Huntingdonshire
DISTRICT COUNCIL

Performance Report
Quarter 3 - 2023/24

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.

The scope of the refresh of our Community Strategy has been agreed and an outline draft has been produced for Portfolio Holder review. The approach will encompass community, health and wealth and will consider a Huntingdonshire approach to 'Community Wealth Building'.

Progress made with the 'new movers' pilot scheme will see a new Council Tax account leaflet distributed from Q4, aiming to support positive outcomes for new arrivals to Huntingdonshire.
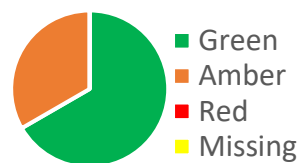
Work with partners to secure transport improvements includes ongoing work with the Cambridgeshire and Peterborough Combined Authority (CPCA) in relation to Bus Strategy and St Ives Improvements (a subset of work associated with the A141). There are also packages of works to improve Non-Motorised User opportunities in and around St Ives and to explore opportunities for a bus interchange in the Ramsey area to include active travel opportunities as part of rural connectivity improvements.

Our One Leisure Active Lifestyles and Sports Development programmes have continued to see high levels of attendance, with numbers above target and higher than recorded in recent years. These programmes continue to deliver high numbers of preventative interventions at scale for wider population groups as well as in a more targeted manner. Active Lifestyles courses starting from January can be found here and a decision tree has been developed to help adults identify physical activity opportunities appropriate for their age group, health conditions and current activity levels.

Admission levels at One Leisure Facilities remain below target but have improved, with the forecast deficit against the 23/24 target now reduced to 27k (from nearly 40k at Q2). The total number of admissions to the end of Q3 was almost 10% higher than at the same point last year.

Performance Summary:

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

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

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

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	Direction of Travel	Latest 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.	↔	A
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.	↓	A
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 status	Latest Status	Forecast Status
1a. Number of attendances at One Leisure Active Lifestyles programmes	G	G
1b. Number of attendances at Sports Development activities and programmes	G	G
2. Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions)	A	A

Project/Programme	Direction of Travel	Latest 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.

Our Wider Determinants of Health model-based approach to improving the quality of life for local people recognises the importance of providing support to those on low incomes. Improvements made by the Benefits team have led to reductions in the time taken to process both new claims and changes of circumstances, although we are expecting to fall just short of our year-end target for changes of circumstances. The approval of a new Council Tax Support Scheme from April will lead to further reduction in time taken as fewer changes of circumstances will need to be processed and, more importantly, will see higher levels of financial support provided to approx. 4,000 lower-income households.

The status of the action to pilot activity to use Council debt data to target support before people enter crisis has recovered from Amber to Green as this is now expected to launch in Q4.

The number of home improvements completed through Disabled Facilities Grant funding continues to be affected by factors outside our immediate control, with previous delays resulting from time taken to obtain consent for works from Places For People still affecting performance figures. However, progress has been made for new cases and many of the works currently underway so results should improve in future. We are currently reporting a 10% improvement in the time taken to complete works compared to Q3 last year.

The number of households housed through the housing register and Home-Link scheme continues to exceed both this year's target and last year's performance (over 20% up on each of these at the end of Q3).

To support our work with partners to promote safety, funding from the Office of the Police and Crime Commissioner has been secured by the Community Safety Partnership to recruit a new Problem Solving Officer to work directly with residents and Town/Parish and District Councillors. This will provide additional resource and a point of contact to help identify and respond quickly to issues before they escalate.

Performance Summary:

Status of actions	Number	%
Green (on track)	5	100%
Amber (within acceptable variance)	0	0%
Red (behind schedule)	0	0%
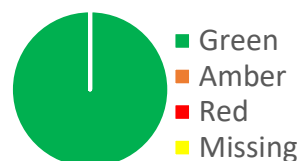
Note: 2 actions are being reported on through projects/programmes.

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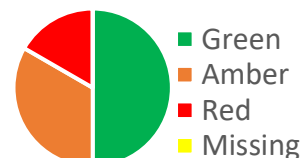
Operational PI year-end forecast status	Number	%
Green (achieved)	3	50%
Amber (within acceptable variance)	2	33%
Red (below acceptable variance)	1	17%

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%
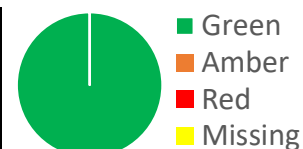
Action	Direction of Travel	Latest Status
12. Develop proposals to pilot activity to use Council debt data to target support before people enter crisis.	↑	G
13. Recognise that community sector partners are often the first point of call for those in a community, and as such we will work with community 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.	↔	G

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

Project/Programme	Direction of Travel	Latest 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.

