

A meeting of the **OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH)** will be held in **CIVIC SUITE, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **WEDNESDAY, 31 JANUARY 2024** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1. MINUTES (Pages 5 - 6)

To approve as a correct record the Minutes of the Overview and Scrutiny Panel (Performance and Growth) meeting held on 3rd January 2024.

Contact Officer: B Buddle 01480 388008

2. MEMBERS' INTERESTS

To receive from Members declarations as to disclosable pecuniary and other interests in relation to any Agenda item.

Contact Officer: B Buddle 01480 388008

3. OVERVIEW AND SCRUTINY WORK PROGRAMME (Pages 7 - 18)

a) The Panel are to receive the Overview and Scrutiny Work Programme and current Notice of Key Executive Decisions.

b) Members to discuss future planning of items for the Work Programme

Contact Officer: B Buddle 01480 388008

4. FINAL 2024/25 REVENUE BUDGET AND MEDIUM TERM FINANCIAL STRATEGY (2025/26 TO 2028/29) INCLUDING THE CAPITAL PROGRAMME (Pages 19 - 126)

The Final 2024/25 Budget and Medium Term Financial Strategy (2025/26 to 2028/29) including Capital Programme is to be presented to the Panel for comments.

Executive Councillor: B Mickelburgh

Contact Officer: K Sutton 01480 387072

5. 2024/25 TREASURY MANAGEMENT, CAPITAL AND INVESTMENT STRATEGIES (Pages 127 - 218)

The 2024/25 Treasury Management, Capital and Investment Strategies Report is to be presented to the Panel for comments.

Executive Councillor: B Mickelburgh

Contact Officer: K Sutton 01480 387072

6. CORPORATE PERFORMANCE REPORT 2023/24 QUARTER 3 (Pages 219 - 320)

The Panel is invited to comment on the Corporate Performance Report 2023/24 Quarter 3.

Executive Councillor: S Ferguson

Contact Officer: D Buckridge 01480 388065

23 day of January 2024

Michelle Sacks

Chief Executive and Head of Paid Service

Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests.

Further information on [Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests is available in the Council's Constitution](#)

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The District Council also permits filming, recording and the taking of photographs at its meetings that are open to the public. Arrangements for these activities should operate in accordance with [guidelines](#) agreed by the Council.

Please contact Mrs Beccy Buddle, Democratic Services Officer (Scrutiny), Tel No. 01480 388008/e-mail Beccy.Buddle@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.

Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.

Agenda and enclosures can be viewed on the [District Council's website](#).

Emergency Procedure

In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit.

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH) held in Civic Suite, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Wednesday, 3 January 2024.

PRESENT: Councillor C M Gleadow – Chair.
Councillors A Blackwell, S Cawley,
I D Gardener, S A Howell, A R Jennings and
N Wells.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors S J Corney, J E Harvey, R Martin, Dr M Pickering and R A Slade.

IN ATTENDANCE: Councillors S J Conboy and S W Ferguson.

54. MINUTES

The Minutes of the meeting held on 6th December 2023 were approved as a correct record and signed by the Chair.

55. MEMBERS' INTERESTS

No declarations were received.

56. OVERVIEW AND SCRUTINY WORK PROGRAMME

The Panel received and noted the Overview and Scrutiny Work Programme and the current Notice of Key Executive Decisions (a copy of which has been appended in the Minute Book) which has been prepared by the Executive Leader for the period 1st January 2024 to 30th April 2024.

57. CORPORATE PLAN UPDATE

By means of a presentation by the Corporate Director (People) (a copy of which was appended in the Minute Book) the Panel received an update on the Corporate Plan.

It was clarified to the Panel, following an enquiry from Councillor Gleadow, that an agreement would be made on what constituted a reasonable measure and define an accepted tolerance around this, reporting would only flag measures falling outside of these tolerances.

Following an enquiry from Councillor Wells on data maturity, the Panel heard that a tool had been published by the LGA which would be incorporated into service plans going forward. There would need to be an understanding of the Council's data and its maturity, this tool assesses and provides analysis of the data's accuracy and structure.

Councillors Cawley, Gardener and Jennings agreed that comparable authorities should be identified to allow for comparisons. Following a further question from Councillor Jennings, the Panel heard that the Performance Indicators would be set following a Peer Review and that there would be a future opportunity for comments on this.

The Panel heard that Oflog was still in its infancy and whilst self-regulation was encouraged at the present, this may evolve over time should that be identified as a need.

Councillor Blackwell expressed concern over the Service Plans and was reassured that they were reviewed internally to ensure their deliverability, relevance to the Corporate Plan and review by the relevant Executive Councillor. Furthermore, the Panel were assured that benchmarking would help to inform target setting in the future.

