


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 4	Direction of Travel	Latest 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	Cllr Pitt	A new strategy will not be published in 2023/24 as to publish now simply to meet a year beginning aspiration would not reflect how this work has developed during the year. Work is underway to further develop our approach, with three lead members whose portfolios best align with Community Wealth Building discussing with lead officers. This will be embedded via the updated Corporate Plan as a new Community Health and Wealth Strategy.	↓	A	The impact of not publishing a revised strategy by 31 March is limited and the greater impact is allowing this work to develop as part of a new Community Health and Wealth strategy.
2. Deliver the skills and employment workstream of 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 4 can be found in Appendix C (Projects and Programmes update). See			

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
UK shared prosperity programme.		'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	A leaflet has been designed and a microsite is operational. A small test/pilot was run in March, with full adoption in all new Council Tax bills after the annual billing round.	↔	G	Further alignment of our bundle of support offers and use of new method of offering support. Use of the microsite related to this project will be monitored to assess impact. This will tell us more about the effectiveness of 'signposting' residents as a population-wide preventative action.
4. Listen to local residents and respond to their input on service delivery.	Cllr Conboy	New Engagement Principles were adopted earlier in the year. Engagement activity conducted throughout the year was used as the basis for the booklet that was included within the annual billing.	↔	G	Further alignment of communications and engagement activity focusing on the priorities outlined within the Corporate Plan that are most important to residents.



Outcome: Improving the happiness and wellbeing of residents

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
5. Formally build assessments of the impact on the Corporate Plan priorities into Council decision making.	CLlr Conboy	A model has been developed and piloted twice on specific funding schemes. This has identified a need to simplify the model so that it is suitable for wider launch in 2024.	↔	A	A workable model has been developed and piloted allowing refinement for wider launch in 2024.
6. Refresh our Social Value Procurement Policy and work with other local anchor institutions to encourage them to do the same.	CLlr Mickelburgh	Whilst training has been provided by Anglia Ruskin University on the social and environmental values that can be included in Procurement, there have been insufficient Procurement resources to develop the policies required due to Procurement activities within the Council being significantly higher than envisaged. This has been noted at both Corporate Governance Committee and full Council. An application will be made through the New Ideas process to address the resources shortfall.	↓	R	Delays to increasing the social and environment value impact of the organisation's procurement activities.



Outcome: Improving the happiness and wellbeing of residents

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
7. Work via the Integrated Care System (ICS) 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.	CLlr Pitt	As previously reported, the project end date is now June but the action of working with the ICS to embed physical activity as an approach and working with other system partners to deliver these interventions has been achieved.	↑	G	Direct impact on reduction of frailty and cardiovascular disease risk for participants. This work has promoted close working with, and delivery by, system partners as part of our 'enable' approach. Joint messaging of common "customers" has been a key step forward.
8. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.	CLlr Wakeford	An Active Travel Toolkit for Cambridgeshire was adopted in March 2024. There has been ongoing engagement/input into the A141, with an all Member briefing held on 21st March. There has been continued engagement with the Combined Authority regarding Mobility Hubs and the Alconbury Train station.	↔	G	Toolkit adopted to support implementation of active travel in Huntingdonshire. A141 continues to progress, with further public engagement expected in Q2 2024/25 to progress to an Outline Business Case. Business case scoping document for Alconbury Station to be progressed in Q1/Q2 2024/25.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
<p>9. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.</p>	<p>CLlr Conboy</p>	<p>The Performance & Growth Scrutiny Panel was updated in October 2023, with the next update in June 2024. Two Journeys underway ('Health Embedded' and 'Inclusive Economy'), with 'Environmental Innovation' scheduled for May 2024. Co-creation of the 2024 Celebration of Huntingdonshire was undertaken in Q4, with the solution to be implemented in Q1 2024/25. This will provide funding to enable and influence community-based action in 2024 linked to the objectives of the strategy.</p>	<p>↔</p>	<p>G</p>	<p>Two steering groups are contributing to HDC's approach to Community Health and Wealth Building and Economic Inclusion priorities. The Celebration of Huntingdonshire work has been designed through community involvement to start a new way of working - ready to enable and influence stakeholders in Huntingdonshire to deliver the aims identified within the Futures Strategy with direct action in 2024. This new way of working is innovative and 2023 saw lessons learned which will be applied to the establishment of the next Journey (Environmental innovation) due to be launched in May and will revise the approach to leading the delivery of Huntingdonshire Futures.</p>

