

Appendix 5: Transformation Plan

List of programmes and projects
2025/26



Our Transformation Plan sets out the council's commitment to reshaping how we work — placing residents at the heart of our services and ensuring we are equipped to meet future challenges. It highlights the programmes and initiatives we are delivering to modernise services, improve outcomes for our communities, and operate more efficiently. Above all, it reflects our pledge to continuous improvement — not only in what we do, but in how we do it — so that we can build a council that is responsive, forward-thinking, and services 'doing things well'.

TRANSFORMATION GOAL **Place and Communities** Positive Legacy

Focus - Enhancing our Place to support a sustainable Council

Ref	Title	Description	Classification type	Sponsor	Delivery date
Delivery Programme - One Leisure					
64	One Leisure improvement workstreams - Website, decarbonisation, estate, and assets.	Ongoing programme of improvement projects for One Leisure. Across All locations - workstreams include website improvements, installation of new equipment which has a lower CO2 Emission at St. Neots and Huntingdon sites (decarbonisation), plus equipment upgrade at Burgess Hall and additional stations, and sports hall improvements.	Major Project	Mike Gildersleeves	Oct-25
65	Huntingdon Sports and Health Hub feasibility	Discovery piece - Huntingdon Leisure Centre for expansion of Dry-side building to include swimming pool	Major Project	Mike Gildersleeves	Mar-26
67	St Neots Leisure Centre Pool Expansion Feasibility	Discovery piece - St Neots Leisure Centre for expansion of Pool	Major Project	Mike Gildersleeves	Mar-26
68	St Ives Leisure Centre Pool Expansion Feasibility	Discovery piece - St Ives Leisure Centre for expansion of Pool	Major Project	Mike Gildersleeves	Mar-26
69	Ramsey Leisure Centre Gym Expansion	Extension to the current gym to increase stations and space	Major Project	Mike Gildersleeves	Dec-25

75	Huntingdon LC changing room	Huntingdon LC changing room improvements (Note - Pure Spa refurbishment not proceeding as not financially viable)	Major Project	Mike Gildersleeves	Mar-26
76	Huntingdon LC Gym Refurbishment	Huntingdon LC Gym Refurbishment	Major Project	Mike Gildersleeves	Mar-26
119	Install Roof Mounted Solar Panels at One Leisure	Installation of Roof Mounted Solar Panels at 4 One Leisure sites to reduce CO2 consumption and provide clean electricity to One Leisure sites	Major Project	Suzanne Jones	Sep-25
173	St Ives Leisure Centre - Outdoor Space Expansion Feasibility	Discovery Piece - St Ives Leisure Centre for expansion of outdoor space opportunities.	Major Project	Mike Gildersleeves	Mar-26
174	Ramsey Leisure Centre - Outdoor Space and Pool expansion feasibility	Discovery Piece - Ramsey Leisure Centre for expansion of Pool and large group exercise space opportunities.	Major Project	Mike Gildersleeves	Mar-26
195	Sawtry Swimming pool interim arrangement	Introduction of Plan to reopen the Sawtry Swimming pool	Major Project	Mike Gildersleeves	Mar-26
197	One Leisure income generation opportunities	To explore options for accessing and managing sports halls within the district under One Leisure, plus additional 3G pitch at St. Ives	Major Project	Mike Gildersleeves	Dec-26
205	Active Lifestyles service improvements	Deliver Improvements and initiatives to promote active lifestyles within the community	Major Project	Mike Gildersleeves	Mar-26
Delivery Programme – Market Towns					
28	Market Town programme -St. Neots Town Centre improvements	Regenerate and improve the market square and town centre of St Neots.	Major Project	Mike Gildersleeves	May-25
29	Market Town programme - Completion of St. Neots Priory Centre Improvements	Regeneration and refurbishment of the Priory Centre.	Major Project	Mike Gildersleeves	Sep-26
30	Market Town programme - Cromwell Museum Delivery	To support the Cromwell Museum in securing funds to enable the development of a new Museum building, following the	Major Project	Mike Gildersleeves	Mar-28