58. HUNTINGDONSHIRE PLACE STRATEGY UPDATE

By means of a report and presentation by the Assistant Director (Strategic Insights & Delivery) (a copy of which was appended in the Minute Book) the Panel received an update on the Huntingdonshire Place Strategy.

Councillor Gardener was enthusiastic about the proposed involvement with Parishes and suggested a similar format to recent Planning meetings would be productive. This sentiment was echoed by Councillor Howell who commented on the involvement of community groups as well.

The Panel expressed concern that April 2024 may be too ambitious a date for events to be hosted but could be a good start point to allow for events throughout the calendar year whilst recognising Huntingdonshire Day.

Concern was expressed by Councillor Jennings that some towns or parishes, such as St Neots, may not feel included as traditionally it had been difficult to encourage this relationship with the district. It was agreed that opportunities would be developed to encompass the needs of the many diverse communities across the district and by developing a mix of suggestions it would allow for something to suit everyone.

The Panel were advised that there was potential for an O&S working group to be involved in the project, this opportunity would be investigated and brought back to the Panel at a future date.

Chair

Overview and Scrutiny Work Programme 2023-24

Performance and Growth Agenda Items			
Meeting Date	Pre-Scrutiny	Scrutiny Review	Task and Finish Groups Working Groups
31 st January 2024	<ul style="list-style-type: none"> • Final 2024/25 Budget and Medium - Term Financial Strategy (2025/26 to 2028/29) including Capital programme • 2024/25 Treasury Management, Capital and Investment Strategies • Corporate Performance Report 2023/24 Q3 		
6 th March 2024	<ul style="list-style-type: none"> • Financial Performance Report 2023/24 Q3 • Corporate Plan Refresh 		
3 rd April 2024	<ul style="list-style-type: none"> • Community Infrastructure Levy Funding Allocation • UK Shared Prosperity Funding Update • Market Towns Programme – Spring Update 	<ul style="list-style-type: none"> • Huntingdonshire Futures – Festival of Huntingdonshire 	
5 th June 2024	<ul style="list-style-type: none"> • Market Towns Programme – Summer Update • Corporate Performance Report (2023/24) Quarter 4 • Finance Performance Report (2023/24) Quarter 4 • Treasury Management Outturn Report 2023/24 	<ul style="list-style-type: none"> • Huntingdonshire Futures – Bi-annual update 	
Unscheduled/Pending Further Details			<ul style="list-style-type: none"> • Huntingdonshire Place Strategy • Market Towns Programme

			<ul style="list-style-type: none"> • Business Development
Environment, Communities and Partnerships Agenda Items			
Meeting Date	Pre-Scrutiny	Scrutiny Review	Task and Finish Groups Working Groups
1 st February 2024	<ul style="list-style-type: none"> • Non Domestic Rates Discretionary Rate Relief Policy 	<ul style="list-style-type: none"> • Update on Alternative Land Management Scheme • Support to the Financially Vulnerable Amendment to Partnership Arrangements with Citizen's Advice Rural Cambridgeshire 	<ul style="list-style-type: none"> • Great Fen Presentation • Flooding Management Update
7 th March 2024	<ul style="list-style-type: none"> • EV Charging Strategy • One Leisure Long Term Operating Model Report • One Leisure Membership Architecture Review Report • Revocation of the Risk Based Verification Policy 	<ul style="list-style-type: none"> • Biodiversity for All Update • HCP Investment Project Update • Climate and Environment Portfolio Update 	
4 th April 2024	<ul style="list-style-type: none"> • CPE Agency Agreement • Material Recycling Facility Contract Renewal • Climate Emergency UK Report and Action Plan 	<ul style="list-style-type: none"> • One Leisure Annual Performance Review 	
6 th June 2024	<ul style="list-style-type: none"> • Annual Climate Update 		
Unscheduled/ Pending Further Details		<ul style="list-style-type: none"> • GP Waiting Times • Issue of concrete affecting public buildings – specifically Hinchingbrooke Hospital 	<ul style="list-style-type: none"> • Engagement with Parish Councils and development of relationship

		<ul style="list-style-type: none"> • Lack of NHS Dentists within the District • Corporate performance reports • Local Lettings Plan • SEUK Update 	<ul style="list-style-type: none"> • Hydrogen Vehicles • Environmental impacts on planning – renewable energy, green spaces
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Task and Finish Groups

Performance and Growth

Review of External Appointments to Outside Organisations

Membership: Cllrs S Cawley, S J Corney, I D Gardener and S A Howell

Progress:

Summer 2022: Terms of Reference have been established. Questionnaire has been sent to all relevant boards and organisations. Regular meetings are established from September.

September 2022: Evidence and information gathering underway.

November 2022: Information gathering completed.

February 2023: Report presented to O&S Panel and Cabinet

March 2023: Cabinet response to the report received by the Panel.

