

CORPORATE PEER CHALLENGE:

Appendix 1: Action Plan summary

Updated Q3 2025/26

Introduction

Since receiving the corporate peer challenge (CPC) report in July 2024, we have:

- Developed an action plan setting out how we will address the eight formal and other informal recommendations in the report.
- Appropriate officers have been identified to ensure appropriate responsibility for delivery and governance, and a lead Member to aid with political accountability and ownership (whilst the overall response to the CPC remains within the remit of the Leader and Chief Executive).
- The action plan contains **27 actions** linked to the **eight recommendations**.
- The CPC Team completed a progress review in March 2025 with 3 actions linked to additional suggestions.
- There are now **10 actions** linked to the **additional suggestions**.

Overview of the Action Plan



27 Actions linked to 8 Formal Recommendations

- 8 recommendations have been completed and fully met

Recommendation	Number of completed actions	Number of action in progress	Total actions	Status (Fully met or In progress)
One	1		1	Fully met
Two	5		5	Fully met
Three	2		2	Fully met
Four	5		5	Fully met
Five	6		6	Fully met
Six	3		3	Fully met
Seven	2		2	Fully met
Eight	3		3	Fully met
Total	27		27	

10 Actions linked to Additional Suggestions

Number of completed actions	Number of action in progress	Total actions
10	0	10

Formal Recommendations and Additional Suggestions fully met

Recommendation one

Align finance and workforce to deliver the agreed political priorities including a review of organisational structure.

STATUS
Fully met



Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	Portfolio holder		Accountable Officer
Clear governance and leadership accountability ensure Recommendation One remains embedded. The Chief Executive oversees the organisational structure, aligning finance and workforce with political priorities. The Senior Leadership Team restructure and leadership development programme strengthens collaboration and partnership working, providing ongoing assurance that these arrangements support the delivery of council priorities.	Executive Leader, Executive Councillor for Place		HDC Chief Executive
Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC001 Review organisational structure A consultation with senior staff was conducted on restructuring the senior leadership team.</p> <p>Following the closure of the consultation in December 2024, the final proposal presented on 17th January 2025.</p> <p>➤ The new structure has been fully implemented. Heads of Service are now meeting portfolio holders and internally there is clear governance for leadership direction in setting priorities, and clear alignment between finance and services.</p> <p>✓ Evidence: CPC001 Senior Leadership Team consultation outcome January 2025</p>	Mar 25	Chief Executive has ongoing ownership of organisational structure	HDC Chief Executive


Recommendation one

Align finance and workforce to deliver the agreed political priorities including a review of organisational structure.

STATUS
Fully met



Additional suggestions identified and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC029 Create and communicate key points of entry into the council for partners and stakeholders. Simplify the reporting arrangements and responsibilities through Senior Team restructure. The new structure has been fully implemented and communicated to all staff.</p> <p>✓ Evidence: CPC029 Senior Leadership Team consultation outcome January 2025</p>	Mar 25	The new structure can be found on the intranet and is in the Welcome handbooks for new staff.	HDC Chief Executive
<p>➤ CPC030 Facilitating the development of top team would assist the new team in building relationships, understanding leadership styles and create space for strategic visioning. The Chief Executive has appointed team development coaches to work with CLT and HoS. CLT team coaching commenced in December and HoS commenced in March.</p> <p>✓ Evidence: CPC030 Development training and coaching programme for Senior Leadership Team</p>	Mar 25	Chief Executive to oversee leadership development	HDC Chief Executive
<p>➤ CPC028 To meet the council’s ambitions for enhanced partnership working, review the skills and capacity needed to support this work with senior stakeholders and partners. A partnership maturity tool has been approved and applied, creating a register of key partnerships for council priorities..</p> <p>✓ Evidence: CPC028 Presentation of proposed model to senior leadership team Sept 25 and initial register of key partnerships presented to CLT 17th Dec 25</p>	Dec 25	The register will be reviewed annually and aligned with LGR preparation	Interim Place Strategy and Climate Lead

Recommendation two Strengthen the internal approach to engagement which ensures the voice of residents/service users are at the heart of decision making.	STATUS	
	Fully met	


Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	Portfolio holder		Accountable Officer
<p>The council’s engagement approach has been strengthened by learning from past successes and embedding a consistent, corporate-wide approach that puts residents and customers at the heart of decision-making. Governance has been enhanced with senior leadership oversight and additional resources to ensure a managed approach to communications. A network of engagement champions meets quarterly to share best practice, review lessons learned, and plan future activities. Governance arrangements provide assurance of ongoing learning and good practice, with the approach continuously reviewed and strengthened through closer alignment to the service planning process.</p>	Executive Leader, Executive Councillor for Place Executive Councillor for Resident Services and Corporate Performance		Head of Communications, Engagement & Public Affairs
Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC002 Policy decision about Communications being accountable for engagement. The new Senior Leadership structure has been fully implemented. Heads of Service are now meeting portfolio holders and internally there is clear governance for leadership direction in setting priorities for Communications and engagement.</p> <p>✓ Evidence: CPC002 Senior Leadership Team consultation outcome January 2025</p> <p>➤ CPC003 Community Health and Wealth building – co-design. Three co-production workshops were held in August and September 2024 to reflect diverse community voices. Additional focus groups engaged seldom heard groups, including young people, low-income households, rural communities, and ethnic minorities.</p> <p>✓ Evidence: CPC003 Overview and Scrutiny Panel 5 June 2025, item 8. Community Health and Wealth Building</p>	March 25	The Communications Team continue to deliver on the engagement principles.	Head of Communications, Engagement & Public Affairs

Recommendation two

Strengthen the internal approach to engagement which ensures the voice of residents/service users are at the heart of decision making.

STATUS

Fully met



Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC005 Champions. A network of communications champions has been established with services across the council to provide more co-ordinated communications messages, share learning and develop key campaigns.</p> <p>✓ Evidence: CPC005 The Communication Network Champions officer group meet quarterly to update activity pipeline</p>	March 25	The Communications Team continue to deliver on the engagement principles.	Head of Communications, Engagement & Public Affairs
<p>➤ CPC006 Focussed resources to support delivery of engagement events The corporate consultation schedule for 2025/26 has been established and is now being utilised by the Communications team to ensure a consistent and managed approach to communications across the council.</p> <p>✓ Evidence: CPC006 Corporate Consultation Schedule</p>	Aug 25	A resource has been recruited to maintain the schedule and publish updates on the Staffing intranet.	Head of Communications, Engagement & Public Affairs
<p>➤ CPC004 Policy decision to strengthen internal approach. A fixed-term post has been recruited to align engagement activity with Cabinet’s 2023 published principles, working closely with service users and managers following the Senior Team restructure. To continue developing the engagement approach and aligning to the service planning process and governance of approval through Corporate Leadership.</p> <p>✓ Evidence: CPC004 Communications and Engagement Coordinator job description</p> <p>g Evidence: CPC004 HDC engagement principles published on council’s website</p>	Sept 25	Regular meetings with Corporate Leadership and services to align engagement activity.	Head of Communications, Engagement & Public Affairs

Recommendation three Develop a resourced Communications and Engagement Strategy which defines the HDC brand and strategic narrative.	STATUS
	Fully met



Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	Portfolio holder		Accountable Officer
A comprehensive Communications Strategy and supporting Action Plan have been developed and endorsed by Cabinet, providing a clear approach for consistent messaging and engagement for promoting the council’s brand. A new corporate narrative has been established and is actively being embedded across the organisation, supported by an elevator pitch to ensure clarity and alignment in all communications. This approach strengthens the council’s brand and ensures strategic coherence in internal and external communications.	Executive Leader, Executive Councillor for Place Executive Councillor for Resident Services and Corporate Performance		Head of Communications, Engagement & Public Affairs
Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC007 A Communications Strategy and supporting Communications Action Plan has been developed and shared with Cabinet.</p> <p>Evidence: CPC007 The development of a Communications Strategy 2024-28</p> <p>➤ CPC008 A new corporate narrative has been developed, and work is now underway to embed this across the organisation. An additional action was suggested by Peer Review Team in March 2025; to produce an elevator pitch for the Corporate Narrative. This was completed in June 2025.</p> <p>✓ Evidence: CPC008 The Corporate Narrative has been completed</p>	Dec 24	The communications team continue to embed the corporate narrative across the organisation.	Head of Communications, Engagement & Public Affairs

