

Public
Key Decision – No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Transformation Plan

Meeting/Date: Cabinet, November 18th, 2025.

Executive Portfolios: Executive Councillor for Climate,
Transformation & Workforce

Report by: Business Performance & Transformation
Manager

Wards affected: All

Executive Summary:

This report presents the Council's approach to Transformation for 2025/26, detailing the strategic change programmes, major change projects, and operational level transformation plans. It consolidates actions from the Corporate Plan, change programmes, and service plans into a single, focused Transformation Plan.

The Transformation Plan is a commitment to continuously improving how the Council operates, placing residents and communities at the heart of service improvement, enhancing the district as a great place to live, work, study and visit, and working closely with partners to ensure services meet future needs. It is a crucial tool for delivering the Council's Corporate Plan priorities and the Huntingdonshire Futures vision.

The plan responds to the LGA Corporate Peer Challenge recommendation to define and communicate a clear transformation framework. This plan is the council's commitment

The Council has implemented the Transformation Framework with a robust governance structure including the officer-led Transformation Board, to oversee strategic delivery and assurance. An internal audit confirmed good controls in place regarding strategic alignment and decision-making, recommending a unified framework for consistent reporting and benefits realisation. The transformation activity is embedded across services and is actively monitored.

There is a risk that Local Government Reorganisation (LGR) may slow or pause some transformation initiatives the council is aiming to deliver. As the new unitary authority establish strategic direction, it may be necessary to realign programmes to reflect evolving priorities.

It should be noted that:

- **Local Government Reorganisation (LGR):** LGR may slow or pause some transformation initiatives as programmes are realigned to reflect the emerging priorities of the new unitary authority. Transformation resources will shift toward supporting the transition, presenting both constraints and opportunities for ongoing change.
- **Scrutiny and Transparency:** The plan will be refreshed and published annually, offering additional assurance on the work.

Recommendations:

The Cabinet is

RECOMMENDED

1. To approve the approach to Transformation

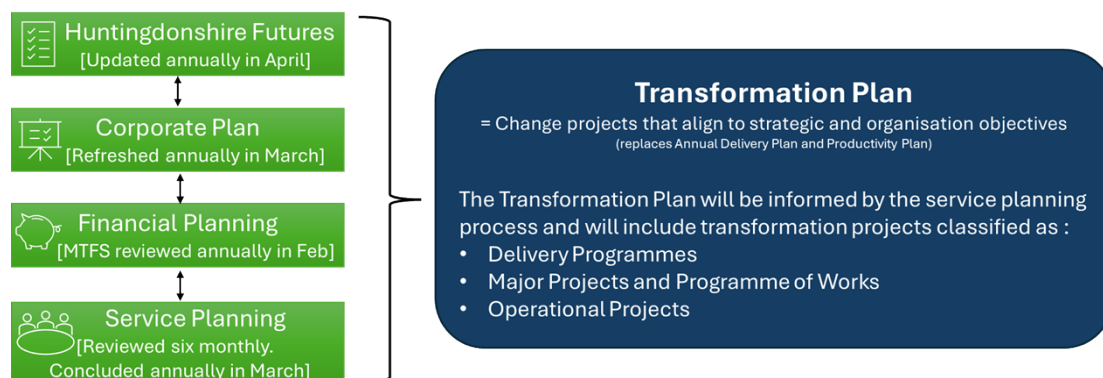
1. PURPOSE OF THE REPORT

- 1.1 To present the Council's approach to transformation with the framework, the key drivers and the Annual Transformation Plan 2025/26 which sets out the six Programmes, 31 Major Projects and 30 Operational Projects.
- 1.2 The Transformation Plan is not a new, additional plan, but a concise summary of the projects across the Council focussed on transformation and service improvement.
- 1.3 The Transformation Plan includes projects that deliver on the objectives of the Corporate Plan, change programmes, and service plan projects classified as major or operational level projects. A series of 80 continuous improvement activities from across the council, underpinning service delivery and the successful implementation of transformational projects, were also identified through the service planning process. These have not been included in the Transformation Plan 2025/26.

2. BACKGROUND

2.1 Strategic Planning Framework

The council has established a framework that forms the 'golden thread' from vision and desirable outcomes to objectives and then projects by which these are achieved. This is summarised in Appendix 1 and illustrated in the diagram below:



2.2 Corporate Plan

The Council's Corporate Plan guides everything we do as we deliver our vision, review priorities, and collaborate with staff, residents, partners, communities, and businesses. It outlines how we will achieve the vision set by our communities in Huntingdonshire Futures.