During Q3, the Home Office closed The Dolphin Hotel as a location for housing asylum seekers, with all occupants relocated outside Huntingdonshire. The District Council continues to support hundreds of Ukrainian families, eight Afghan families and a small number of asylum seekers housed by the Home Office in private rented accommodation. Support goes beyond just practical help, with events such as Christmas celebrations (hosted in the Civic Suite and including an appearance from Santa) helping to promote community cohesion.

The Integrated Care System's Outcomes Framework has now been agreed. We will continue to raise our desire to build financial, social and physical solutions in crisis management through our ongoing interactions with partners.

The number of households in Temporary Accommodation was lower at the end of December than at the end of September and remains better than target. There were eight fewer households in Temporary Accommodation at the end of 2023 compared to the end of 2022.

Performance Summary:

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

- Green
- Amber
- Red
- Missing

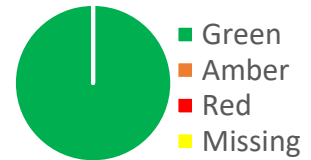| Operational PI latest status	Number	%
Green (achieved)	1	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%

- 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	Direction of Travel	Latest 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 than structured around the organisation delivering them.	↔	G
22. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.	↔	G

Operational Performance Indicator status	Latest Status	Forecast Status
9. Number of households in Temporary Accommodation	G	G

Outcome 4: Improving Housing

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

Most actions for improving housing are on track and some (such as the refresh of the Housing Strategy and Tenancy Strategy) have already been completed, as reported in the first two quarters of 23/24.

In November 2023, a Registered Providers Conference was held by HDC. The conference was attended by partners, including the main stock holding associations, and enabled discussions and exploration around a range of opportunities such as retrofit and carbon reduction. However, the action relating to our work with registered providers to improve conditions through regeneration schemes changed status from Green to Amber in the last quarter. Work has paused due to partner staffing changes and the project is expected to be reconsidered by them in quarter one of 2024/25.

A strong performance has been maintained in the delivery of additional homes in the district, which is evidenced by the performance measure being on track to exceed the year-end target and exceed the number delivered last year. The outcome of this is that more residents will be able to take advantage of the lifelong benefits having a decent home can provide. Affordable home delivery has been particularly strong, with 544 new affordable homes delivered by the end of December – above the year-end target and higher than reported for the whole of last year (which was the highest number we have reported in ten years). Delivery of affordable housing through our own surplus sites (Longhurst Contract project) remains at an Amber status while planning concerns are being resolved.

While the percentage of major planning applications processed on target has fallen since the last quarter, this was due to a small number of backlog cases being determined in December where permission was refused (2 out of 4 cases) and the service is still forecasting to recover to Green status by the year-end. The total number of planning applications processed over 26 weeks old (where there is no extension of time in place) at the end of the quarter has reduced as a result of focused work by the service in December. Performance is well ahead of the target set for this year (74 applications against a target of 100).
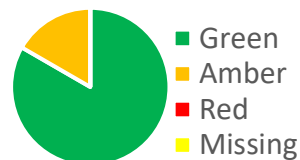
Performance Summary:

Status of actions	Number	%
Green (on track)	6	86%
Amber (within acceptable variance)	1	14%
Red (behind schedule)	0	0%
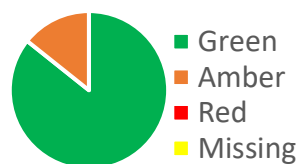
Note: 1 action is being reported on through a project/programme.

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

Operational PI year-end forecast status	Number	%
Green (achieved)	6	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%
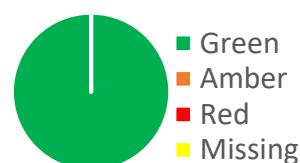
Corporate project status	Number	%
Green (progress on track)	0	0%
Amber (behind schedule, project may be recoverable)	1	100%
Red (significantly behind schedule, serious risks/issues)	0	0%
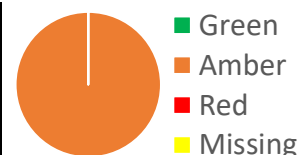
Action	Direction of Travel	Latest Status
23. Complete Mid Term Review of the Housing Strategy. The Housing Strategy was completed in 2020, this review will enable us to take into account recent studies of need and Census data.	↔	G
24. Adopt First Homes Position Statement. Until the update of the Local 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.	↓	A
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 status	Latest Status	Forecast Status
10. Net change in number of homes with a Council Tax banding	G	G
11. Number of new affordable homes delivered	G	G
12. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period)	A	G
13. Percentage of planning applications processed on target – minor or other (within 8 weeks or agreed extended period)	G	G
14. Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period)	G	G
15. Number of planning applications over 26 weeks old where there is no current extension of time in place	G	G

Project/Programme	Direction of Travel	Latest Status
Longhurst Contract - HDC Surplus Sites (Affordable Housing)	↔	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.