Recommendation three Develop a resourced Communications and Engagement Strategy which defines the HDC brand and strategic narrative.	STATUS
	Fully met



Additional suggestions identified and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPCU1 Produce a short punchy statement to accompany corporate narrative. Communicate to staff and members and use this narrative statement for internal and external communication. An elevator pitch was produced to provide a brief and introduction for the corporate narrative document. This is available on the intranet for all officers to see.</p> <p>✓ Evidence: CPCU1 The elevator pitch has been uploaded to the intranet alongside the Corporate Narrative.</p>	Jun 25	The elevator pitch is available to all officers on the intranet page.	Head of Communications, Engagement & Public Affairs

Recommendation four

Review the planning service to ensure that within the planning policy framework the council’s priorities are being delivered, for example climate, environment and inclusive growth.

STATUS
Fully met



Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	Portfolio holder		Accountable Officer
The council has embedded strong governance to ensure priorities are delivered within the planning policy framework. A Planning Service Peer Review informed the development of an action plan, monitored through the Development Management Committee. Local Plan consultations and compliance with national requirements are ongoing. Regular member briefings, strategic boards, and lessons learned processes provide oversight, while continuous improvement is driven through the council-wide service planning framework and transformation programme.	Executive Councillor for Planning		Head of Planning, Infrastructure & Public Protection
Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC009 A Planning Service Peer Review was completed, recommendations provided, and an action plan developed to take into 2025/26.</p> <p>Draft report received and comments fed back with action plan linked to service planning for 2025/26.</p> <p>✓ Evidence: CPC009 Development Management Committee 19 May 2025, item 7 – Planning Service Peer Review</p> <p>➤ CPC010 A Local Plan consultation on issues and options was conducted December 2024. And in March 2025 a response to the Government’s National Planning Policy Framework expectations to produce an updated Local Development Scheme plan was completed and submitted to MHCLG.</p> <p>✓ Evidence: CPC010 Consultation for ‘Further Issues and Options Paper’ Local Plan November 2024.</p>	Mar 25	<p>The Planning Peer Review Action Plan is reported regularly to the Development Management Committee.</p> <p>Consultation is ongoing and continues to inform the development of the Local Plan.</p>	Head of Planning, Infrastructure & Public Protection

Recommendation four – continued

Review the planning service to ensure that within the planning policy framework the council’s priorities are being delivered, for example climate, environment and inclusive growth.

STATUS

Fully met



Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC011 Engagement with the team. From Nov 24, monthly member briefings are being used to encourage a holistic view to delivering the Council’s growth and development ambitions. These are embedded as part of the wider approach to information sharing and council decision making. Further work will continue with Planning specifically, alongside the action plan for this service.</p> <p>✓ Evidence: CPC011 The May 2025 Member Briefing</p>	Mar 25	Monthly member briefings with the Planning team will continue	Head of Planning, Infrastructure & Public Protection
<p>➤ CPC012 Delivery board, strategic board and lessons learnt at both the tactical project level, and the sponsor level, to inform future HDC delivery of significant change programs requiring planning. The recommendations from an independent project review were endorsed in January 2025, identifying lessons learnt for earlier engagement with Planning Services</p> <p>✓ Evidence: CPC012 An independent review of the major project at Hinchingsbrooke Park identified lessons learnt.</p>	Feb 25	Any identified improvements and lessons learnt, will be captured in the Planning Service improvement programme.	
<p>➤ CPC013 The Council wide continuous improvement journey was one of the key objectives for the Council-wide Service Planning process rolled-out early 2025. All Services submitted actions and projects focused on continuous improvement and transformation efficiency and change. This continued focus across the Council is linked into the budget setting process, regular review of service plan projects and actions, and identified audits and external reviews.</p> <p>✓ Evidence: CPC013 Presentation to Service Managers early 2025, with service plans submitted March 2025</p>	Mar 25	The Service Planning review process is scheduled to take place twice a year. Mid review for 2025/26 commenced in Oct 25	

Recommendation four – continued

Review the planning service to ensure that within the planning policy framework the council’s priorities are being delivered, for example climate, environment and inclusive growth.