July 2023: Communication to be sent to all Councillors who are representatives on outside organisations to advise the new reporting progress.

January 2024: Group met to discuss progress and anticipated plan to move forward.

Next steps: Plan to regularly review and monitor implementation of recommendations.

Environment, Communities and Partnerships

Climate Working Group
Members: Cllrs T D Alban, J Kerr, C Lowe and D Shaw Lead Officer: Neil Sloper
Progress: November 2022: Initial Meetings held to establish Terms of Reference for the group. April 2023: Regular meetings established. Evidence and information gathering to be progressed. Group to be involved in the Electric Vehicle Charging Strategy Development. January 2024: Meetings held to discuss proposed work plan for the group and to discuss HVO Fuels project Next Steps: Meetings to be scheduled to allow involvement in proposed works.

Climate Sub Group Electric Vehicle Charging Strategy
Members: Cllrs T D Alban, J Kerr, C Lowe and D Shaw Lead Officer: George McDowell
Progress: February 2022: Initial meeting held May 2023: Regular meetings established. Residents survey agreed. July 2023: Meeting to review the outcome of the survey. September 2023: Meeting to review applications for the EV pilot scheme November 2023: Meeting to update on progress December 2023: Meeting to finalise report detail Next Steps: Final report anticipated for March 2024 cycle of meetings

NOTICE OF EXECUTIVE KEY DECISIONS INCLUDING THOSE TO BE CONSIDERED IN PRIVATE

Prepared by: Councillor Sarah Conboy, Executive Leader of the Council
Date of Publication: 9 January 2024
For Period: 1 February 2024 to 31 May 2024

Membership of the Cabinet is as follows: -

Councillor Details	Councillor Contact Details
Councillor S J Conboy Executive Leader of the Council and Executive Councillor for Place	Cloudberry Cottage 9 Earning Street Godmanchester Huntingdon PE29 2JD Tel: 01480 414900 / 07831 807208 E-mail: Sarah.Conboy@huntingdonshire.gov.uk
Councillor L Davenport-Ray Executive Councillor for Climate & Environment	73 Hogsden Leys St Neots Cambridgeshire PE19 6AD E-mail: Lara.Davenport-Ray@huntingdonshire.gov.uk
Councillor S Ferguson Executive Councillor for Customer Services	9 Anderson Close St Neots Cambridgeshire PE19 6DN Tel: 07525 987460 E-mail: Stephen.Ferguson@huntingdonshire.gov.uk

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Councillor M Hassall	Executive Councillor for Corporate & Shared Services	Care of Huntingdonshire District Council St Mary's Street Huntingdon Cambridgeshire PE29 3TN Tel: 07825 193572 E-mail: Martin.Hassall@huntingdonshire.gov.uk
Councillor B Mickelburgh	Executive Councillor for Finance & Resources	2 Grainger Avenue Godmanchester Huntingdon Cambridgeshire PE29 2JT Tel: 07441 392492 E-mail: Brett.Mickelburgh@huntingdonshire.gov.uk
Councillor B Pitt	Executive Councillor for Community & Health	17 Day Close St Neots Cambridgeshire PE19 6DF Tel: 07703 169273 E-mail: Ben.Pitt@huntingdonshire.gov.uk
Councillor T Sanderson	Deputy Executive Leader and Executive Councillor for Planning	29 Burmoor Close Huntingdon Cambridgeshire PE29 6GE Tel: 01480 436822 E-mail: Tom.Sanderson@huntingdonshire.gov.uk

Councillor S Taylor	Executive Councillor for Leisure, Waste & Street Scene	66 Wren Walk Eynesbury St Neots Cambridgeshire PE19 2GE Tel: 07858 032076 E-mail: Simone.Taylor@huntingdonshire.gov.uk
Councillor S Wakeford	Executive Councillor for Jobs, Economy, and Housing	4 Croft Close Brampton Huntingdon Cambridgeshire PE28 4TJ Tel: 07762 109210 E-mail: Sam.Wakeford@huntingdonshire.gov.uk

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Notice is hereby given of:

- Key decisions that will be taken by the Cabinet (or other decision maker)
- Confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part).

A notice/agenda together with reports and supporting documents for each meeting will be published at least five working days before the date of the meeting. In order to enquire about the availability of documents and subject to any restrictions on their disclosure, copies may be requested by contacting the Democratic Services Team on 01480 388169 or E-mail Democratic.Services@huntingdonshire.gov.uk.

Agendas may be accessed electronically at the [District Council's website](#).

Formal notice is hereby given under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that, where indicated part of the meetings listed in this notice will be held in private because the agenda and reports for the meeting will contain confidential or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. See the relevant paragraphs below.

