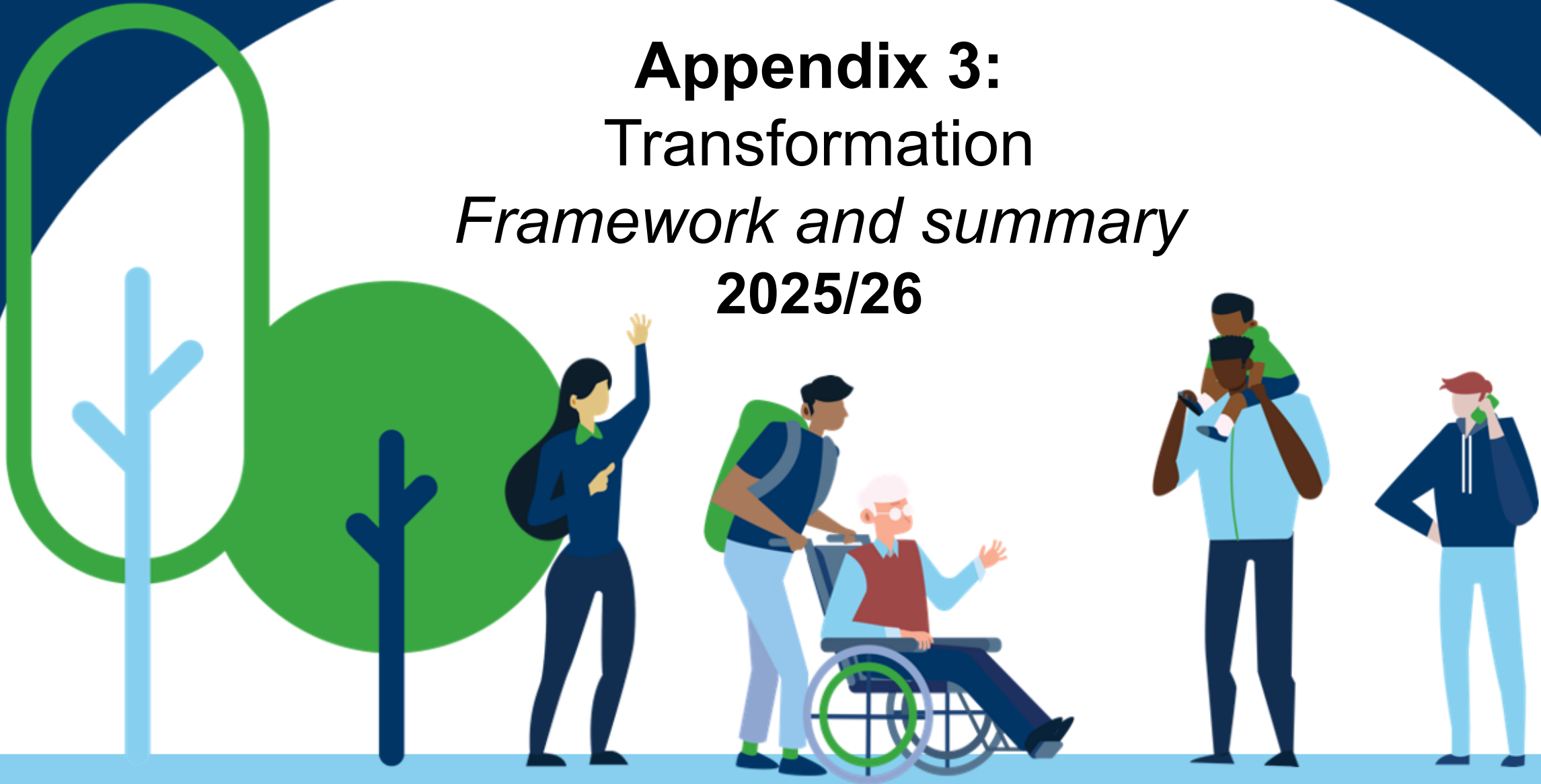


Appendix 3:

Transformation

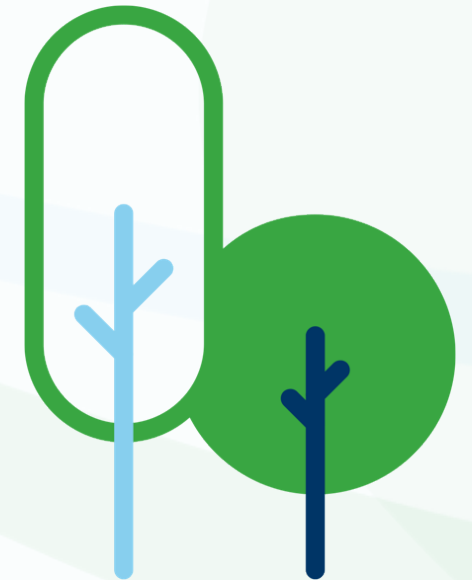
Framework and summary

2025/26



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Foreword

Local government is undergoing a period of profound change. The English Devolution Bill and the ongoing programme of Local Government Reorganisation present both a challenge and an opportunity: a chance to reshape how we serve our communities, strengthen local leadership, and deliver public services that are more responsive, efficient, and future-ready.

This Transformation Framework sets out our council's commitment to reshaping how we work – placing residents at the heart of everything we do and ensuring that our services are fit for the future. It outlines the programmes and projects we are undertaking to modernise our services, improve outcomes for residents, and drive efficiencies, helping us with 'doing things well'. At its heart, it is a commitment to continuous improvement — not just in what we do, but in how we do it.

As powers and responsibilities shift closer to the communities we serve, we must ensure our systems, structures, and culture are ready to meet the demands of the future. Transformation is not simply about digitisation or cost-efficiency; it is about reimagining our role, embracing innovation, and working collaboratively across boundaries to deliver better public value.

We recognise that a change of this scale is not easy. It requires clarity of purpose, strong leadership, and the active engagement of our workforce, partners, and residents. However, we are confident that through this plan, we are laying the foundations for a council that is not only fit for today but also ready for tomorrow.



Councillor Sarah Conboy
Executive Leader



Councillor Lara Davenport-Ray
Councillor for Climate, Transformation

Background

In the Peer Challenge progress review March 2025, the Council was acknowledged for much of its groundbreaking transformational efforts on our Workforce Strategy, Community Health & Wealth building and in the prevention of homelessness. However, to ensure the constant driving of change, it was identified that a single clear framework for transformation should be implemented.

Recognising the need to move beyond siloed practices and custom approaches within individual services, we integrated transformation planning into our annual service planning process. Included in this was a SWOT analysis for each service to critically assess its own strengths, weaknesses, opportunities and threats. These insights informed the development of their service plans, ensuring alignment with our broader strategic goals.

Through this process, we identified **65 transformation projects** aligned with our strategic and organisational objectives — forming a diverse and ambitious portfolio of projects across all aspects of the organisation. These initiatives are designed not only to enhance individual services but also to support the development of a more efficient, future-ready organisation. In addition, we recognised 80 continuous improvement activities from across the council that underpin both service delivery and the successful implementation of transformation projects.

The Transformation Framework is not new or additional; it is a concise summary of the actions across the Council and its services, focusing on transformation and continuous service improvement.

 Huntingdonshire Futures
[Updated annually in April]



 Corporate Plan
[Refreshed annually in March]



 Financial Planning
[MTFS reviewed annually in Feb]



 Service Planning
[Reviewed six monthly.
Concluded annually in March]



Transformation Framework

= Change projects that align to strategic and organisation objectives
(replaces Annual Delivery Plan and Productivity Plan)

The Transformation Framework will be informed by the service planning process and will include transformation projects classified as :

- Delivery Programmes
- Major Projects and Programme of Works
- Operational Projects



Continuous improvement activities and Team level projects from across the council underpin both service delivery and the successful implementation of transformation projects

Vision for Transformation



Transformation vision: *To be a leading Local Authority preparing for the future; with our services 'doing things well', and delivering a positive legacy for the people of Huntingdonshire as a place to live, work, study and visit.*