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
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.	Cllr Pitt	Exploration has been undertaken and this is developing into a Community Wealth Building (CWB) approach (the "Preston" model). We are developing an approach with the local NHS around the opportunities afforded by the rebuild of Hinchingsbrooke hospital, and workforce recruitment.	↔	G	Addresses the fundamental underpinnings of Priority 1 of the Corporate Plan over a longer term and on a more structural basis than direct service delivery. CWB approaches have been evidenced to generate significant quality of life improvements in other places.



Outcome: Keeping people out of crisis

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
11. Resource and lead a key change programme which reviews the way we support	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 4 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 4	Direction of Travel	Latest Status	Impact as a Result of Action
<p>residents in need across a range of local providers. This will see us work with partners to review and define ways of 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>Finances have been secured and all governance requirements were met. Intervention package have been designed and capacity for skills and employment workers added. Invitations to participate started at the end of Q4/early Q1 2024/25.</p>	<p>↔</p>	<p>G</p>	<p>The pilot is designed as a randomised control trial to aid our understanding of effectiveness of signposting versus 1:1 case management and the impact of incentivisation.</p>




Outcome: Keeping people out of crisis

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest 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	The completion of the Q1 action has allowed us to make this approach business as usual, as demonstrated in the physical activity programme and delivery of barriers to skills and employment access programme of UK Shared Prosperity Fund.	↔	G	This drives the 'enable' aspect of our 'Do, Enable, Influence' approach.
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 4 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 4	Direction of Travel	Latest 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 4	Direction of Travel	Latest 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	The WeAreHuntingdonshire site has been refreshed and publicised as a referral mechanism to our Residents Advice and Information Team. There has been closer working with Citizens Advice, including co-location with our Residents Advice and Information Team. A Community Spaces handbook highlighting sources of support was produced in response to a pattern of requests.	↔	G	Better support for those in crisis, preventing crisis from occurring. We are taking a 'wider determinants' approach to support, tackling the causes of crisis and vulnerability, not just its symptoms.
16. Continue to work with statutory partners	Cllr Wakeford	A scope of works was agreed with Sustrans to develop an HDC Active Travel Strategy, drawing on the	↔	G	HDC is in a position to progress the Active Travel Strategy and Studies as

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
to secure improvements to transport options for Huntingdonshire, including active travel.		work of the Transport Authorities and locally identified priorities. This will be delivered in 2024/25, along with up to four prioritised initial feasibility studies for the priority Active Travel Routes identified.			planned in 2024/25. This will enable informed investment in the priority schemes coming forward, as funding and development allows.
17. Work proactively with partners to promote safety and address issues at the earliest opportunity.	Cllr Pitt	In addition to the refresh of the Community Safety Partnership action plan, we have secured £44,000 of partnership funding to extend our data sharing approach with the police, associated with our responsibilities under the Serious Violence Duty. This will support shared data systems, information governance support and data analyst capacity.	↔	G	More aligned activity with the Police and Health, informed by better data sharing and joint activity.




Outcome: Helping people in crisis

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
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.	Cllr Pitt	This has become indistinguishable from action 15. This action has been adopted as business as usual and underpins our approach.	↔	G	Better support for those in crisis, preventing crisis from occurring. We are taking a 'wider determinants' approach to support, tackling the causes of crisis and vulnerability, not just its symptoms.
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 a small number of asylum seekers housed by the Home Office in private rented accommodation within the district. For much of the year, HDC supported c.110 asylum seekers at The Dolphin Hotel in St Ives.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
					All 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 4	Direction of Travel	Latest Status	Impact as a Result of Action
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.	Cllr Pitt	As reported at Q3, this transferred to a business as usual approach following agreement of the Integrated Care System Outcomes Framework.	↔	G	This is embedded as part of the Outcomes Framework following strong representations and now informs all health activity in the area. There are ongoing conversations with other partners on embedding the approach.