Any person who wishes to make representations to the decision maker about a decision which is to be made or wishes to object to an item being considered in private may do so by emailing Democratic.Services@huntingdonshire.gov.uk or by contacting the Democratic Services Team. If representations are received at least eight working days before the date of the meeting, they will be published with the agenda together with a statement of the District Council's response. Any representations received after this time will be verbally reported and considered at the meeting.

Paragraphs of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) (Reason for the report to be considered in private)

1. Information relating to any individual.

2. Information which is likely to reveal the identity of an individual.
3. Information relating to the Financial and Business Affairs of any particular person (including the Authority holding that information)
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations that are arising between the Authority or a Minister of the Crown and employees of or office holders under the Authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the Authority proposes: -
 - (a) To give under any announcement a notice under or by virtue of which requirements are imposed on a person; or
 - (b) To make an Order or Direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation, or prosecution of crime.

Huntingdonshire District Council
Pathfinder House
St Mary's Street
Huntingdon PE29 3TN.

Notes: -(i) Additions changes from the previous Forward Plan are annotated ***
(ii) Part II confidential items which will be considered in private are annotated ## and shown in italic.

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Non-Domestic Rates Discretionary Rate Relief Policy	Cabinet	6 Feb 2024		Katie Kelly, Revenue and Benefits Manager Tel No: (01480) 388151: Email: katie.kelly@huntingdonshire.gov.uk		Executive Councillor for Finance and Resources	Environment, Communities & Partnerships
Final 2024/25 Budget and Medium Term Financial Strategy (2025/26 to 2028/29) including Capital Programme	Cabinet	6 Feb 2024		Karen Sutton, Director Finance and Corporate Services Tel No: (01480) 387072 or Email: karen.sutton@huntingdonshire.gov.uk		Executive Councillor for Finance and Resources	Performance & Growth
2024/25 Treasury Management, Capital and Investment Strategies	Cabinet	6 Feb 2024		Karen Sutton, Director Finance and Corporate Services Tel No: (01480) 387072 or Email: karen.sutton@huntingdonshire.gov.uk		Executive Councillor for Finance and Resources	Performance & Growth

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Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Market Towns Programme Spring Update	Cabinet	19 Mar 2024		Pamela Scott, Regeneration and Housing Delivery Manager Tel: 01480 388486 or Email: pamela.scott@huntingdonshire.gov.uk		Executive Councillor for Jobs, Economy and Housing	Performance & Growth
Electric Vehicle Charging Strategy	Cabinet	19 Mar 2024		George McDowell, Parking Services Officer Tel: 01480 388386 or Email: george.mcdowell@huntingdonshire.gov.uk		Executive Councillor for Climate & Environment	Environment, Communities & Partnerships
Corporate Plan Refresh	Cabinet	19 Mar 2024		Dan Buckridge, Business Intelligence and Performance Manager Tel: 01480 388065 or Email: dan.buckridge@huntingdonshire.gov.uk		Executive Councillor for Corporate & Shared Services	Performance & Growth
UK Shared Prosperity Funding Update	Cabinet	19 Mar 2024		Pamela Scott, Regeneration and Housing Delivery Manager Tel: 01480 388486 or Email: pamela.scott@huntingdonshire.gov.uk		Executive Councillor for Jobs, Economy and Housing	Performance & Growth

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Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
One Leisure Membership Architecture Review Report***	Cabinet	19 Mar 2024		Gregg Holland, Head of Leisure Services Gregg Holland: 01480 388157 or Email gregg.holland@huntingdonshire.gov.uk		Executive Councillor for Leisure, Waste and Street Scene	Environment, Communities & Partnerships
One Leisure Long Term Operating Model Report***	Cabinet	19 Mar 2024		Gregg Holland, Head of Leisure Services Gregg Holland: 01480 388157 or Email gregg.holland@huntingdonshire.gov.uk		Executive Councillor for Leisure, Waste and Street Scene	Environment, Communities & Partnerships
Revocation of the Risk Based Verification (RBV) Policy***	Cabinet	19 Mar 2024		Katie Kelly, Revenue and Benefits Manager Tel No: 01480 388151 or Email: katie.kelly@huntingdonshire.gov.uk		Executive Councillor for Finance & Resources	Environment, Communities & Partnerships
Climate Emergency UK Report and Action Plan	Cabinet	16 Apr 2024		Karen Sutton, Director Finance and Corporate Services or Tel: 01480 387072 Email: karen.sutton@huntingdonshire.gov.uk		Executive Councillor for Climate and Environment	Environment, Communities & Partnerships

