assurance Board.	G	Remove barriers to becoming delivery partners, by setting out a rapid proportionate set of governance requirements. Aim is to use these to broaden delivery of ICS funded physical activity programme.
14. Deliver our health inequalities project in partnership with our community and continue to work with health to seek funding opportunities and identify ways to maximise the	Cllr Pitt	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 1 can be found in Appendix C (Projects and Programmes update). See 'Community Health Prevention' under the 'Improving the Happiness and Wellbeing of Residents' outcome.		

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
contribution of our leisure service to health improvements.				




Outcome: Keeping people out of crisis

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
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.	Cllr Pitt	Council Tax pilot working to develop a 'basket of opportunities' approach that can be applied through different mechanisms to different cohorts.	G	Earlier use of support services.
16. Continue to work with statutory partners to secure	Cllr Wakeford	Contacts established to build specification for UK Shared Prosperity Fund (UKSPF)	G	Active travel feasibilities will ensure a pipeline of potential projects if funding becomes available and will

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
improvements to transport options for Huntingdonshire, including active travel.		Programme's Active travel studies (CCC and CPCA).		influence the work of statutory transport partners.
17. Work proactively with partners to promote safety and address issues at the earliest opportunity.	Cllr Pitt	Work still in development.	A	No immediate impact as this work is still in development.




Outcome: Helping people in crisis

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
18. Continue to support those impacted via the cost-of-living crisis via a partnership approach which	Cllr Pitt	Via Social Solutions tool, which has now been taken up by the police, and the continued use of the Resident Advice and Information (RAI) team.	G	121 individual people helped through social solutions form since 19/12/2022.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
seeks to deal with not just the presenting issue, but wherever possible the cause of it.				
19. Continue to support refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home.	Cllr Pitt	HDC is supporting Ukrainian families, Afghan entrants to the UK and asylum seekers placed in Huntingdonshire by the Home Office. We work closely with our community and local partners.	G	There are 300+ Ukrainian guests, 8 Afghan families and over 100 asylum seekers within Huntingdonshire. They have been supported well by the District Council and our communities.




Outcome: Helping people in crisis

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
20. Formally propose to partners that we	Cllr Pitt	Working jointly with Cambridgeshire County Council to explore the broader outcomes model and its	G	No immediate impact as this work is still in development.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
build financial, social and physical solutions into crisis management. Reducing the likelihood of crises repeating in the future.		suitability to be used as a shared model with the County Council around crisis prevention and a range of other joint devolution projects.		



Outcome: Helping people in crisis

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
21. Continue to champion WeAreHuntingdonshire.org and other cross cutting sources of information to deliver services that are convenient for the resident rather	Cllr Pitt	Still being used solely to access the Social Solutions tool.	A	Users are able to access the Social Solutions tool within WeAreHuntingdonshire.org to refer people in need of support to our Resident Advice and Information Team.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
that structured around the organisation delivering them.				
22. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.	Cllr Conboy	Action planning sessions have been prioritised and planned, the first two in July - Inclusive Economy and Health Enabled.	G	Sessions have been co-designed with volunteer stakeholders to demonstrate new ways of working.



Outcome: Improving Housing

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
23. Complete Mid Term Review of the Housing Strategy.	Cllr Wakeford	The Mid Term Review of the Housing Strategy was agreed by Cabinet on the 20th June 2023.	G	The review will enable us to align its housing activities with the Corporate Plan. It

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
The Housing Strategy was completed in 2020, this review will enable us to take into account recent studies of need and Census data.				will also enable us to use the most up to date information and projection of need to inform the housing policy.
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.	Cllr Wakeford	The First Homes Position Statement was agreed by Cabinet on the 20th June 2023.	G	This enables the Council to influence the delivery of First Homes in the district. Our first site in Spaldwick has had the benefit of this approach and has protected the rented element on site.
25. Adopt new Tenancy Strategy to support people to live healthy and independent lives.	Cllr Wakeford	The Tenancy Strategy will be going through the committee cycle in July 2023.	G	The Strategy will provide guidance on how the Council expect tenancies to be managed in the district and aims to influence Registered Providers (RPs) approach in their tenancy policies.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
26. Maximise use of Council owned sites to deliver housing, for example working with the Longhurst Group.	Cllr Wakeford	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 1 can be found in Appendix C (Projects and Programmes update). See 'Longhurst Contract - HDC Surplus Sites (Affordable Housing)' under the 'Improving Housing' outcome.		



