



Performance Report Quarter 4 - 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.



As noted in Appendix A, there were interconnectivities between some Corporate Plan actions under this outcome in 2023/24. This generally leads to progress delivering results across multiple actions but can also mean that good progress in one area can effectively limit progress reported for another action.

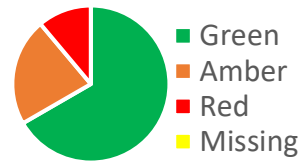
For example, in exploring Preston's Community Wealth Building approach we have identified this as the key model we want to build a new Community Health and Wealth Strategy around. Work to develop our approach is expected to help us generate greater improvements to the quality of life of our residents but has delayed the refresh of our community strategy. The delay in refreshing our Social Value Procurement Policy is due to prioritising resources to undertake more procurement activities than expected but has provided an opportunity to ensure that this policy is aligned with the new Community Health and Wealth Strategy.

Pilot activity under this outcome has informed new actions to be delivered in 2024/25, including new actions in the refreshed Corporate Plan, and allowed us to identify where something we have tried has had less impact than expected or could be improved. For example, testing has allowed us to identify that further refinement to our model for assessing impacts of decisions is needed before this is adopted more widely.

The efforts of our Sports Development, Active Lifestyles and One Leisure Facilities teams continue to enable high levels of participation in sports and fitness activities across the district. While we narrowly missed our annual target for One Leisure facilities admissions, a total of 1.4 million admissions means over 126,500 more admissions were recorded when compared to the year before. Active Lifestyles attendances were up by 45% compared to 2022/23 and the Sports Development team exceeded their target by nearly 8% following significant staff turnover and changes to the sessions they offered.

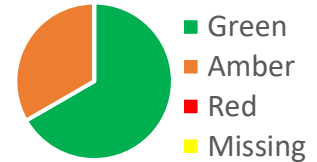
Performance Summary:

Status of actions	Number	%
Green (on track)	6	67%
Amber (within acceptable variance)	2	22%
Red (behind schedule)	1	11%

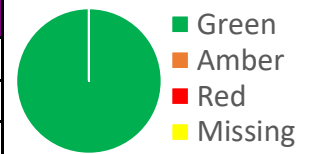


Note: 1 action is being reported on through a project/programme.

Operational PI year-end 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.	↓	A
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.	↓	R
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 status	Year-End 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	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.

Progress on delivering actions and projects linked to this outcome has been particularly good, with all reported as having a Green status at the year-end. Highlights include launching a pilot scheme offering targeted support to people at risk of financial crisis, with early intervention opportunities identified by use of data on households or individuals accruing debts owed to the Council. With funding in place and governance requirements met, a package of support has been developed and the first invitations to participate issued. Evaluation and monitoring using a randomised control trial approach will allow us to test the effectiveness of this new approach and different options for providing support.

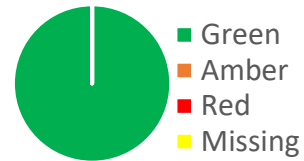
Our work with partners to prevent crisis has enabled the collocation of Citizens Advice and our Residents Advice and Information Team. This allows closer working between these services and better support being offered to those at risk of crisis. Our focus on prevention means support is aimed at tackling causes and underlying vulnerability rather than just symptoms. Plans for active travel feasibility studies and progression of the Active Travel Strategy continue to be on track to build on the work of the Transport Authorities and new funding was received at the end of March to enable improved data sharing with the Police.

A rise in the number of Disabled Facilities Grant (DFG) adaptations completed during the final quarter saw our overall performance rating change from Red to Amber. The average time taken to complete DFGs was also rated Amber at the year-end. A new action to “Work with partners to review the provision of Disabled Facilities Grants and ensure we maximise our ability to prevent crisis and support those who need help” is included in the refreshed Corporate Plan for 2024/25 and the Overview and Scrutiny (Environment, Communities and Partnerships) Panel has agreed to form a Task and Finish Group to support this.

Our Benefits team’s performance during Quarter 4 reduced the average time to process new claims and changes of circumstance. Both were rated Green at the year-end with better results than last year. Our Housing Needs and Resources team also exceeded all their targets and previous year’s results, with high levels of new affordable homes built being a significant factor in these achievements.