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
CPE Agency Agreement	Cabinet	16 Apr 2024		George McDowell, Parking Services Officer Tel No: 01480 388386 or Email: george.mcdowell@huntingdonshire.gov.uk		Executive Councillor for Leisure, Waste and Street Scene	Environment, Communities & Partnerships
Community Infrastructure Levy Funding Allocation	Cabinet	16 Apr 2024		Claire Burton, Implementation Team Leader Tel No: 01480 388274 or Email: Claire.Burton@huntingdonshire.gov.uk		Deputy Executive Leader and Executive Councillor for Planning	Performance & Growth
Material Recycling Facility (MRF) Contract Extension (Part 2) ***##	Cabinet	16 Apr 2024		Andrew Rogan, Waste Operations Manager Tel No: 01480 388082 or Email: Andrew.Rogan@huntingdonshire.gov.uk	3	Executive Councillor for Leisure, Waste and Street Scene	Environment, Communities & Partnerships

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**Public
Key Decision - Yes**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Final 2024/25 Revenue Budget & Medium-Term Financial Strategy (2025/26 to 2028/29); including the Capital Programme
Meeting/Date:	Overview & Scrutiny (Performance & Growth) – 31 January 2024
Executive Portfolio:	Executive Councillor for Finance and Resources
Report by:	Director of Finance and Corporate Resources
Ward(s) affected:	All

Executive Summary:

This report sets out the Council's revenue and capital budget proposals for the 2024/25 Final Budget and the Medium-Term Financial Strategy (2025/26 to 2028/29).

The proposals:

- include savings and additional income, growth, non-realised savings from earlier years, the implications of other budget adjustments and the Commercial Investment Strategy, and the government's financial settlement, and the
- impact on Council Tax and Reserves for 2024/25 and over the medium term.

Recommendation:

The Overview and Scrutiny Panel is invited to comment on the revenue and capital proposals, the Council Tax and levels of reserves from the Cabinet report attached.

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**Public
Key Decision - Yes**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Final 2024/25 Revenue Budget & Medium-Term Financial Strategy (2025/26 to 2028/29); including the Capital Programme

Meeting/Date: Cabinet – 6 February 2024

Executive Portfolio: Executive Councillor for Finance and Resources

Report by: Director of Finance and Corporate Resources

Ward(s) affected: All

Executive Summary:

In order for the Council to:

- set the Council Tax for the area, the Council is required to set an annual Budget for the forthcoming year,
- ensure effective future financial planning, the Council approves a Medium-Term Financial Strategy (MTFS) for the subsequent 4 years.

Consequently, this report sets out the Council's Revenue and Capital budget proposals for the 2024/25 Final Budget and the Medium-Term Financial Strategy (2025/26 to 2028/29) for Cabinet approval.

The budget includes relevant savings, income and growth proposals, non-realised savings from earlier years, the implications of other budget adjustments and the Commercial Investment Strategy, and the government's financial settlement, together with a planned Council Tax increase of 3.21% (equating to £5) for 2024/25 and then £5 increase per annum for the duration of the MTFS.

The budget also includes the Capital Programme 2024/25 to 2028/29.

The budget 2024/25 gives a Net Service Expenditure Budget of £26.004m; the detailed budget for 2024/25 and the MTFS is shown at Appendix 1

In 2024/25, the Budget contributes £1.872m to General Reserves.

Recommendation:

That Cabinet recommends to Council the approval of the:

- overall Final Budget 2024/25 and MTFS 2025/26 to 2028/29 (Appendix 1, this includes the Revenue Budget at Section 2 and the Capital Programme at Section 3)

1. PURPOSE OF THE REPORT

- 1.1 To provide Cabinet with the detail of the Final Budget and MTFS for consideration. The report sets out:
- impacts on reserves.
 - level of Council Tax.
 - consideration of the Resolution that will be presented to Full Council on the 21 February 2024.
 - risks associated with the budget and relevant sensitivity analysis.

2. BACKGROUND

- 2.1 In respect of 2024/25, the Final Budget shows:
- a budget with net expenditure of £26.004m and a Budget Requirement of £27.090m,
 - an MTFS that has a profiled decrease in the Budget Requirement to £23.982m by 2028/29.
 - a Capital Programme of £26.073m for 2024/25, that reduces to £3.340m by 2028/29; with net internal funding of £5.135m and £1.739m respectively.
- 2.2 In respect of 2024/25, the Final Budget includes:
- savings and additional income of £1.306m.
 - growth of £2.831m.
 - unavoidable cost pressures of £2.006m
 - the provisional finance settlement of £1.699m in respect of New Homes Bonus, £0.804m Funding Guarantee Grant, and £0.188m Revenue Support Grant.
 - an estimate of £13.780m for Business Rates related income.