The corporate plan has three priorities:



Transformation is an activity that runs throughout the organisation to deliver these priorities successfully.

2.3 Corporate Peer Challenge

The Council undertook an LGA Corporate Peer Challenge (CPC) 15th – 17th May 2024, as a key part of the improvement and assurance framework for local government. The Challenge assists councils to meet part of their Best Value duty, with the UK Government expecting all local authorities to have a CPC at least every five years.

Recommendation 8 arising from the review identified that the Council would benefit from:

‘Defining and communicating your approach to transformation and continuous improvement.’

The Council was acknowledged for its innovative and transformational work on its Workforce Strategy, Community Health and Wealth Building, health prevention work and works towards the prevention of homelessness. But a single clear framework for transformation was identified as something that would encourage and support additional innovation, digital implementation and cross service working.

2.4 Transformation Audit

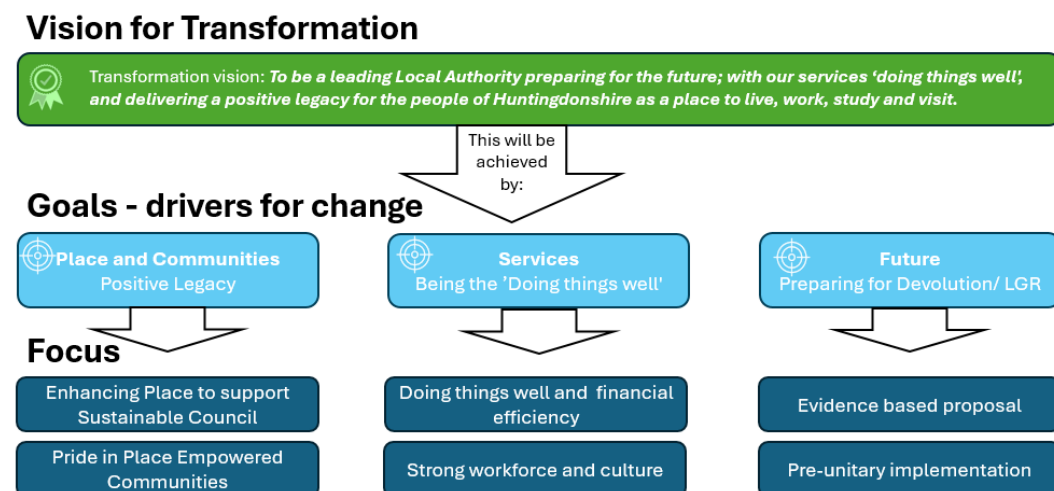
To ensure the right framework of delivery is in place to underpin the revised approach to transformation, an internal audit was commissioned to assess compliance with the established best practice guidance. The audit was completed in August 2025. This recommended a refreshed programme and project management framework to enable consistent and efficient reporting, benefits realisation and project closure. This supports the planned work in transformation.

The audit also confirmed well designed controls surrounding the establishment of a transformation programme and its review.

3. CONSIDERATIONS

3.1 Vision, Focus & Goals

The Council has developed its transformation vision as:



These principles align with the Huntingdonshire Futures Outcomes and the Corporate plan objectives to achieve them.

Appendix 2 shows the actions in the Transformation Plan that deliver against the corporate plan priority and objectives.

3.2 Governance

3.3.2 Transformation Board

The Council has established an Officer led Transformation Board which ensures effective execution and assurance of strategic transformation activity. The board also ensures activity is prioritised to maximise benefits aligned with the corporate plan and the transformation principles. The board is also presented with research and analysis of Council services to

ensure transformation activity is focused in the right place which considers benchmarked performance, unit and service costs:

- Approving, prioritising, evaluating, or terminating activity.
- Overseeing transformation pipeline and funding.
- Managing assurance and benefits realisation.
- Supporting transition to business as usual.

Triggering interventions when:

- Innovation, digital, or cultural change faces challenges.
- Activities exceed time/cost/risk/quality limits.
- Benefits fail to be realised.