This will be achieved by:

Goals - drivers for change

**Place and Communities**
Positive Legacy

**Services**
'Doing things well'

**Future**
Preparing for Devolution/ LGR

Focus
Enhancing Place to support Sustainable Council

S
Pride in Place Empowered Communities

Doing things well and financial efficiency

Strong workforce and culture

Evidence based proposal

Pre-unitary implementation



PLACE: ✓ Enhancing our Place to support a sustainable Council

DO

- Invest to generate income; optimise economic potential of our places, place services and assets, reduce costs and provide efficient place services
- Raising profile and promoting our place
- Growth housing and businesses

ENABLE

- Attract and invest in infrastructure that supports growth and businesses.

INFLUENCE

- Work with partners to unlock barriers to investment, secure funding and support our Place

COMMUNITIES: ✓ Pride in Place and empowered Communities

DO

- Community Health and Wealth Building Strategy
- Grants with a demonstratable Return on Investment (RoI)
- Spend Council money locally to benefit our community

ENABLE

- Engaging communities in developing and maintaining the place they want
- Enable & Influence – Businesses to have an impact on communities, alongside the role of anchor institutions

INFLUENCE

- Proactively engage and influence partners to deliver better outcomes for our communities

Evidence based

- ✓ We will use insight from engagement and data to target and measure

✓ **Taking opportunities for services 'doing things well' and financial efficiency**

- Service Transformation - driven by new Service Planning approach and 15% financial efficiency target.
- Acting commercially and ensure value for money using benchmarking and unit costs: output identifying new opportunities.
- Looking across the Council and supporting Managers in the change process to proactively identify opportunities for transformation.
- Organisational Transformation – Various change and improvement programmes including workforce, customer change and service improvements.

✓ **Strong workforce and culture**

- Build a digital culture where innovation and new ways of working are embraced.
- A collective approach to transformation, an embedded culture of continuous improvement.
- Delivery of the Workforce Strategy action plan ,and prioritising development our people for the future.

Plus, next page.....

- ✓ **Working proactively to maximise opportunities for Huntingdonshire businesses and residents**
 - Use evidence to achieve the best outcome, growth and prosperity, for Huntingdonshire
 - Use this as an opportunity to secure investment for Huntingdonshire
 - Ensure a legacy of projects that benefit Huntingdonshire
- ✓ **Leading change**
 - Taking a leading role in the wider region, showing place leadership
 - Projects with resources that deliver optimal outcomes for the short, medium and long period
 - Identifying and promoting best practice within the new structures
 - Formal business case and proposal submission
- ✓ **Be dynamic and responsive; a proactive partner**
 - To ensure the ongoing sustainability of the successor authority
 - To ensure successful transition. Setting-up project team for pre-unitary implementation
- ✓ **Maintaining efficient and effective services for Huntingdonshire**
 - Supporting and developing our workforce to be the 'Doing things well'
 - Preserve the high standards of service for the people of Huntingdonshire
 - Management of risks regarding LGR

Transformation Framework – Project classification

Transformation project categories and the classification framework of assessment

Classification type	Sponsor (Accountable for success)	Responsible (Gets the work done)	Classification criteria
Delivery Programme	Corporate Director	Head of Service	✓ Directly delivers a corporate/ strategic objective that includes a programme of major projects and works - AND ✓ Exposed risk is HIGH if delivery programme fails or not completed on time <u>And one or more of the following:</u> • Over £1 million delivery costs/income generation • Delivery timescale 2+ years • Involves multiple services (3+) and/or partners
Major project or Programme of works	Corporate Director	Head of Service	✓ Delivers a corporate / strategic objective with one project or programme of works not aligned to a delivery programme - AND ✓ Exposed risk is HIGH if project/programme of works fails or not completed on time <u>And is one or more of the following:</u> • Over £100k delivery costs / income generation • Delivery timeline 1+ years • Involves <u>whole</u> of Council and/or multiple partners (3+) • Internally impacts <u>whole</u> of council • Externally impacts residents/businesses in <u>more than</u> one ward • <u>Considerable</u> external engagement is required
Operational project	Head of Service	Service Manager	✓ Delivers an organisational objective - AND ✓ Exposed risk is MEDIUM if project fails or not completed on time <u>And is one or more of the following:</u> • Over £50k delivery costs / income generation • <u>Could be</u> politically sensitive • Delivery timeline 6+ months • Involves <u>multiple</u> services (3+) and/or partners (1+) • Internally impacts <u>multiple</u> teams (3+) across the council • Externally impacts residents/businesses in <u>one</u> ward • <u>Some</u> external engagement is required