Outcome: Helping people in crisis

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest 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 than structured around the organisation delivering them.	Cllr Pitt	This is an ongoing action ('continue to champion'), with recent activity reflected in the update for action 15 in particular.	↔	G	There is an ongoing shift towards greater partnership working, recognising the defined functions/responsibilities that various partner organisations have, but understanding that crisis can be best managed and prevented by working together to address causes as well as crisis itself. This requires ever closer partnerships and our work is enabling that.
22. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.	Cllr Conboy	The Performance & Growth Scrutiny Panel was updated in October 2023, with the next update in June 2024. Two Journeys underway ('Health Embedded' and 'Inclusive Economy'), with 'Environmental Innovation' scheduled for May	↔	G	Two steering groups are contributing to HDC's approach to Community Health and Wealth Building and Economic Inclusion priorities. The Celebration of Huntingdonshire work

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		<p>2024. Co-creation of the 2024 Celebration of Huntingdonshire was undertaken in Q4, with the solution to be implemented Q1 2024/25. This will provide funding to enable and influence community-based action in 2024 linked to the strategy's objectives.</p>			<p>has been designed through community involvement to start a new way of working - ready to enable and influence stakeholders in Huntingdonshire to deliver the aims identified within the Futures Strategy with direct action in 2024. This new way of working is innovative and 2023 saw lessons learned which will be applied to the establishment on the next Journey (Environmental innovation) due to be launched in May and will revise the approach to leading the delivery of Huntingdonshire Futures.</p>



Outcome: Improving Housing

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
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.	Cllr Wakeford	The Mid Term Review of the Housing Strategy was agreed by Cabinet on 20th June 2023.	↔	G	The review has enabled us to align our housing activities with the Corporate Plan and understand the most up to date data to support delivery. This strategy has been shared with our Registered Provider partners.
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 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 this has protected the rented element on site. Development Management officers are aware of the position statement. So far

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					there seems to have been little interest in this tenure from developers in the district.
25. Adopt new Tenancy Strategy to support people to live healthy and independent lives.	Cllr Wakeford	The Tenancy Strategy was adopted at Cabinet in July 2023.	↔	G	The Strategy provides 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. This Strategy will be referenced in the RP Forum in November 2023.
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 4 can be found in Appendix C (Projects and Programmes update). See 'Affordable Housing Project' under the 'Improving Housing' outcome.			



Outcome: Improving Housing

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest 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	We have continued to deliver a high number of new homes in partnership with Registered Providers, which has enabled us to exceed our target of affordable housing delivery this year. The 703 new affordable homes delivered in 2023/24 is a new record high number for a single year.	↔	G	The Council, working in partnership with our Registered Providers, has been able to maintain an increased level of delivery of new homes over the year. This has enabled us to house a higher number of people in housing need in the district.
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	We have continued to provide information and support to our Registered Providers on options for the improvement of their housing stock. As a follow up to the RP conference, we have shared information on sensors which could be part of the Internet of Things and are looking to see whether we can pilot this technology.	↔	G	The Council continues to look to influence and enable our Registered Provider partners where possible to improve housing conditions and look at new technology to bring forward improvements for residents.



Outcome: Improving Housing

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
29. Work with Registered Providers to improve conditions in existing accommodation through regeneration schemes.	Cllr Wakeford	<p>A meeting has taken place with the new staff team at Places for People who are looking to deliver this project. The Council is looking to influence the type of development brought forward to meet housing need in the district. We anticipate that pre-application discussion with the Planning Authority should take place early in 2024/25.</p> <p>Engagement with partners continues as we seek to maximise the benefits of shared working.</p>	↔	A	Following staff changes at Places for People, the Council has recently engaged with new officers to bring forward a project that would result in the demolition of existing unfit accommodation, with the provision of new affordable housing which is not only built to current Building Regulations but will better meet the needs of the district. There is also the potential to provide a net increase in dwellings. It is expected that the recent discussions will lead to progress in 2024/25.
30. Work with Health and Social Care Providers to explore future	Cllr Wakeford	Although we received demand profiles for older persons accommodation some time ago, we have only recently received data on	↓	A	The demand profile work has now been provided by our County Council colleagues. As the majority

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models of housing, support and care enabling people to live independently for longer.		Learning Disability and Mental Health from the County Council's commissioning team in draft form. It will take some time to assess this information and understand the impact on the district. Partnership activity is critical to delivering on this action and we remain committed to progressing working with the commissioning team.			of this has only recently been shared, officers will need some time to analyse and highlight the type of housing required in the district. This will enable the Council to ensure we are delivering the right type of housing to meet specialist needs in the district.