Outcome: Improving Housing

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
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).	Cllr Wakeford	The Council has a strong supply chain of sites delivering affordable housing. We are working with our Registered Providers (RPs) to maximise the number of new homes being delivered this year.	G	This work is delivering a number of 100% Land Led affordable housing sites which are attracting grants, enabling a higher level of social rented homes to be delivered than previously.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
28. Work in partnership to look at best practice and funding to improve housing conditions, including retrofit programmes in social and private housing.	Cllr Wakeford	Mid Term Review of Housing Strategy was shared with our RP partners including the Action Plan. This includes objectives in relation to this action.	G	Longhurst have been successful in getting grant funding from the Social Housing Decarbonisation Fund, we have also shared information on Salix decarbonisation scheme with our RPs.




Outcome: Improving Housing

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
29. Work with Registered Providers to improve conditions in existing accommodation through regeneration schemes.	Cllr Wakeford	Discussions ongoing with Places for People on one potential scheme in Huntingdon.	G	The impact of this opportunity will be that non-decent homes will be removed from stock and also the opportunity to inform the type and size of new homes being delivered to meet need.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
30. 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	Work continues with Cambridgeshire County Council on the demand for older persons accommodation, including attendance at Housing Board. The review of the Housing Strategy also identifies this as a high priority.	G	Completion of the review of the Housing Strategy has enabled the Council to focus on this area. This work will inform and influence the type of housing brought forward by RPs.



Outcome: Forward-thinking Economic Growth

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
31. Promote Huntingdonshire as a destination for high value inward investment, prioritising businesses that are proactively reducing their	Cllr Wakeford	The Made in Huntingdonshire campaign commenced in Q4 2022-23. The Invest in Huntingdonshire website promotes the district as an investment location aligned to our priorities. A pipeline of investment enquiries are being worked on.	G	New case studies showcasing innovation and local sector strengths published will attract investment. New investment enquiries include international businesses seeking carbon neutral buildings.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
carbon emissions. Annual report on activity produced.				
32. Deliver Year 1 of a programme of UKSPF funded business support activities, including Green Business Grants and support for start-ups and small and medium-sized enterprises (SMEs) to grow.	Cllr Wakeford	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 1 can be found in Appendix C (Projects and Programmes update). See 'UK Shared Prosperity Fund programme' under the 'Forward-Thinking Economic Growth' outcome.		
33. Scope the refresh of the Huntingdonshire Economic Growth Strategy and produce quarterly economic insights report.	Cllr Wakeford	Intelligence and data scoping has commenced to ensure alignment to Local Plan timings. Resource is being scoped to deliver this work.	A	No immediate impact as this work is being planned and scoped.
34. Continue the delivery of the Market Town Programme, including completion of the	Cllr Wakeford	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 1 can be found in Appendix C (Projects and Programmes update). See 'Market Town Programme' under the 'Forward-Thinking Economic Growth' outcome.		

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
<p>Accelerated Programme, ongoing delivery of Future High Street projects in St. Neots, development of new Retail Hub activity in Ramsey, and delivery of UKSPF funded Vibrant Communities project.</p>				
<p>35. Commence the update to the adopted Local Plan including refreshing the evidence base, starting community engagement and a call for sites.</p>	<p>Cllr Sanderson</p>	<p>This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 1 can be found in Appendix C (Projects and Programmes update). See 'Local Plan' under the 'Forward-Thinking Economic Growth' outcome.</p>		



Outcome: Forward-thinking Economic Growth

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
36. Work with intermediaries, professional service networks, investors and developers to understand the health of the economy, develop responses and attract investment.	Cllr Wakeford	Work is being scoped to hold quarterly meetings to share and exchange information and receive feedback on local market intelligence. Monthly and regular contact points are ongoing.	G	No immediate impact as this work is being planned and scoped.