To note: Other projects not classified as one of the above categories are managed and reported elsewhere. For example, the 80 continuous improvement projects that support service delivery and transformation are monitored and reported to Heads of Service or Service Managers.

Delivery Programmes – summary

Delivery programme	 Market Towns
Responsible role:	Head of Economy, Regeneration and Housing Delivery Sponsor: Corporate Director of Place
Purpose of Programme:	<i>To drive economic-led intervention, renewing and reshaping our town centres and high streets for the future, in a way that promotes growth, ignites civic pride and ensures long-term sustainability. The Medium-Term Financial Plan is underpinned by creating a renewed sense of place and providing attractive new destinations for our residents and businesses, with longer-term ambitions to stimulate public and private sector investment, bringing forward future opportunities for jobs and skills.</i>
Summary of projects:	☐ Refurbishment of the Priory Centre in St. Neots to create a modern community hub with a theatre, cafe, and new town council offices ☐ Regeneration and enhancement of St. Neots town centre has now been completed – The market square has been successfully revamped with a series of improvements ☐ Restoration of the Old Falcon is ongoing. ☐ Regeneration of the Warner's Park Memorial Pavillion in St. Ives ☐ Installation of Digital Information Screens now complete across St. Ives, Ramsey, St. Neots and Huntingdon town centres to promote local areas, businesses, tourism, events and heritage. ☐ Supporting the Cromwell Museum in Huntingdon with secured funding for development and a new building ☐ Delivering Public Realm and shop in box unit on the Great Whyte, Ramsey ☐ Various district wide projects across all market towns

Delivery Programmes – summary

Delivery programme	 One Leisure
Responsible role:	Responsible: Head of Leisure, Health and Environment Sponsor: Corporate Director of Place
Purpose of Programme:	<i>To create and maintain high-quality, sustainable leisure and sports facilities which meet community needs, increase participation, help tackle health inequalities and provide accessible, inclusive activities for Huntingdonshire residents as part of an active lifestyle.</i>
Summary of projects:	☐ Huntingdon: Gym and changing rooms refurbishment completed, including installation of new equipment with lower CO2 emissions, feasibility underway for a new pool ☐ St Neots: Installation of new sports equipment with lower CO2 emissions, pool expansion feasibility planned. ☐ St Ives: Pool and outdoor space expansion under review; discovery regarding new 3G pitch planned subject to funding. ☐ Ramsey: Extension to the current gym to increase stations and space, discovery of opportunities for expansion of pool and large group exercise space. ☐ Sawtry: Interim plan to re-open the swimming pool. ☐ Burgess Hall: Equipment upgrades, additional stations and sports hall improvements planned. ☐ All Sites: Website improvements and solar panel installations completed. ☐ Strategic: Exploring making better use of sports halls ☐ Active Lifestyles: Delivering improvements and initiatives to promote active lifestyles within the community