Outcome: Forward-thinking Economic Growth

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
31. Promote Huntingdonshire as a destination for high value inward investment, prioritising businesses that	Cllr Wakeford	Continued support for businesses of all sizes in all sectors across the district. Delivery of funding and business support schemes.	↔	G	Increased number of businesses supported with free advice, guidance and funding. Increased number of new businesses created with business support programmes and funding.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
<p>are proactively reducing their carbon emissions. Annual report on activity produced.</p>		<p>Communication campaigns showcasing manufacturing and apprenticeships.</p>			<p>Increased number of jobs created within existing businesses supported to expand.</p> <p>Increased awareness of skills provision through partnership sharing of information.</p> <p>New inward investment of businesses prioritising carbon reduction as set out in corporate plan.</p>
<p>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.</p>	<p>Cllr Wakeford</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 4 can be found in Appendix C (Projects and Programmes update). See 'UK Shared Prosperity Fund programme' under the 'Forward-Thinking Economic Growth' outcome.</p>			

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
33. Scope the refresh of the Huntingdonshire Economic Growth Strategy and produce quarterly economic insights report.	Cllr Wakeford	While initial data scoping has been undertaken, further work has not progressed due to resource pressures within the team and focus on other initiatives with shorter deadlines (such as Rural Prosperity Funding and support for emerging strategic sites). While 2023/24 progress has fallen below expectations, following budget setting for 2024/25 this work will be rolled over to the 2024/25 year.	↔	A	No immediate impact as this work is being scoped and planned.
34. Continue the delivery of the Market Town Programme, including completion of the Accelerated Programme, ongoing delivery of Future High Street projects in St. Neots, development of new Retail Hub activity in Ramsey, and delivery of	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 4 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 4	Direction of Travel	Latest Status	Impact as a Result of Action
UKSPF funded Vibrant Communities project.					
35. Commence the update to the adopted Local Plan including refreshing the evidence base, starting community engagement and a call for sites.	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 4 can be found in Appendix C (Projects and Programmes update). See 'Local Plan' under the 'Forward-Thinking Economic Growth' outcome.			



Outcome: Forward-thinking Economic Growth

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
36. Work with intermediaries, professional service networks,	Cllr Wakeford	The second quarterly networking event was held online, with presentations on the Local Plan and	↔	G	Greater awareness in the market of HDC's priorities, resulting in wider engagement and sharing of

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
investors and developers to understand the health of the economy, develop responses and attract investment.		<p>the Green Business Initiative funding and support programme.</p> <p>Breakout groups were held to gather feedback on place development and will feed into future workstreams.</p>			information to inform pride of place.



Outcome: Forward-thinking Economic Growth

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
37. Work with the CPCA and partners to 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	CLr Wakeford	<p>The work was delayed in commencing owing to CPCA (Cambridgeshire and Peterborough Combined Authority) capacity.</p> <p>The study has been procured and work is commencing to draft a report on the outcomes of research and stakeholder interviews. We are continuing to engage with partners and seeking to maximise the benefits of shared working.</p>	↔	A	No immediate impact as this work commenced in March 2024.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
connections between FE provision and local employers aligned to core growth sectors.					
38. Influence the implementation of the CPCA Economic Growth Strategy and commissioning of future business support provision.	Cllr Wakeford	Attendance and support for CPCA's Visioning and State of the Region, ensuring local economy views are reflected. Contribution to wider regional activities via Economic Development Advisory Panel.	↔	G	Ensuring HDC's corporate priorities are reflected within workstreams relating to economy. Supporting CPCA in understanding local economy needs when commissioning new business and funding programmes.
39. Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies.	Cllr Wakeford	East West Rail - pre-DCO (Development Consent Order) work is underway, including consultation on Statement of Community Consultation. Ongoing collaborative working with Cambridgeshire County Council and South Cambridgeshire and Cambridge City District Councils in anticipation of formal responses to technical responses to key milestone documents as part of the DCO	↔	G	East West Rail - continued promotion of HDC's interests and opportunities to deliver betterment for residents and businesses in Huntingdonshire. A428 - remains on track for delivery, improving journey experience.