Outcome: Forward-thinking Economic Growth

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
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.	Cllr Wakeford	Amber due to external factors outside HDC's control. This project is behind delivery owing to capacity and resource constraints at the Cambridgeshire and Peterborough Combined Authority. The latest update meeting took place on 19th June 2023.	A	No immediate impact as this work is being planned and scoped.
38. Influence the implementation of the CPCA Economic Growth Strategy and commissioning	Cllr Wakeford	Work has commenced on providing detail of local priorities for the Implementation Plan of the CPCA Economic Growth Strategy. Planned series of meetings with CPCA on	G	No immediate impact as this work is being planned and scoped.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
of future business support provision.		upcoming Devolution 2 to inform future priorities and funding opportunities.		
39. Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies.	Cllr Wakeford	Continued participation at the Strategic Stakeholder Board. Amber due to Transport Action Network's (TAN) challenge (external factor outside HDC's control). In May it was confirmed the Court of Appeal refused TAN's application to appeal the refusal of permission for a Judicial Review of the Secretary of State's decision to grant the A428 Development Consent Order.	A	No immediate impact. This is a long term project over multiple years.




Outcome: Lowering our Carbon Emissions

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
40. Review our assets to improve energy efficiency and reduce the	Cllr Davenport-Ray	Linked to the Council's Energy Strategy, this will inform our strategy.	G	Evidence based strategy will deliver a plan to continue to reduce the Council's emissions.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
carbon impact of our buildings.				
41. Deliver Fleet Review Plan for lower carbon alternatives for service delivery.	Cllr Davenport-Ray	Expert support commissioned to support our fleet plans to transition to lower carbon (including the case for Hydrotreated Vegetable Oil).	G	Fuel use is a significant contributor to HDC's carbon emissions. This 'do' action is expected to result in lower carbon emissions from vehicle-based activities such as waste collection.
42. Deliver Energy Strategy.	Cllr Davenport-Ray	Two alternative suppliers evaluated to progress work. Support to apply for further decarbonisation funding.	G	Demonstrating a clear accountable energy strategy will deliver our carbon targets and demonstrate good practice.
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 (Place Strategy).	Cllr Davenport-Ray	Climate Conversation Week planned with dates set and support to run engagement procured.	G	Demonstrating our progress, engaging with our communities across Huntingdonshire will inform/influence decisions that reduce carbon emissions.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
44. Review Local Plan (ensuring plan for Biodiversity Net Gain referencing the National Planning Policy Framework).	Cllr Davenport-Ray	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 1 can be found in Appendix C (Projects and Programmes update). See 'Local Plan' under the 'Forward-Thinking Economic Growth' outcome.		




Outcome: Lowering our Carbon Emissions

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
45. Deliver Electric Vehicle Charging Strategy.	Cllr Davenport-Ray	Scope agreed by Climate Working Group (Scrutiny Panel). Survey launched 6th June. Rural Fund secured up to £325k to support rural charging based on strategy in 24/25.	G	Identifying HDC's role within the Electric Vehicle charging infrastructure market will enable us to support communities within this remit when opportunities arise.
46. Pilot Community Carbon Reduction Plans.	Cllr Davenport-Ray	Work completed with Anglia Ruskin University to explore models of community influence.	G	Identifying the practical information that will support carbon reduction plans at a Parish community level.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
47. Deliver Biodiversity for All (2023-2025) to enable community action and support green skills development.	Cllr Davenport-Ray	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 1 can be found in Appendix C (Projects and Programmes update). See 'Biodiversity for All' under the 'Lowering our Carbon Emissions' outcome.		
48. Commission Active Travel Studies (UKSPF) to influence/inform future investment priorities.	Cllr Wakeford	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 1 can be found in Appendix C (Projects and Programmes update). See 'UK Shared Prosperity Fund programme' under the 'Forward-Thinking Economic Growth' outcome.		



Outcome: Lowering our Carbon Emissions

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
49. Develop the Council's procurement rules to further embed social and	Cllr Mickelburgh	Additional resource recruited to Procurement to provide capacity for service manager to review and develop policies.	A	Capacity identified.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
environmental value.				
50. Expand the current Green Business Awards Scheme, celebrating best practice and sharing knowledge.	Cllr Davenport-Ray	Scoping with Cambridge City Council and Economic Development to identify best practice.	G	Shaping the scheme to best engage and influence emissions from businesses.
51. Deliver Huntingdonshire Plan for Nature and contribute to the Local Nature Recovery Strategy to guide greater biodiversity and nature restoration in the district.	Cllr Davenport-Ray	Draft specification in discussion with the Wildlife Trust to commission the work this year.	G	The work will identify priority opportunities for increased carbon sequestration through increased quality and quantity of habitat.