The first quarterly meeting arranged by Economic Development to share and exchange information and gain feedback on local market intelligence with a variety of service industries took place in October 2023. Positive feedback was received from attendees and future meetings have been scheduled to build on this success.

Further work has also been completed around inward investment, with a CEO breakfast roundtable held to hear views and feedback on the business environment, market opportunities and challenges.

While four actions are on track, two remain at an Amber status since the last quarter. Scoping of data and intelligence for the refresh of the Huntingdonshire Economic Growth Strategy was completed in Q2, with the latest commentary reporting that the updated version will be commissioned during 2024. The other action with Amber status concerned work with partners to review future demand for Further Education provision in the St Neots area and development of the Local Skills Implementation Plan. The Amber status reflects external factors outside our control, such as capacity and resource constraints for partners.

The Local Plan project remains on track, with assessment and sustainability appraisal of potential development sites continuing. This will inform engagement activity planned for spring 2024.

Both the Market Towns Programme and UK Shared Prosperity Fund Programme continue to have an Amber status, although many of the projects within these programmes are on track. Further details of progress with projects under these programmes can be found in Appendix C. A new Rural Prosperity Funds programme is also reporting an Amber status although work on initiating its community and local business focused projects is underway.

Performance Summary:

Status of actions	Number	%
Green (on track)	4	67%
Amber (within acceptable variance)	2	33%
Red (behind schedule)	0	0%

- Green
- Amber
- Red
- Missing
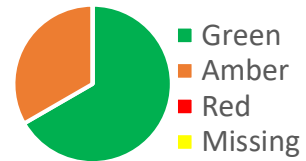
Note: 3 actions are being reported on through projects/programmes.

Corporate project status	Number	%
Green (progress on track)	1	25%
Amber (behind schedule, project may be recoverable)	3	75%
Red (significantly behind schedule, serious risks/issues)	0	0%

- Green
- Amber
- Red
- Missing
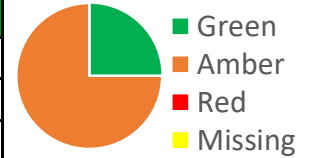
Action	Direction of Travel	Latest Status
31. Promote Huntingdonshire as a destination for high value inward investment, prioritising businesses that are proactively reducing their carbon emissions. Annual report on activity produced.	↔	G
33. Scope the refresh of the Huntingdonshire Economic Growth Strategy 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.	↔	G

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	Direction of Travel	Latest Status
UK Shared Prosperity Fund programme	↔	A
Market Towns Programme	↔	A
Local Plan	↔	G
Rural Prosperity Fund	N/a	A

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.

Significant progress was made this quarter through the Climate Conversation, where we applied all elements of our 'do, enable and influence' approach at a stakeholder and community event in November 2023.

The event was organised and hosted by HDC, attended by Town and Parish Councils, Environmental and Community Groups and local businesses and provided an engaging space to communicate progress, knowledge and information about local projects. Feedback from the event is influencing our activity, for example by establishing that a Climate Hub would be more effective than our planned action of piloting Community Carbon Reduction Plans. It is anticipated that we will review interest in Community Carbon Reduction Plans again as part of our Climate Conversation work in 2024.

Work internally to review our assets to improve energy efficiency and reduce the carbon impact of our buildings includes the completion of a full business case for investment in additional solar panels, ready to apply for the next round of government funding. The business case developed has been based on a comprehensive survey funded from a government scheme.
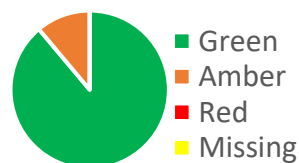
Our drivers in the Waste service continue to drive fleet vehicles efficiently, with their performance measured via the Energy Efficiency Driving Index score. The cumulative score since April 2023 has been consistently recorded as above the target set and was 83% against a target of 80% at the end of December.

One action for this outcome has changed to an Amber status at the end of Q3. While work with Anglia Ruskin University to develop the Council's procurement policy to incorporate greater focus on social and environmental impacts has continued, a draft of the policy is now expected in Q4.

