

## **Appendix 5:**

### Transformation Delivery Programme list of Programmes and Projects, 2025/26



Our Transformation Framework 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 |
|-----------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------|---------------|
| <b>Delivery Programme - One Leisure</b> |                                                                                     |                                                                                                                                                                                                                                                                                                                                             |                     |                    |               |
| 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        |

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| 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 |
| <b>Delivery Programme – Market Towns</b> |                                                                            |                                                                                                                                               |               |                    |        |
| 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 |

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|                                                                   |                                                                   | 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 |
| <b>Various Programme of works and projects across the Council</b> |                                                                   |                                                                                                                                                                                                                                                                                                                        |                    |                    |        |
| 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 |

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|     |                                                                                               | 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 |

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|     |                                                              | 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 |
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| <b>Various Programme of works and projects across the Council</b> |                                                                                                |                                                                                                                                                                                                                                                                        |                     |                    |               |
| 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                                                                                                   | Operational Project | Mike Gildersleeves | Mar-26        |

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|  |  | addresses increasing resident demand and new legislation. |  |  |  |
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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 |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------|---------------|
| <b>Various Programme of works and projects across the Council</b> |                                                                                                 |                                                                                                                                                                   |                     |                    |               |
| 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        |

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| 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 |

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| 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        |