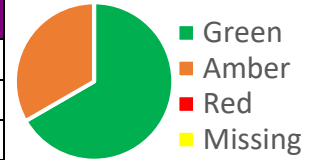
Performance Summary:

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

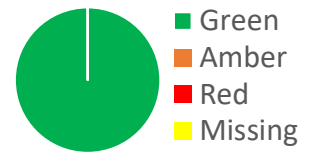


Note: 2 actions are being reported on through projects/programmes.

Operational PI year-end status	Number	%
Green (achieved)	4	67%
Amber (within acceptable variance)	2	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
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

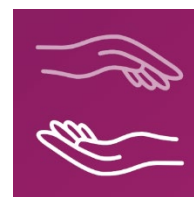
Note: actions 11 & 14 are being reported on through projects/programmes (see 'Financial Vulnerability For Residents Programme' below and 'Community Health Prevention' under 'Improving the Happiness and Wellbeing of Residents')

Operational Performance Indicator status	Year-End 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)	A
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	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.



Much of the activity covered by actions linked to this outcome also contributes to the first two outcomes in our Corporate Plan. This is recognised in the refreshed Corporate Plan for 2024/25, which commits us to reporting on the benefits of targeted approaches to support residents to improve their quality of life, support residents at risk of crisis and support residents who are already experiencing crisis.

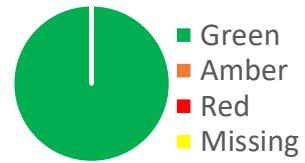
Groups who are in need of help as the result of crisis include those who are homeless, those impacted by the cost-of-living crisis and refugees and other guests in need of support while living in local communities. Large numbers of guests from Ukraine in particular continue to be supported by our Community team, who continue to foster good community relations and provide advice and assistance to both hosts and guests under the Homes for Ukraine scheme. Asylum seekers were also supported while housed by the Home Office at the Dolphin Hotel in St Ives for much of the year.

In line with the impressive results reported for the number of homelessness preventions achieved and the number of households housed through the housing register and Home-Link scheme, the Housing Needs and Resources team were able to keep numbers of households in Temporary Accommodation (TA) consistently below our target limit at the end of every month of the year.

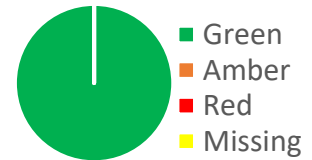
The TA measure is a snapshot of the number in TA at points in time so results can vary considerably depending on numbers of people presenting as homeless and our ability to support them or find alternative homes through existing or new affordable housing stocks. A new record high number of affordable homes built this year (see PI 11 under the 'Improving Housing' outcome) has helped the team to manage demand and keep the number in TA below target. Delivery of new affordable homes is unlikely to remain at this level so our future ability to provide support or offer alternatives will be limited and targets may need to be changed to reflect this. However, the Council's efforts to prevent crisis and the adoption of a Community Wealth Building approach are expected to help manage the number of people at risk of homelessness and/or in need of TA.

Performance Summary:

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



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



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	Year-End 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.

Actions completed during 2023/24 included the Mid Term Review of the Housing Strategy and the First Homes Position Statement agreed by Cabinet in June, followed in July by the adoption of the Tenancy Strategy. The actions relating to maintaining the level of new housing delivery and working with partners to look at best practice and funding to improve housing conditions were both on track at the end of March 2024.

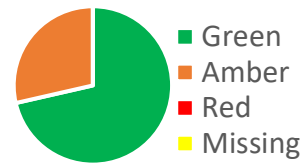
Our activity to work with Registered Providers to improve conditions in existing accommodation through regeneration schemes remained at Amber status, although pre-application discussions are anticipated to take place in early 2024/25. Our work with Health and Social Care Providers to explore future models of housing, support and care to live independently for longer now has an Amber status as we have only recently received draft data from partners, which will take some time to assess. We remain committed to partnership working, which is critical to delivering on these actions.

There were an additional 1,354 homes with a Council Tax banding on 31 March 2024, which was an increase of 23% compared to new homes added in the previous year and means we exceeded our target for 2023/24 by just under 22%. The outcome of this is that more residents will be able to take advantage of the lifelong benefits that having a decent home can provide. There was a record number of affordable homes delivered in 2023/24 (703), which was 54% higher than the number delivered last year (456). The delivery of affordable housing through our own surplus sites (Longhurst Contract project) has remained at an Amber status at the end of the year while planning concerns are being resolved.