Progress on the Biodiversity For All project has led to the project status changing to Green. This has included opening a pilot round of grant funding available to community groups and Parish Councils and preparation of updates on our strategic land management sites due to be reported to Cabinet in spring 2024.
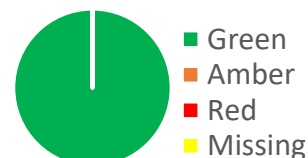
Performance Summary:

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

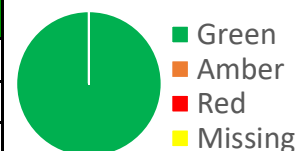Note: 3 actions are being reported on through projects/programmes.

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

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	Direction of Travel	Latest 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 (Place Strategy).	↔	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 status	Latest Status	Forecast Status
16. Efficiency of vehicle fleet driving – Energy Efficient Driving Index score for the Waste service	G	G

Project/Programme	Direction of Travel	Latest Status
Biodiversity For All	↑	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.

A new Performance Management Framework was adopted in November and we are continuing to monitor the development of new Best Value guidance and the Office for Local Government (Oflog). The Performance Management Framework sets out roles and responsibilities that sit with different groups of staff and Members and emphasises the need to seek continuous improvement.

The latest results for operational performance measures show we are doing better than last year for 19 of the 26 measures we have historic monthly/ quarterly data for (73%). Performance against targets across our operational performance measures remains high, with 21 out of 28 (75%) meeting or exceeding quarterly targets at the end of December and 23 (82%) forecast to meet or exceed year-end targets. Where results are below target, we are working to resolve issues as evidenced by previous examples such as our Council Tax collection rate - now performing above target following process improvements and a decision to move to more frequent recovery action.

Several projects under this outcome have been completed or substantially delivered, including upgrades to the HR system, allocation of funding under the 2023/24 Council Tax Support Fund, a new Council Tax Support Scheme (approved by Council in December) and the award of payments under the Additional Funding for Energy Bill Rebate project. While the majority are on track at the end of Q3, we are now reporting an Amber status for the Planning Improvement Programme, where there have been delays in delivery due to resource availability, and the Customer Services Improvement Programme, where recruitment of a Customer Change Director has not been successful and alternative solutions are being considered. The project status for Hinchingbrooke Country Park has been changed from Red at Q2 to Amber at Q3, with new timelines now set for re-submission of the planning application in July 2024 and completion of improvement works now due in spring 2026.
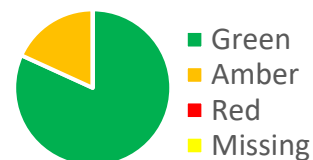
Performance Summary:

Status of actions	Number	%
Green (on track)	4	80%
Amber (within acceptable variance)	1	20%
Red (behind schedule)	0	0%
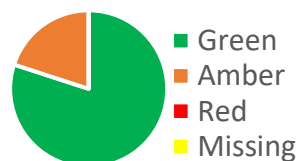
Note: 8 actions are being reported on through projects/programmes.

Operational PI latest status	Number	%
Green (achieved)	9	82%
Amber (within acceptable variance)	2	18%
Red (below acceptable variance)	0	0%

Operational PI year-end forecast status	Number	%
Green (achieved)	10	91%
Amber (within acceptable variance)	1	9%
Red (below acceptable variance)	0	0%
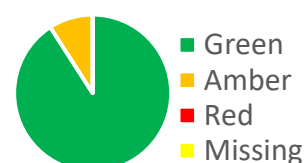
Corporate project status	Number	%
Green (progress on track)	8	73%
Amber (behind schedule, project may be recoverable)	3	27%
Red (significantly behind schedule, serious risks/issues)	0	0%
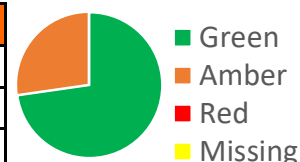
Action	Direction of Travel	Latest Status
52. Refresh our Commercial Investment strategy to develop proposals for future strategic investments.	↔	A
54. Refresh of operational performance management to deliver improvement and provide consistent and transparent tracking of what we do and how we do it.	↔	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 53 and 55-62 are being reported on through projects/programmes (see 'Workforce Strategy', '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 status	Latest Status	Forecast Status
17a. Percentage of household waste reused/recycled/composted	A	G
17b. Collected household waste per person (kilograms)	G	G
18. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations	G	G
19. Number of missed bins	G	G
20. The number of programmed food safety inspections undertaken	G	G
21. Percentage of calls to Call Centre answered	A	A
22. Average wait time for customers calling the Call Centre	G	G
23. Council Tax collection rate	G	G
24. Business Rates collection rate	G	G
25. Staff sickness days lost per full time equivalent (FTE)	G	G
26. Staff turnover	G	G

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