Programme of Works – summary

Programme of Works	 Planning Service Improvement	 UK Shared Prosperity Fund and Rural England Prosperity Fund
Responsible Lead:	Planning Services Manager	Head of Economy, Regeneration & Housing Delivery
Responsible Sponsor:	Head of Planning, Infrastructure & Public Protection	Corporate Director of Place
Purpose of Programme:	<i>Following a period of recovery and renewed leadership, the Planning Improvement programme now seeks to build long-term resilience and effectiveness by implementing 16 recommendations from the Planning Advisory Service (PAS) review. These actions will strengthen governance, improve service delivery, enhance digital processes, and foster greater transparency and community engagement.</i>	<i>To deliver our awarded grant funding from the UK Shared Prosperity Fund to where it is needed most - building pride in place, developing high-quality skills training, supporting pay, employment & productivity growth, while increasing life chances against the three investment priorities: Communities & Place, Supporting Local Business and People & Skills.</i>
Summary of work themes:	❖ Review governance framework ❖ Enhance service efficiency and resilience ❖ Improve processes and digital services ❖ Improve reporting and KPI monitoring	The following work activities have been completed. ❖ Active travel feasibility studies (finished Apr 25) ❖ Green business grants (finished July 25) ❖ Electric vehicle charging facilities (finished Jun 25)

Programme of Works – summary

Programme of Works	 Customer Change	 Workforce Strategy
Responsible Lead:	Customer Change Programme Director	Head of Human Resources, Organisational Development, and Health & Safety
Responsible Sponsor:	Corporate Director of Communities	Corporate Director of Finance and Resources
Purpose of Programme:	<i>To embed an operating model that puts the customer at the front of digital service design, ensuring a consistent and efficient customer experience. To improve workforce productivity that provides value for money and maximises the benefits of digital solutions and existing application estate. To enhance service design and delivery decisions based on customer insight.</i>	<i>At the heart of our council's success is our ability to attract, develop, and retain a talented workforce who truly connect with, and deliver, our priorities and values. The Workforce Strategy provides a framework for how we are going to achieve the vision set out in the Corporate Plan. It sets the roadmap we will follow and the broad areas that are our priorities for delivery.</i>
Summary of work themes:	❖ Simplify contact for residents using automation and digital tools ❖ Boost efficiency by using smart technology and joined-up support services ❖ Use customer feedback and data to improve services ❖ Focus on prevention and support for complex cases	❖ Attract talent to meet service needs. ❖ Keep people engaged through shared values. ❖ Support wellbeing for a strong workforce. ❖ Grow skills to prepare for the future

Major projects – Summary

Summary of major projects not aligned to a Delivery Programme or Programme of Works

TRANSFORMATION GOAL **Place and Communities** Positive Legacy

- Refresh strategy for Economic Growth
- Relaunch vision for Public Parks and Countryside sights
- Continued support and supply of accommodation for households on resettlement schemes
- Delivery of Civil Parking Enforcement
- Complete investment work at Hinchingsbrooke Country Park
- Work with organisations to deliver regeneration projects on private and public owned sites
- Implement the Community Health and Wealth Strategy

TRANSFORMATION GOAL **Services** Doing things well

- Implement new electric refuse collection vehicles to help lower carbon emissions
- Implement new food waste collection service for all residents

Operational projects – Summary

Summary of operational level projects not aligned to a Delivery Programme or Programme of Works