		acquisition of a building on market hill. Up to £6M in Funding required. An application for £3M CiL is to be submitted August 2025, to be followed by an application for an equivalent sum from the Heritage Lottery Fund. The delivery timetable is based on full completion and is subject to funds being confirmed.			
188	Market Town Programme - Warner's Park Memorial Pavillion St. Ives	Conduct regeneration works at Warners Park Memorial Pavillion in St Ives	Major Project	Mike Gildersleeves	Mar-26
189	Market Town Programme - Digital Screens	Digital information screens will be installed in the four market towns in Spring-25. The purpose of the screens is to promote local areas, businesses, tourism, events, and heritage.	Major Project	Mike Gildersleeves	Aug-25
190	Market Town Programme - Old Falcon	Conduct regeneration works at the Old Falcon.	Major Project	Mike Gildersleeves	Dec-25
205	Market Town Programme – Great Whyte, Ramsey	Delivering Public Realm and shop in box unit on the Great Whyte, Ramsey	Major Project	Mike Gildersleeves	Mar-26
Various Programme of works and projects across the Council					
198	UKSP & RPF funding - Various projects	Active travel feasibility, Green Business Grants programme, EV charging, and Digital Infrastructure for rural areas.	Programme of Works	Mike Gildersleeves	Mar-26
14	Refresh of the economic growth strategy	Review and refresh the economic growth strategy.	Major Project	Mike Gildersleeves	Mar-26
37	Delivery of Civil Parking Enforcement	Civil Parking Enforcement is a legislative change which enables enforcement of number of on-street parking offences by the Highways Authority who in turn will delegate the enforcement and processing of these offences to the District Council.	Major Project	Mike Gildersleeves	Mar-26
49	Hinchingbrooke Country Park construction project	Completion of the investment work at HCP to deliver construction work improvements	Major Project	Mike Gildersleeves	May-26

		for the carparks, centre building and footpaths			
150	Discovery of commercial and sustainability opportunities for HDC Parks and Countryside sights	To develop and launch a new Commercial Sustainability Plan. Create a vision for what we want to achieve and map out, succession planning, clear development pathways - sits in commercial sustainability.	Major Project	Mike Gildersleeves	Mar-27
157	Maintain new housing delivery - Explore Alternative Housing Providers	To collaborate with companies to look at increasing housing supply in the district.	Major Project	Mike Gildersleeves	Mar-26
158	Regeneration Opportunities	Working with organisations to deliver regen projects on private and public owned sites	Major Project	Mike Gildersleeves	Mar-26
172	Development of a long-term capital investment plan for Parks, Countryside and Climate.	Develop a long-term investment plan for the Parks, Countryside and Climate service.	Major Project	Mike Gildersleeves	Mar-26
179	Local Authority Housing Fund - Resettlement schemes	Continue to support the supply of accommodation for households on resettlement schemes.	Major Project	Mike Gildersleeves	Aug-25
2	Commercial Investment Strategy Review	Review the Commercial Investment Strategy	Operational Project	Suzanne Jones	Apr-25
31	Market Adoption (St Neots Market)	Adoption linked to Market Town Programme redevelopment. Market to come under HDC operation to be adopted into the normal delivery of service.	Operational Project	Mike Gildersleeves	Mar-26
40	CCTV Training Facility	To allow the CCTV service to deliver training in CCTV Operator courses.	Operational Project	Mike Gildersleeves	May-26
50	Develop a Green Commercial Sustainability Strategy (Climate and Biodiversity)	Environmental Land Management - Identify opportunities for financial gain from the way we manage the green estate/climate mitigation as well as potential services we could provide.	Operational Project	Mike Gildersleeves	Mar-26
94	Progress the Corporate Narrative	Develop and deliver up to three key campaigns annually, aligned to the	Operational Project	John Taylor	Mar-26

		corporate narrative and/or high-impact, strategic Corporate Plan priority programmes			
131	Revise the Parking Strategy	Complete pre-strategy work and develop a new strategy for Parking. Bring back options for approval.	Operational Project	Mike Gildersleeves	Mar-27
151	Develop a business case for improved data gathering and use.	Develop a business case for Data Cell and maximise existing data available to make better, well-informed decision when developing our commercial offer.	Operational Project	Mike Gildersleeves	Mar-26
154	Housing Strategy Completion 2025-2030	The completion of a new Housing Strategy as the current one expires this year. This work is linked with Local Plan and impacted by the completion of the Housing Needs Assessment which is expected in July 2025.	Operational Project	Mike Gildersleeves	Sep-25
178	Biodiversity Net Gain Credits - complete discovery	Conduct research and discovery of options for BNG credits and income generation.	Operational Project	Mike Gildersleeves	Mar-26
206	Local Plan	Continued revision of Local Plan	Operational Project	Mike Gildersleeves	Mar-26

Focus - Pride in Place and Empowered Communities

Ref	Title	Description	Classification type	Sponsor	Delivery date
Various Programme of works and projects across the Council					
114	Community Health and Wealth Strategy	Develop, pilot, and fully launch the Community Health and Wealth Fund.	Major Project	John Taylor	Oct-25
99	Review Focus of the Community Action Team	Due to changing district demographics and merging of services within HDC to create new directorates, review the focus and direction of the Community Action Team. The purpose being to establish organisational priority and focus between ASB and environmental crime	Operational Project	Mike Gildersleeves	Mar-26
117	Implement Disabled Facilities Grant recommendations	Deliver the recommendations from the review of the DFG process through the Working Group.	Operational Project	Mike Gildersleeves	May-25
140	Homelessness Review In preparation For New Strategy	To complete a review of homelessness in line with statutory guidance in preparation for adoption of a new strategy in 2026.	Operational Project	John Taylor	Mar-26
142	Review Impact of Renters (Reform) Bill	To assess impact on services, delivery and residents of new legislation related to the Renters Reform Bill	Operational Project	John Taylor	Mar-26
181	Financial Vulnerability Programme	Secure an established working model for the Resident Advice and Information Team.	Operational Project	Mike Gildersleeves	Apr-26
193	Review Licensing Services fees and charges and implement changes.	Carry-out a review of Licensing Services fees and charges, including research into opportunities. Bring forward a proposed report for approval and implement changes.	Operational Project	Mike Gildersleeves	Mar-26
194	Review Public Protection services model to meet increasing resident demand and new legislation	Conduct a review of the current service model and bring back recommendations that align to transformation objectives and Customer Change programme for approval that addresses increasing resident demand and new legislation.	Operational Project	Mike Gildersleeves	Mar-26