3. SUMMARY BUDGET 2023/24 AND MEDIUM-TERM FINANCIAL STRATEGY 2024/25 TO 2027/28

3.1 The 2024/25 Budget and Medium-Term Financial Strategy is shown in **Tables 1 & 2**.

Table 1a By Head of Service	Council Services Net Expenditure Budget (2024/25) and MTFS						
	2023/24		2024/25	Medium Term Financial Strategy			
	Budget £000	Forecast £000	Budget £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Chief Operating Officer	5,261	4,998	5,801	6,343	6,438	6,593	6,703
Chief Planning Officer	967	867	745	730	682	733	785
Corporate Leadership	1,289	1,244	661	625	589	553	567
Corporate Resources	8,100	5,890	8,797	9,472	7,474	7,542	7,753
Economic Development	205	210	395	299	279	284	290
Housing	196	198	210	216	217	221	225
Leisure & Health	265	361	296	132	130	126	104
Operations	5,109	5,796	5,534	5,074	4,823	4,936	5,051
Strategic Insight & Delivery	99	337	662	556	556	500	534
3C ICT Shared Service	2,622	2,609	2,903	2,887	2,918	2,941	2,973
Net Expenditure	24,113	22,510	26,004	26,334	24,106	24,429	24,985

Table 1b By Portfolio	Council Services Net Expenditure Budget (2024/25) and MTFS						
	2023/24		2024/25	Medium Term Financial Strategy			
	Budget £000	Forecast £000	Budget £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Community & Health	278	237	311	355	358	361	364
Corporate & Shared Services	7,234	6,875	7,938	7,946	8,055	8,165	8,235
Customers & Transactional Services	4,473	4,403	4,998	5,494	5,584	5,724	5,836
Finance & Resources	3,673	1,708	3,865	4,579	2,598	2,597	2,771
Leisure, Waste & Street Scene	5,270	6,170	6,249	5,435	5,089	5,133	5,251
Place	1,289	1,244	661	625	589	553	567
Planning	1,407	1,321	1,254	1,261	1,213	1,267	1,320
Regeneration & Growth, Economy & Skills	489	552	729	639	620	629	641
Net Expenditure	24,113	22,510	26,005	26,334	24,106	24,429	24,985

Table 2	Council Funding Statement Budget (2024/25) and MTFS						
	2023/24		2024/25	Medium Term Financial Strategy			
	Budget £000	Forecast £000	Budget £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Net Expenditure	24,113	22,510	26,004	26,334	24,106	24,429	24,985
Contribution to/(from) Earmarked Reserves:	187	463	(787)	236	247	509	522
Contribution to/(from) General Reserves	(0)	2,607	1,872	1,477	(2,163)	(1,874)	(1,525)
Budget Requirement	24,299	25,580	27,090	28,047	22,191	23,065	23,982
Retained Business Rates Income	(33,166)	(34,203)	(36,843)	(38,240)	(36,070)	(37,252)	(38,509)
Tariff	21,360	21,360	22,320	22,614	28,796	29,161	29,556
Levy	2,462	2,850	3,303	3,657	1,091	1,468	1,864
Renewables	(1,170)	(1,170)	(1,170)	(1,170)	(1,169)	(1,169)	(1,169)
Designated (Enterprise Zones)	(758)	(1,390)	(1,390)	(1,457)	(1,492)	(1,528)	(1,565)
Returned BRRS Surplus	-	-	-	-	(572)	(572)	(572)
Returned Cap Compensation	-	-	-	-	(1,021)	(1,021)	(1,021)
	(11,272)	(12,553)	(13,780)	(14,596)	(10,437)	(10,914)	(11,417)
Revenue Support Grant (RSG)	(177)	(177)	(188)	(178)	(162)	(98)	(28)
New Homes Bonus	(1,273)	(1,273)	(1,699)	-	-	-	-
Collection Fund (Surplus) / Deficit	(36)	(36)	93	-	-	-	-
3% Funding Guarantee	(1,064)	(1,051)	(804)	(2,107)	-	-	-
Services Grant	(178)	(185)	(29)	(29)	-	-	-
Rural Services Grant	(45)	(50)	(50)	(50)	(50)	(50)	(50)
Council Tax Requirement	10,255	10,255	10,632	11,087	11,541	12,003	12,487
- Base (*)	65,795.0	65,795.0	66,095.9	66,845.2	67,544.9	68,251.4	69,043.4
- Per Band D (£)	155.86	155.86	160.86	165.86	170.86	175.86	180.86
- Increase (£)			5.00	5.00	5.00	5.00	5.00
- Increase %			3.21%	3.11%	3.01%	2.93%	2.84%

Impact on Reserves

- 3.2 Surpluses (or deficits) in funding are adjusted via contributions to or from reserves. In the Council's Funding Statement (**Table 3**) this is shown against the line entitled "General Reserves". In 2024/25 we anticipate making a contribution to General Reserves of £1.872m.
- 3.4 The impact on the General Fund Reserve of the grant settlement from Government, the Council's policy to increase Council Tax and the savings, income and growth built into the budget for 2024/25 and the MTFS is shown in Table 3 below.