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		<p>process (to include accessibility to Tempsford/Cambourne).</p> <p>A428 - ongoing work with Highways England, the county council and South Cambridgeshire in respect of addressing/discharging DCO requirements.</p> <p>A141 - all member briefing on A141 on 21 March 2024, expected to be presented back through CPCA cycle in summer 2024 to progress to Outline Business Case. This will include another public consultation thereafter. Discussions afoot regarding a number of consultations en route to public engagement - HDC Members, Parishes and developers (to be confirmed).</p>			<p>A141 - engagement continues with expected papers back to CPCA Transport and Infrastructure committed in summer 2024.</p>



Outcome: Lowering our Carbon Emissions

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
40. Review our assets to improve energy efficiency and reduce the carbon impact of our buildings.	Cllr Davenport-Ray	The draft business case to invest in additional solar on HDC premises is complete and ready to progress for funding application through a Council decision.	↔	G	HDC will be able to make an informed investment decision in Q1 2024/25, with the longest identified payback modelled at 6 years. Subject to Member approvals, HDC is enabled to start the 18 month project shifting sites to self-generated 100% renewable electricity, with associated energy security.
41. Deliver Fleet Review Plan for lower carbon alternatives for service delivery.	Cllr Davenport-Ray	<p>Report has been received from technical experts, outlining options and business case for change.</p> <p>This is currently being reviewed to inform the development of a forward plan, which will also be informed by the outcomes of the Hydrotreated Vegetable Oil (HVO) trial due to end in June.</p>	↔	G	Options will identify a timeline as to when alternatively fuelled vehicles may enter into service and will help set out an effective way of reducing the carbon impact of our fleet.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
42. Deliver Energy Strategy.	Cllr Davenport-Ray	An updated quotation based on HDC work has been received and agreed, with work to progress in 2024/25 for Member approval in the summer.	↔	G	HDC will be able to progress its own energy strategy in Q1 and Q2, with approval process to commence summer 2024.
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	Delivered in November 2023.	↔	G	<p>After listening to feedback from our community, the HDC Climate Hub information site will be launched in Q1 2024/25 to enable our communities to take more informed climate action.</p> <p>The date is set for the 2024 Climate Conversation on 6th November.</p>
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 4 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 4	Direction of Travel	Latest Status	Impact as a Result of Action
45. Deliver Electric Vehicle Charging Strategy.	CLlr Davenport-Ray	The Strategy was adopted by Cabinet on 19th March.	↔	G	HDC will prioritise the Rural UK Shared Prosperity Funding of up to £350,000 in enabling rural pilots for Electric Vehicle (EV) charging. Working with Cambridgeshire and Peterborough Association of Local Councils, we are identifying a method to enable Parish Councils to operate paid-for EV charging points.
46. Pilot Community Carbon Reduction Plans.	CLlr Davenport-Ray	<p>Following feedback, it was agreed that a platform of information and guidance in the form of a Climate Hub would be more effective than Community Carbon reduction plans.</p> <p>The Climate Hub is now in testing with key stakeholders. Initial positive response linking various key projects and service areas.</p>	↔	G	To enable the Council to continue the ongoing Climate Conversation with communities. Connecting up key projects and activities, and ultimately creating a tool to enable communities to reduce their carbon emissions.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest 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 4 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 4 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 4	Direction of Travel	Latest Status	Impact as a Result of Action
49. Develop the Council's procurement rules to further embed social and	Cllr Mickelburgh	Whilst training has been provided by Anglia Ruskin University on the social and environmental values that can be included in Procurement, there have been insufficient	↓	R	Delays to increasing the social and environment value impact of the organisation's procurement activities.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
environmental value.		Procurement resources to develop the policies required due to Procurement activities within the Council being significantly higher than envisaged. This has been noted at both Corporate Governance Committee and full Council. An application will be made through the New Ideas process to address the resources shortfall.			
50. Expand the current Green Business Awards Scheme, celebrating best practice and sharing knowledge.	Cllr Davenport-Ray	We are continuing to build links with communities and businesses with financial opportunities. A draft of the online Climate Hub has been soft launched - this will feature an area dedicated to offering advice and useful links for local businesses. Economic Development have helped create the content for this section to make it as useful and impactful as possible. In addition to this, as part of our sustainable procurement work with Anglia Ruskin University, we will be continuing to develop a toolkit for businesses to help them with sustainable procurement and replying to tenders.	↔	G	An ongoing targeted approach to providing advice and guidance to businesses will create a space to share and develop relationships within the sector. Using the Council's unique position to be able to signpost information to support business, we can develop further links and build sector collaboration.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
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	A draft of Huntingdonshire's priority landscapes has been received and officers are reviewing this in conjunction with the Local Nature Recovery Strategy team to ensure that the commissioned study delivers a useable product.	↔	G	Strong collaboration between Wildlife Trust, Local Nature Recovery Strategy Team and HDC Officers will ensure that a robust and effective product is delivered for Cambridgeshire and Peterborough to support the improvement and protection of Biodiversity.