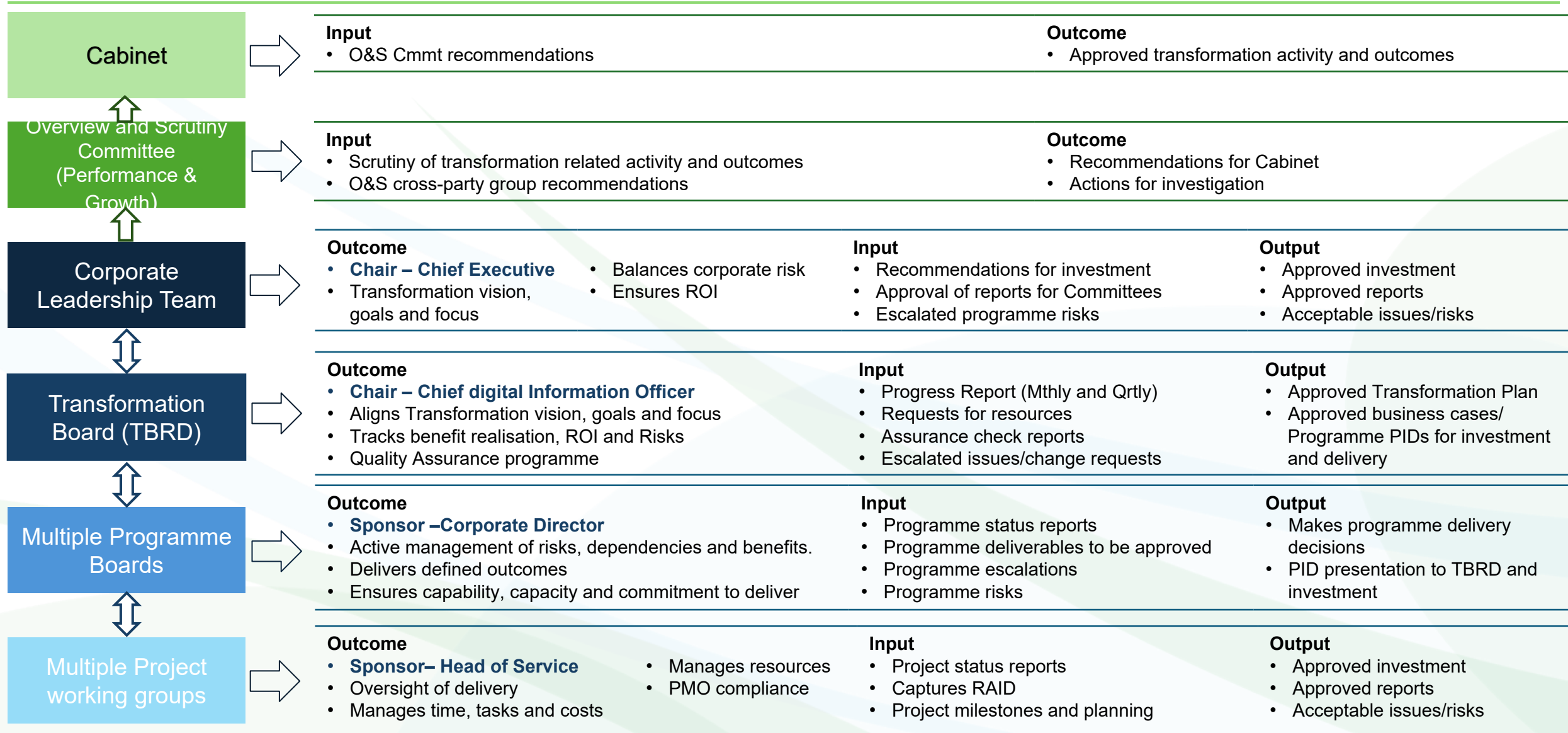
TRANSFORMATION GOAL **Place and Communities** Positive Legacy

- Review commercial Investment Strategy for HDC
- Develop a Green Commercial Sustainability Strategy (Climate and Biodiversity)
- CCTV training facility
- Develop and deliver communication campaigns, aligned to the corporate narrative and strategic Corporate Plan priority programmes
- Revise Parking Strategy
- Launch new Housing Strategy
- Biodiversity Net Gain Credits - complete discovery
- Review focus and priority of Community Action Team to meet community needs
- Review Homelessness Strategy in line with new statutory guidance
- Review Impact of Renters (Reform) Bill
- Resident Advice and Information Team to develop financial vulnerability programme and model to support residents
- Review licensing service fees and charges
- Review Public Protection services model to meet increasing resident demand and new legislation

TRANSFORMATION GOAL **Services** Doing things well

- Implement Internal Audit Regulation changes
- Review Waste Fleet vehicle contract
- Enhance ownership information regarding watercourses to improve maintenance in flood management
- Migration of Land Charges LLC1 to HM Land Registry
- Development of a Councillor information portal
- Introduce a Finance Charter for internal services and improvements in protocols and processes
- Refresh Social value Procurement Policy and implement internal system to support procurement management
- Trial of event markets
- Update existing audio-visual technology in the Civic Suite used for streaming Council meetings
- Review and implement e-billing for local residents in relation to Revenues and Benefits Services
- Develop the use of online forms for residents accessing Public Protection services

Transformation Governance



All projects that do not meet these criteria are recorded internally as Service Level projects.