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


Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
52. Refresh our Commercial Investment strategy to develop proposals for future strategic investments.	Cllr Mickelburgh	Strategic Estates Manager vacancy filled.	G	Subject matter expert available in house to guide Commercial Investment Strategy (CIS) refresh and development.
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.	Cllr Hassall	Project scoped, timeline developed, project promoted and officer being recruited.	G	The work will ensure that the strategy is scoped correctly and meets all targets set with a dedicated resource.
54. Refresh of operational performance management to	Cllr Ferguson	Review of targets and intervention levels completed and reported to Overview and Scrutiny (Performance & Growth) Panel in June. New public	G	Improved reporting, targets and intervention levels are enabling us to identify earlier where services

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
deliver improvement and provide consistent and transparent tracking of what we do and how we do it.		report format developed to allow more focus on the impact our work is having on achieving outcomes.		require support to meet expected standards or cope with increased demand.
55. Undertake Customer Services improvement programme to ensure that our customers are always at the heart of what we do.	Cllr Ferguson	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 1 can be found in Appendix C (Projects and Programmes update). See 'Customer Services Improvement Programme' under the 'Delivering good quality, high value-for-money services' outcome.		
56. Deliver the Council Tax Support project to ensure we offer the best support to those that need it.	Cllr Ferguson	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 1 can be found in Appendix C (Projects and Programmes update). See 'Council Tax Support Scheme Review' under the 'Delivering good quality, high value-for-money services' outcome.		
57. Ensure that the Additional Funding for Energy Bill Rebate is delivered to those who are eligible.	Cllr Ferguson	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 1 can be found in Appendix C (Projects and Programmes update). See 'Additional Funding for Energy Bill Rebate' under the 'Delivering good quality, high value-for-money services' outcome.		

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
58. Undertake the Development Management Improvement programme to improve the performance of the planning service.	Cllr Sanderson	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 1 can be found in Appendix C (Projects and Programmes update). See 'Planning Improvement programme' under the 'Delivering good quality, high value-for-money services' outcome.		
59. Implement the review of the collection of Green waste and develop proposals for the collection of food waste.	Cllr Taylor	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 1 can be found in Appendix C (Projects and Programmes update). See 'Green Bins Project' under the 'Delivering good quality, high value-for-money services' outcome.		
60. Progress delivery of Civil Parking Enforcement across the District to enforce on-street parking activity.	Cllr Taylor	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 1 can be found in Appendix C (Projects and Programmes update). See 'Civil Parking Enforcement' under the 'Delivering good quality, high value-for-money services' outcome.		
61. Deliver the enhancement of visitor facilities at Hinchbrooke Country Park.	Cllr Taylor	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 1 can be found in Appendix C (Projects and Programmes update). See 'Hinchbrooke Country Park' under the 'Delivering good quality, high value-for-money services' outcome.		

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
62. Upgrade path and cycleways at Riverside Park St. Neots.	Cllr Taylor	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 1 can be found in Appendix C (Projects and Programmes update). See 'Riverside Park St. Neots' under the 'Delivering good quality, high value-for-money services' outcome.		



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

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
63. Do these things well to enable local people to thrive and take new opportunities.	Cllr Ferguson	This action refers to a range of identified projects. Overall progress on these is good and is reported to Members in the quarterly report.	G	All of the projects are focused on our outcomes, with delivery driving achievement and each project specifying the benefits they will create.
64. Enable our outstanding volunteers in our parks, nature reserves and elsewhere to continue to improve the quality of those spaces.	Cllr Taylor	Volunteer base maintained.	G	Maintaining active volunteer base and encouraging participation supports health and well-being of those volunteering and provides opportunities for co-design of service provision.



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

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 1	Status	Impact as a Result of Action
65. Our well-run Council will act as a model for our peers.	Cllr Conboy	The Council continues, where it can, to participate in formal benchmarking with other Councils. In Q1 we also hosted a Town & Parish forum which focused on a number of key areas.	G	By benchmarking we can establish performance against others (e.g. our Council Tax collection rate is top quartile nationally). The Town & Parish session focused on the HDC priorities, Place Strategy, Health initiatives and Biodiversity as well as an update on Planning.