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

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
52. Refresh our Commercial Investment strategy to develop proposals for future strategic investments.	Cllr Mickelburgh	As economic factors continue to vary significantly, it has been decided to delay a review of the Commercial Investment Strategy (CIS) until factors have stabilised to avoid it becoming out of date too quickly. This is anticipated for mid-2024/25.	↔	A	Applicable reserves continue to be invested with the Debt Management Office (DMO), achieving a return similar to the aims of the existing CIS with a lower level of risk.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
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 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 4 can be found in Appendix C (Projects and Programmes update). See 'Workforce Strategy' under the 'Delivering good quality, high value-for-money services' outcome.			
54. Refresh of operational performance management to deliver improvement and provide consistent and transparent tracking of what we do and how we do it.	Cllr Ferguson	The new Performance Management Framework was adopted in November. We continue to manage operational performance through key metrics to identify performance issues or opportunities to improve performance. Delivery of continuous improvement is informed by new Best Value guidance and the work of the Office for Local Government (Oflog). A review of our operational performance metrics, along with a review of key actions and projects for 2024/25, were reflected in the refreshed HDC Corporate Plan adopted at Council on 27th March.	↔	G	Performance data on how new initiatives and BAU (business as usual) activity is contributing to Corporate Plan outcomes provides greater transparency and opportunity for scrutiny and identification of any corrective actions needed. Continuous improvement helps improve economy, efficiency and effectiveness in service delivery and outcomes for our district.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
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 4 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 4 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 4 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.			
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 4 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.			

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
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 4 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 4 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 Hinchingsbrooke 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 4 can be found in Appendix C (Projects and Programmes update). See 'Hinchingsbrooke Country Park' under the 'Delivering good quality, high value-for-money services' outcome.			
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 4 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 4	Direction of Travel	Latest 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 Corporate Performance 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	In the region of 4,400 sessions have been provided by volunteers in total, which equates to approximately 17,600 hours (approximately 10 full-time staff). Tasks undertaken by volunteers are wide-ranging, including surveys and report writing, fundraising, regular site checks, provision of refreshments, practical conservation work and support for events.	↔	G	Regular site checks and provision of refreshments, as well as practical work and support for events, is considered business as usual for our volunteers. This year they have also undertaken significant clearance of flood debris, additional watering of new trees due to a prolonged dry period and boardwalk replacement, helping to improve the quality of the district's parks, nature reserves and open spaces.



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

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
65. Our well-run Council will act as a model for our peers.	Cllr Conboy	Benchmarking is in place for many services and the Council has put specific actions in the Corporate Plan for 2024/25 to make more use of Oflog data and expand our use of performance metrics and unit costs. Members at Overview and Scrutiny have been updated on these plans. The Council has also committed to an LGA Corporate Peer Challenge in 2024/25, to provide an independent assessment of the Council.	↔	G	By benchmarking we can establish performance against others (e.g. our Council Tax collection rate is top quartile nationally) and where we have opportunities to improve we can learn from others. The value of Oflog is determined by the measures they select, over which we have no control.