The percentage of major planning applications processed on target recovered in the last quarter to 85.7% (changing status back to Green from Amber in Quarter 3), which was 7% above the year-end target. The total number of planning applications processed over 26 weeks old (where there is no current extension of time in place) at the end of March 2024 was 61, which is 39% better than the year-end target of 100. This total has fallen by over 65% when compared to the 175 over 26 weeks old without an extension of time at the end of April 2023.

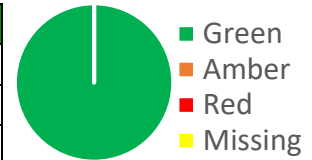
Performance Summary:

Status of actions	Number	%
Green (on track)	5	71%
Amber (within acceptable variance)	2	29%
Red (behind schedule)	0	0%

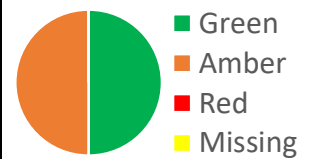


Note: 1 action is being reported on through a project/programme.

Operational PI year-end 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)	1	50%
Amber (behind schedule, project may be recoverable)	1	50%
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.	↓	A

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

Operational Performance Indicator status	Year-End 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	Direction of Travel	Latest Status
Longhurst Contract - HDC Surplus Sites (Affordable Housing)	↔	A
Local Authority Housing Fund	New	G

Outcome 5: Forward-thinking economic growth

We want our local economy to attract businesses that prioritise reducing their carbon footprint. A place where businesses choose to start up, grow and invest in high value jobs so they and our residents and high streets, can flourish and thrive. Local people should be able to develop their skills to take advantage of these opportunities, with businesses and education providers working more closely together to deliver an inclusive economy.



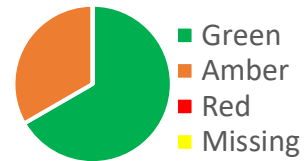
As part of our action to promote Huntingdonshire as a destination for high value inward investment, there has been continued support for businesses of all sizes in all sectors across the district, delivery of funding and business support schemes and communication campaigns showcasing manufacturing and apprenticeships in Quarter 4. The second quarterly networking event was held this quarter and included presentations on the Local Plan and the Green Business Initiative funding and support programme.

While four actions at year-end were on track, two have remained at an Amber status since Quarter 1. Initial data scoping for the refresh of the Huntingdonshire Economic Growth Strategy was completed earlier in the year, however further work has not progressed due to resource pressures within the team and other priorities with shorter deadlines. The other action with an 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, but we are continuing to engage with partners to drive this work forward. The latest update states that a study has now been procured and work is commencing to draft a report on the outcomes of research and stakeholder interviews.

The Local Plan project remained on track at the end of March 2024, with assessment and sustainability appraisal of potential development sites continuing. Both the Market Towns Programme and UK Shared Prosperity Fund Programme continue to have an Amber status, although the majority of the projects within each of these programmes are on track. The Rural Prosperity Funds programme continues to have an Amber status and the Place Strategy has recently been added as a project with an Amber status as well. Further details of progress with projects under these programmes can be found in Appendix C.

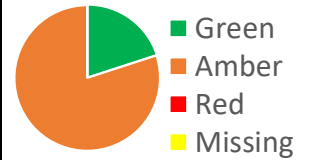
Performance Summary:

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



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

Corporate project status	Number	%
Green (progress on track)	1	20%
Amber (behind schedule, project may be recoverable)	4	80%
Red (significantly behind schedule, serious risks/issues)	0	0%



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	↔	A
Place Strategy	New	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.

Eight actions out of nine relating to this outcome remained at Green status at the year-end. Actions which progressed well during the last quarter included our electric vehicle charging strategy (adopted by Cabinet in March 2024) and the creation and testing of a Climate Hub. We also received the receipt of a draft of Huntingdonshire's priority landscapes. Officers are reviewing this draft with the Local Nature Recovery Strategy team to deliver a Huntingdonshire Plan for Nature and contribute to the Local Nature Recovery Strategy to guide greater biodiversity and nature restoration in the district.

Work to review our assets to improve energy efficiency and reduce the carbon impact of our buildings developed further in Quarter 4 and included the completion of a full business case for investment in additional solar on HDC premises, which is now ready to progress for a funding application.