STATUS

Fully met



Additional suggestions identified and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPCU2 Develop the PAS review action plan and utilise the Councils scrutiny functions to oversee the action plan and implementation of recommendations. An action plan has been developed for implementing the 16 PAS recommendations. These actions have been included in the Planning Improvement Programme which aligns to the council's Transformation Programme with monthly monitoring of progress in place. To date four of the recommendations have been completed with the remaining 12 recommendations underway. This action plan was also brought to the DMC in August 2025.</p> <p>✓ Evidence: CPCU2 The report has been approved and work on the 16 recommendations has now started, with four being completed.</p>	Sep 25	The Planning Improvement Programme remains ongoing and will deliver all of the PAS recommendations.	Head of Planning, Infrastructure & Public Protection

Recommendation five

Deliver the imminent Workforce Strategy at pace – including addressing staff concerns.

STATUS
Fully met



Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	Portfolio holder		Accountable Officer
The Workforce Strategy is being delivered at pace, with a prioritised action plan approved by the Employment Committee and monitored through quarterly reporting. Key measures include implementing robust policies to support team performance, progressing a staff pay review, introducing a new Employee Assistance Programme, and introducing a Health and Wellbeing strategy. Continuous policy review and national recognition for recruitment innovation demonstrate the council’s commitment to addressing staff concerns and improving organisational resilience.	Executive Councillor for Climate, Transformation & Workforce		Head of HR, OD & Health and Safety
Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC014 to CPC019 An action plan, which includes a schedule of prioritised actions, timeframes and resources, was approved by Employment Committee, and is now underway with regular quarterly reports being provided.</p> <p>➤ This includes:</p> <ul style="list-style-type: none"> Awareness of impacts to team performance and absence with implementation of robust policies and practices. Development of an employee value proposition is scheduled between January to March 2025, which will feed into the corporate narrative. Staff pay review is underway. A new provider in place to provide Employee Assistance Programme to support wellbeing for staff. A review of policy and practice is continuously ongoing. Shortlisted for an LGC Workforce 2024 award for the ‘best innovation in recruitment’ category <p>✓ Evidence: CPC014 to CPC019 Employment Committee 25 Feb 2025, item 6 Workforce Strategy Update</p>	Between Dec 24 and Mar 25	Delivery of the workforce strategy remains in flight. Progress is updated regularly to Employment Committee	Head of HR, OD & Health and Safety

Recommendation five
Deliver the imminent Workforce Strategy at pace – including addressing staff concerns.

STATUS

Fully met



Additional suggestions identified and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC032 Consideration should be given to undertaking a full staff survey. A full staff survey was completed in September. Results have been reported to CLT with any concerns raised with relevant Managers.</p> <p>✓ Evidence: CPC032 A review will happen in September 2025 to assess whether a further survey is required.</p>	Sep 24	The results of the survey have been analysed and are being used to inform future decision making.	Head of HR, OD and Health & Safety
<p>➤ CPCU3 Peer suggest further communication on the process and timeline for how reviewing the 121 processes, working with Unison looking at performance management and L&D will be linked to pay increments and remuneration in the future. Further communications for staff have been provided regarding the expectations of the 121s for managing performance and development, and how this aligns to the pay increment and remuneration process.</p> <p>✓ Evidence: CPCU3 April saw the launch of the new 121 process, to positive feedback, and works on incremental progression are set to be completed within the set timescales.</p> <p>✓ Pay review completed with Council on NJC for negotiated pay settlement</p>	Sep 25	Human Resources to continue communicating with staff	Head of HR, OD and Health & Safety

Recommendation six
Continue to strengthen the council’s approach to governance, compliance and risk.