3.3.3 Transformation Plan framework and summary 2025/26

The current transformation plan framework and summary is set out in Appendix 3. The plan sets out the strategic framework and transformation vision, goals and focus for change with the various programmes, and major and operational projects. The plan shares a summary of activity for 2025/26 being undertaken that is driving change. This is drawn directly from the Corporate Plan and Service Plans, and ensures that the transformation focus is accurately represented and embedded within core service planning.

Appendix 4 sets out the number of projects by service at each level of the transformation plan.

Appendix 5 is the full list of the Transformation Plan programmes and projects for 2025/26, grouped by the drivers for change. The summary of this breakdown is shown below:

Goals - drivers for change		Focus	
 Place and Communities Positive Legacy	46	Enhancing Place to support Sustainable Council	38
		Pride in Place Empowered Communities	8
 Services Being the 'Doing things well'	19	Doing things well and financial efficiency	18
		Strong workforce and culture	1

3.3.4 Publication of the plan

The Council will publish an Annual Transformation Plan providing assurance on the current plan and achievements. The next publication will be in June 2026.

4. COMMENTS OF OVERVIEW & SCRUTINY

- 4.1 The comments of the relevant Overview and Scrutiny Panel will be used to enhance the presentation of the Transformation plan once considered by the Cabinet.

5. RISKS

- 5.1 Local Government Re-organisation (LGR) may slow or pause some transformation initiatives the council is aiming to deliver. As the new unitary authority establish strategic direction, it may be necessary to realign programmes and projects to reflect evolving priorities.
- 5.2 Transformation resources will shift toward supporting the new unitary authority transition, presenting both constraints and opportunities for ongoing change. This may increase the demands on the Council and impact on the ability to deliver planned transformation.
- 5.3 This demand will be managed by rigorous prioritisation and strong governance

6. LINK TO HUNTINGDONSHIRE FUTURES, THE CORPORATE PLAN, STRATEGIC PRIORITIES AND CORPORATE OBJECTIVES

- 6.1 The transformation driver of **Leaving a Positive Legacy for Place and Communities** is directly derived from the vision established in the Place Strategy:

‘delivering better outcomes for our residents and communities to ensure Huntingdonshire continues to be one of the best places to live in the country. Together we can reach a brighter future for Huntingdonshire’.

- 6.2 The transformation plan consists of programmes and projects delivering change and service improvement that delivers against the Corporate Plan priorities and objectives as set out in section 3.1 of this report. These are detailed in Appendix 2.
- 6.3 Priority 3 of the Corporate Plan – **Doing our core work well** is a key driver for the service improvement activity within the transformation plan, the number of actions reflect how this is demonstrated across all services shown in section 3.3.3 of this report.

7. LEGAL IMPLICATIONS

- 7.1 Transformation Plans are not legally mandated but are strongly encouraged and often necessary to meet broader policy goals, funding criteria, and public expectations.

- 7.2 There was a legal requirement for UK local authorities to produce and publish Productivity Plans by July 2024, and the Council were compliant in meeting this deadline. There is no government requirement for 2025.

8. RESOURCE IMPLICATIONS

- 8.1 The Council's Medium Financial Plan is approved to support the programmes, change projects and continuous improvement activity of the Council which deliver the Corporate Plan priorities and objectives.
- 8.2 There are no new resource implications arising from the publication of the Transformation Plan.

9. REASONS FOR THE RECOMMENDED DECISIONS

- 9.1 This report explains how the Council will make changes in 2025/26. It brings together all the main projects, programmes, and plans for improving services into one clear Transformation Plan.
- 9.2 The Transformation Plan is an essential tool for achieving the Council's main goals and vision for Huntingdonshire's future. It encourages ongoing improvement, new ideas, and teamwork across different services. The plan also meets the LGA's advice to have a clear approach to transformation.
- 9.3 The Council has set up strong oversight the Transformation Framework governance and Transformation Board. An internal audit found good controls and advised creating a single system for clear reporting and tracking progress.

10. LIST OF APPENDICES INCLUDED

Appendix 1 – Transformation Plan Strategic Planning Framework

Appendix 2 – Transformation Plan by Corporate Plan Priority

Appendix 3 – Transformation Framework and Plan summary for 2025/26

Appendix 4 – Transformation Plan - Projects by Service

Appendix 5 – Transformation Plan list of programmes and projects by Goals and Focus for 2025/26

11. BACKGROUND PAPERS

[Corporate Peer Challenge](#)
[Productivity Plan](#)

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