GENERAL RESERVES MOVEMENT							
Table 3	Reserves and MTFS						
	2023/24		2024/25	Medium Term Financial Strategy			
	Budget £000	Forecast £000	Budget £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
BUDGET SURPLUS RESERVE							
b/f	5,102	4,896	6,230	6,403	7,880	5,717	3,843
Contribution from (to) General Fund	(0)	2,607	1,872	1,477	(2,163)	(1,874)	(1,525)
Contribution from (to) CIS Reserve	(1,273)	(1,273)	(1,699)	-	-	-	-
c/f	3,829	6,230	6,403	7,880	5,717	3,843	2,318
COMMERCIAL INVESTMENT RESERVE							
b/f	5,595	6,339	7,212	8,911	8,911	8,911	8,911
Contribution from (to) General Fund	-	-	-	-	-	-	-
Contribution from (to) Budget Surplus Reserve	1,273	1,273	1,699	-	-	-	-
Use of Reserve	-	(400)	-	-	-	-	-
c/f	6,868	7,212	8,911	8,911	8,911	8,911	8,911
GENERAL FUND (Unallocated) RESERVE							
b/f	2,175	2,175	2,175	2,175	2,175	2,175	2,175
Contribution to/(from) Reserve	(0)	2,607	1,872	1,477	(2,163)	(1,874)	(1,525)
Contribution from(to) Budget Surplus	0	(2,607)	(1,872)	(1,477)	2,163	1,874	1,525
c/f	2,175	2,175	2,175	2,175	2,175	2,175	2,175
Net Expenditure	24,113	22,510	26,004	26,334	24,106	24,429	24,985
Minimum Level of Reserves	2,175	2,175	2,175	2,175	2,175	2,175	2,175

4. ROBUSTNESS OF THE 2024/25 BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY 2025/26 TO 2028/29

- 4.1 The Council's Responsible Financial Officer (S.151) has to make a statutory statement in respect of the Budget and reserves.
- 4.2 Section 8 of **Appendix 1** provides narrative in respect of risks that both the council and the wider local government community face at this time of continued public sector austerity. In addition, sensitivity analysis is applied against these risks and their impact on General Fund reserves is assessed. In summary, the key findings are:

- i. In 2024/25 the Council makes a contribution to General Reserves of £1.872m.
- ii. If the Council was to utilise only the General Fund and Budget Surplus Reserves, based on the assumptions in the current MTFs, the Council would be able to maintain a minimum level of General Fund (Unallocated) Reserves.
- iii. Over the 5 years of the MTFs (next year and the subsequent four years) the total net contribution from reserves is £2.212m.

4.3 Considering all the factors noted within the “Robustness” statement in respect of the 2024/25 Budget, it is considered that the combination of the Council’s:

- commitment to continue to deliver service efficiencies,
- intended direction of travel in relation to governance,
- clear indication to invest in effective services,
- prudent position relating to income recognition (including raising Council Tax), and
- presenting a balanced budget

the budget proposed for 2024/25 should not give Members any significant concerns over the Council’s financial position.

4.4 With regard to the period covered by the MTFs, the Council does face some future funding risk with the:

- confirmed cessation of NHB;
- implications of Fair Funding;
- re-baselining of business rates reducing NNDR income and assumptions made around compensation funding included which may not materialise, £4.779m from 2025/26 onwards; and
- the ongoing issues pertaining to the localisation of Business Rates.

However, over the past few years the Council has taken proactive action to address its budgetary concerns and, with the planned continuation to find efficiencies, the Council has a sound financial base upon which it can further develop its aim of financial self-sufficiency.

5. COMMENTS OF OVERVIEW & SCRUTINY

5.1 The comments of the relevant Overview and Scrutiny Panel will be included in this section prior to its consideration by the Cabinet.

6. KEY IMPACTS / RISKS

6.1 The setting of the budget and the Council Tax will directly impact on how Council services are to be delivered to both the residents and businesses of Huntingdonshire. Consequently, the delivery of the 2024/25 budget, when approved, will be proactively managed via the Council’s budgetary monitoring processes throughout the year. In addition to the budget itself, it is essential that the Council maintains adequate reserves to ensure that it has an effective safety net to meet unforeseen risks.

7. TIMETABLE FOR IMPLEMENTATION

- 7.1 The 2024/25 budget forms an integral part of the service planning process for 2024/25; actions and timescales required to ensure savings are achieved and service spending is in line with the approved budget will be contained within the final service plans.

8. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND / OR CORPORATE OBJECTIVES

- 8.1 The budget is the financial interpretation of the Council's strategic and operational priorities included within the entire Corporate Plan. However, the budget process itself meets the following specific aims and objectives of the Corporate Plan:

- Becoming a more efficient and effective Council.