TRANSFORMATION GOAL **Services 'Doing things well'**

Focus - Taking opportunities for services 'doing things well' and financial efficiency

Ref	Title	Description	Classification type	Sponsor	Delivery date
Various Programme of works and projects across the Council					
4	Customer Change Programme	Delivery of Customer Change Programme and multiple projects	Programme of Works	John Taylor	Mar-26
206	Planning service improvements	Planning Service improvements to support better customer experience and Improve efficiency within the planning process.	Programme of Works	Mike Gildersleeves	Mar-26
23	Electrifying the Fleet	This project will see us implement new electric vehicles to help lower the carbon emissions of our refuse collection vehicles (RCVs).	Major Project	Mike Gildersleeves	Mar-37
176	Implement new food waste collection service	Implement new food waste collection service to meet regulatory deadline of 1 April 2026	Major Project	Mike Gildersleeves	Apr-26
6	Continue implementation of Internal Audit LGA Peer review actions	Finish implementation of our internal audit LGA Peer review actions.	Operational Project	Suzanne Jones	Apr-25
7	New Internal Audit Regulations	Finalise development of internal audit regulations.	Operational Project	Suzanne Jones	Apr-25
21	Contracts (discovery and compliance)	Waste Fleet vehicle Contract and procurement compliance.	Operational Project	Mike Gildersleeves	Mar-26
46	Enhance ownership information regarding watercourses to improve maintenance in flood management	Transcribing documents at the archives and communications with the land registry to identify which awarded watercourses are owned by HDC to improve efficiencies.	Operational Project	Mike Gildersleeves	Mar-26

51	Civic Suite AV Improvements	Update and improve the existing Audio-Visual capacity of the Civic Suite which will assist with Council meetings and the online accessibility	Operational Project	Suzanne Jones	Mar-26
54	Migration of Land Charges LLC1 to HMLR	"HMLR to take the responsibility for LLC1	Operational Project	Suzanne Jones	Mar-28
56	Development of a Councillor information portal	Creation of a Web-portal to share information as in the member-alert system including external links	Operational Project	Suzanne Jones	Mar-26
82	Review and implement e-billing for local residents in relation to Revenues and Benefits Services	Review options and implement solution for E-billing and integrated e-forms	Operational Project	John Taylor	Mar-26
107	Continued digitalisation of Public Protection services.	Continue to develop and integrate online forms for all areas of Public Protection	Operational Project	Mike Gildersleeves	Mar-26
108	Finance Charter Development	Develop a charter between services & Finance to highlight responsibilities and where they sit, saving all parties time by ensuring things are done right first time.	Operational Project	Suzanne Jones	Mar-26
109	Refresh the protocol surrounding procurement and invoice forms	A big issue surrounds procurement and invoice forms being filled in incorrectly, leading to no payment and/or the finance team having to restart the process from scratch. By refreshing the protocol surrounding procurement and invoice forms we can ensure that everyone knows how to fill them in and what codes to use.	Operational Project	Suzanne Jones	Mar-26
110	Refresh the housing debt policy	Housing debts currently take up a significant amount of admin time for what is often a little pay off. Taking the opportunity to refresh the housing debt policy will improve the efficiency of the finance team by ensuring time is being well spent.	Operational Project	Suzanne Jones	Dec-25

111	Implement procurement and self-service modules into tech one	Implementing procurement and self-service modules into tech one will help manage contracts and reduce the time spent helping customers fill in forms, saving manpower hours	Operational Project	Suzanne Jones	Dec-25
128	Trial of event markets	The service will explore opportunities for additional market activities.	Operational Project	Mike Gildersleeves	Sep-25
191	Refresh Social value Procurement Policy to comply with Procurement Act 2024	Refresh our Social Value Procurement Policy to ensure our spend benefits local communities and ensure our work complies with recent changes to the Procurement Act 2024.s	Operational Project	Suzanne Jones	Jan-26

Focus - Strong Workforce and Culture

Ref	Title	Description	Classification type	Sponsor	Delivery date
204	Workforce Strategy Programme	Delivery of the HDC WFS action plan that accompanies the strategy.	Programme of Works	Suzanne Jones	Aug-26