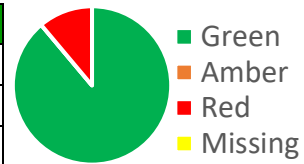
One action for this outcome has changed to Red status at year-end, from Amber reported in Quarter 3. While work with Anglia Ruskin University to develop the Council's procurement policy to incorporate greater focus on social and environmental impacts has continued, there have been insufficient Procurement resources to develop the policies required due to Procurement activities being significantly higher than envisaged. The latest commentary advises that support to address the resource shortfall will be sought internally.

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 is 84.3%, which is above the 80% target set for 2023/24.

The status of the Biodiversity For All project changed from Green to Amber this quarter. While project themes are progressing well, there have been changes to the project which will require the contract to be amended and an unforeseen requirement to tender for an extension to the Greenskills project has caused delays.

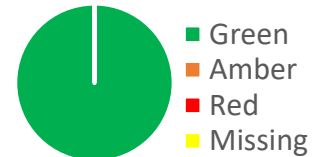
Performance Summary:

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

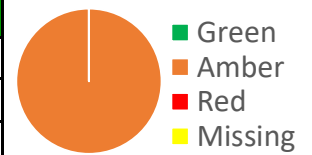


Note: 3 actions are being reported on through projects/programmes.

Operational PI year-end 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)	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
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.	↓	R
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	Year-End Status
16. Efficiency of vehicle fleet driving – Energy Efficient Driving Index score for the Waste service	G

Project/Programme	Direction of Travel	Latest 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.



Four out of five actions linked to this outcome were on track at the end of the year, with an Amber rating given to the action to refresh our Commercial Investment Strategy (CIS) as a result of unstable economic factors which could lead to a strategy revised now quickly becoming out of date. Funds in the CIS reserve have instead been invested with the Debt Management Office (DMO), where they are currently achieving a similar return with less risk.

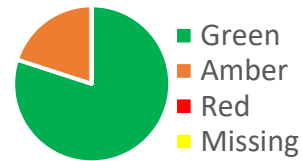
Across the 28 performance indicators in the 2023/24 Corporate Plan, three-quarters (21) met or exceeded their target at the year-end. The seven remaining were all rated as Amber, with results that did not meet the target level but were better than the intervention level where a Red status is reported. Most of these narrowly missed their target (five within 5%) and performance was better than last year for four out of the seven. For example, One Leisure admissions this year were 0.5% below the target but exceeded last year's admissions by nearly 10%.

When compared with the previous year, 17 out of 28 results (61%) were better in 2023/24. There were eight indicators where performance was not as good as the previous year but where targets for 2023/24 were met or exceeded. We have seen this where factors expected to impact performance were taken into account when setting this year's target (such as unusually high performance the previous year or known issues/risks likely to affect this year's results). For example, our 97.86% Council Tax collection rate in 2022/23 was unlikely to be achieved again given the current economic climate and more bill payers choosing to switch to 12 monthly payments, so a slightly lower target of 97.8% was set. This was achieved as a result of the team's efforts and a change to recovery processes.

Eight out of ten projects linked to this outcome had a Green status at the end of March 2024. The Hinchbrook Country Park project was previously rated as Amber but now has a Green status following approval of a change request to allow the planning application to be resubmitted in July 2024.

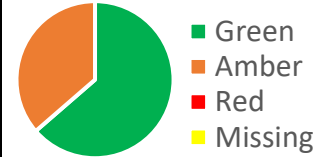
Performance Summary:

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

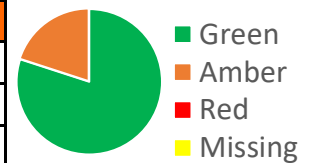


Note: 8 actions are being reported on through projects/programmes.

Operational PI year-end status	Number	%
Green (achieved)	7	64%
Amber (within acceptable variance)	4	36%
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	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	Year-End Status
17a. Percentage of household waste reused/recycled/composted	A
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	A
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)	A
26. Staff turnover	A

Project/Programme	Direction of Travel	Latest Status
Riverside Park St. Neots	↔	G
Civil Parking Enforcement	↔	G
Hinchingbrooke Country Park	↑	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
Workforce Strategy	↔	G
One Leisure Improvements Programme	New	G