STATUS
Fully met



Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	Portfolio holder		Accountable Officer
Governance arrangements have been strengthened through the recruitment of key officers, a comprehensive member training programme, and a Constitution Review Working Group. These measures ensure robust officer compliance, member awareness of effective risk management, and enhanced decision-making across the council.	Executive Councillor for Governance & Democratic Services		Head of Democratic Services & Monitoring Officer
Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<div> ➤ Recruitment of a Monitoring and Deputy Monitoring Officer to follow completion of the Senior Team restructure </div> <div> ✓ Evidence: CPC021 Monitoring officer is now fully embedded at HDC full time. </div> <div> ➤ The development of a full program of Member training to help develop and upskill our members. </div> <div> ✓ Evidence: CPC022 A full training program is now established and ongoing, with Democratic services logging completed sessions. </div> <div> Members briefings and special LGR briefings are also available periodically. </div> <div> ➤ A Constitution Review Working Group has been established, with six meetings scheduled to address key focus areas. The sixth meeting, held on 4th September 2025, fulfilled the original commitment set out in the CPC action plan. With this milestone achieved, the action will now transition to business-as-usual, with further meetings planned for 23 October 2025 and 8 January 2026. </div> <div> ✓ Evidence: CPC020 4th September 2025 Report of the Constitution Working Group </div>	<div>Jun 25</div> <div>Sept 25</div>	<div>Officer now in post</div> <div>A training program is now established and ongoing.</div> <div>Continued group meetings scheduled for Oct 25 and Jan 26</div>	<div>Head of Democratic Services & Monitoring Officer</div>

Recommendation seven

Support and develop a member led scrutiny work programme and prioritise areas where they can add value and help mitigate risk – SLT support.

STATUS
Fully met



Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	Portfolio holder		Accountable Officer
Improvements to scrutiny processes and agenda planning have been implemented, supported by best practice training and a forward plan for member development. These process changes and further improvements identified by members will continue to develop the member led scrutiny work to ensure it adds value and support mitigation of risks. .	Councillor for Governance & Democratic Services		Head of Democratic Services & Monitoring Officer
Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC023 Agendas and future plans. The process and approach to briefings has been reviewed and developed in partnership with the Member Development Group. A best practice guide and topic submission form are now in place. The agendas have been reformed and are published ahead of time, with the Chairs Briefings including the future plan for meetings and action tracking.</p> <p>➤ Evidence: CPC023 Future agenda items are readily available and are shared with both panels ahead of time.</p>	June 25	Future agendas are published ahead of time, and plans shared with both panels	Head of Democratic Services & Monitoring Officer

Recommendation seven
Support and develop a member led scrutiny work programme and prioritise areas where they can add value and help mitigate risk – SLT support.

STATUS

Fully met



Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC024 Best practice: Training has been provided by the EELGA regarding self-scrutiny and Member Development Groups supporting best practice and topic submission. The following improvements have also been identified:</p> <div> <ul style="list-style-type: none"> Ensure less pre-decision scrutiny and less of information items Develop a clearer forward plan of items for scrutiny consideration; making use of service plan actions Identify additional topics outside of service plan scope <ul style="list-style-type: none"> Identify policy development involvement Identify agenda items following monthly member briefings Identify external partners to present to panel to strengthen partnership working </div>	Dec 24	The improvements identified will continue to take place going forwards.	Head of Democratic Services & Monitoring Officer
<p>✓ Evidence: CP024 Reflection on the training has resulted in an agreed Overview and Scrutiny process map for how topics are requested, considered and decided upon for future work programs. This has been shared with members.</p>			

Recommendation eight
Define and communicate your approach to transformation/ continuous improvement.

STATUS

Fully met



Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	Portfolio holder		Accountable Officer
A new transformation approach has been introduced, replacing the previous annual delivery plans and productivity plans with a single programme focused on efficiency and change. The programme aims to deliver financial efficiency and opportunities through streamlined processes and governance, ensuring the sustainable delivery of council priorities. Data maturity assessments and improved data management processes underpin risk-based decision-making. Progress is monitored through established governance arrangements, providing continued assurance that transformation remains aligned with organisational priorities.	Executive Councillor for Climate, Transformation & Workforce		Head of Policy, Performance and Emergency Planning
Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC025 Annual Delivery Plan and cross cutting themes. Action identified to combine the outputs from the Annual Delivery Plan process with the three cross-cutting service reviews; customer, leisure, planning - with appropriate governance in place. The Corporate Transformation and Service Planning framework was presented to Cabinet and Leadership Team, including clear objectives to bring a holistic approach for transformation.</p> <p>➤ Evidence: CPC025 Cabinet Away Day Briefing Jan 2025 Service Planning</p> <p>➤ Evidence: CPC025 Framework was approved by CLT in February 2025.</p> <p>➤ Evidence: CPC025 A new appointment to the role of Business Performance and Transformation Manager, with the Improvement Team becoming the Transformation Team</p>	Feb 25	Service Plan reviews are scheduled twice a year, with the second due to commence Oct 25.	Interim Head of Transformation and Corporate Reporting

Recommendation eight
Define and communicate your approach to transformation/ continuous improvement.

STATUS

Fully met



Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC027 Data management improvements are underway, supported by a completed data quality audit and LGA Data Maturity Self-Assessment. The council scored 3.1 out of 5, indicating developing capability. Next steps include creating an action plan with input from the Chief Digital and Information Officer to strengthen data-driven decision-making.</p> <p>✓ Evidence: CPC027 Copy of the LGA Data Maturity Self-Assessment report and presentation to Management Team Sept 25</p> <p>✓ Evidence: CPC027 Appointment of a new Chief Digital Information Officer across the shared IT service reporting to the Chief Executives to drive focus change.</p>	Sept 25	Officer group in place for continued actions and planning	Interim Head of Transformation and Corporate Reporting
<p>➤ CPC026 Transformation approach A new approach to service planning has been established, approved by CLT, and launched for 2025/26 in December 2024 to generate a single Transformation Approach and Programme focused on change projects (replaces the Annual Delivery Plan and Productivity Plan). This has a shared ambition of a 15% net reduction in expenditure through efficiency savings and/or increased income/commerciality. The approach and governance was approved by CLT and Heads of Service (Aug 25), with and Transformation Framework and Programme Report presented to Overview and Scrutiny Committee for comment and to Cabinet for approval (Nov 25).</p> <p>✓ Evidence: CPC026 Transformation Report O&S 5th November 2025 and Approved by Cabinet in November</p>	Nov 25	The Transformation Plan and updated transformation programme for 2026/27 will be presented to O&S Cmmt in July 26.	Interim Head of Transformation and Corporate Reporting

Recommendation eight
Define and communicate your approach to transformation/ continuous improvement.

STATUS
Fully met



Additional suggestions identified and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
<p>➤ CPC031 Further work is needed with service managers to improve horizon scanning and feed this into the budget setting process. The updated and simplified service planning process for 2025/26 requires all services to undertake a SWOT analysis to be the basis of the actions for change in the next three years for each service area. This is linked to the Contextual Information for Huntingdonshire established in 2024/25 as part of the Council’s Performance Management Framework.</p> <p>✓ Evidence: CPC031 New approach rolled-out across the Council and service planning process including looking ahead three years.</p>	Mar 25	Services can access contextual performance measures and SWOT guidance on the intranet.	Interim Head of Transformation and Corporate Reporting
<p>➤ CPC033 The Ideas Board should be taking a more strategic approach to reviewing requests for funding, making sure any bids are aligned to the councils’ priorities and clearly drive innovation. There also needs to be consideration given to how any projects funded on a trial basis could be sustained in the longer term if deemed successful. A review of the New Ideas process was completed in May 2025, with actions to improve the process and controls identified and implemented.</p> <p>✓ Evidence: CPC033 Delivery Board Presentation (20th May)</p>	May 25	The actions from the review are being implemented PMO processes and governance	Interim Head of Transformation and Corporate Reporting
<p>➤ CPC034 Suggestion: The council to continue driving efficiencies and value for money across the organisation through service improvement and contract management to enable focused delivery on political priorities. Additional procurement resources in place. Monthly Procurement Board oversees contract register and drives value for money. Corporate Transformation Approach approved by CLT (Feb 2025), adopting a hybrid model. Service-led improvements embedded through service planning. Service plans reviewed and agreed as the Corporate Transformation Programme for 2025/26, presented to O&S Committee (Nov 2025). Mid-year review of programme began Oct 2025 to align with the council’s budget cycle, ensuring continued focus on efficiencies and value for money</p> <p>✓ Evidence: CPC034 Terms of reference for Procurement Board and Transformation Board</p>	Nov 25	Governance arrangements in place to ensure VFM and delivery of priorities with the officer-led Procurement Board and Transformation Board	Interim Head of Transformation and Corporate Reporting