- 8.2 This will assist the Council to:

- Become more efficient in the way it delivers services providing value for money services.

9. LEGAL IMPLICATIONS

- 9.1 As per the Sections 31A and 42A of the Local Government Finance Act 1992, the Council is required to set a balanced budget. This is achieved for 2024/25 so the setting of the Council Tax at the level mentioned within the report is appropriate.

10. RESOURCE IMPLICATIONS

- 10.1 The resource implications have been shown within the main body of this report.

11. OTHER IMPLICATIONS

- 11.1 All implications are contained within the body of the report.

12. REASONS FOR THE RECOMMENDED DECISIONS

- 12.1 To enable Cabinet to approve and understand:
- the 2024/25 Budget and MTFS
 - The risks and impacts included within 2024/25 Budget and MTFS.

13. LIST OF APPENDICES INCLUDED

Appendix 1: 2024/25 Final Budget & Medium-Term Financial Strategy 2025/26 to 2028/29.

BACKGROUND PAPERS

Working papers in Resources; Accountancy Services

CONTACT OFFICER

Karen Sutton, Director of Finances and Corporate Resources, & S151 Officer



DRAFT

**2024/25 Budget
&
Medium Term Financial Strategy
2025/26 to 2028/29**

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1.0 STRATEGIC BUDGET SUMMARY

1.1 Savings, Income Generation, Growth and Revenue Implications of Capital

1.1.1 The financial climate continues to be unusual with inflation and interest rates having risen to levels not seen for decades, and world conflicts causing disruption to energy and food supplies. This has put considerable pressure on the Council's finances with significant, unavoidable cost increases being borne by services as well as increased demand from residents as they too struggle to cope with the same financial pressures. Portfolio holders and budget managers have reviewed planned service delivery to seek means of mitigating these impacts, whilst still delivering effective value for money outcomes.

1.1.2 The Local Government Settlement, announced in December 2023, has provided some additional funding to assist with escalating costs in 2024/25 but, as in recent years, it is only a one-year settlement, continuing the uncertainty for the latter years of the MTFS.

The NNDR reset, which will have a significant detrimental impact to the Council's finances, has been delayed for a further year and is now anticipated to be implemented in 2025/26. This projected surplus of the next budget year is not forecast to continue in future years therefore an anticipated £3.5m is available to prepare for the anticipated reduced government funding from 2026/27 onwards and it is proposed in the MTFS that this be used to implement the outcomes of the Workforce Strategy review (£2.5m) and to create an earmarked reserve (£1m) to deliver future revenue budget benefits to help protect the Council from ongoing financial uncertainty.

1.1.3 The Council generates a considerable proportion of its own funding from the various services it provides. These range from income from One Leisure and Car Parking through to charging for Licensing and Planning Services. Service specific income is shown later in this report within the service budget pages.

Notable for the 2024/25 budget is the introduction, in line with last year's MTFS, of the Garden Waste subscription service. This is a non-statutory service provided to residents at nil cost in previous years. Rather than ceasing the service completely, residents that still wish to use the service can do so for an annual fee, removing the need to reduce provision of other key services to maintain a balanced budget. The costs of implementing the subscription scheme have been expensed in 2023/24.

The MTFS also reflects changes to budgets following an appraisal of the One Leisure centres, ensuring that they operate on a sound commercial basis, deliver enhanced services that meet the needs of our residents which in turn encourage growth in leisure centre usage and subscriptions. This demonstrates our continued focus on achieving best value through an effective operating cost model and pursuit of opportunities for improvement.

1.1.4 The Council generates further income from corporate activity; this mainly focuses on:

- Treasury Management; our returns in this area have benefitted from higher interest rates received on balances held, whilst our borrowings are at fixed rates agreed with the Public Works Loan Board, protecting the Council's exposure.
- Commercial Estates; whereby the Council is proactively enhancing its commercial estate activity to develop for the Council a medium to long term revenue stream to fund services and acting as a hedge against inflation. A review of the Commercial Investment Strategy is planned in 2024/25 to continue this work.

1.1.5 The ongoing challenge for this budget is to understand the unavoidable pressures that the Council will continue to face as a result of the economic uncertainty created by world events. Therefore, previous assumptions have been reviewed and challenged considering the uncertainty around the Local Government Financial settlement beyond 2024/25.

1.1.6 Growth has appeared within the budget from three main sources:

- Inflation on employee costs; the MTFS incorporates the additional 1% increase in salary costs relating to 2023/24 and assumes fixed a budget envelope for pay awards of £1.0m, equivalent to a notional 4% increase in staffing costs for 2024/25 and 2% per annum for the following years.
- Non-employee budgets non-controllable growth (unavoidable); the most significant increase in this area is the anticipated rise in waste processing costs associated with the MRF contract procured by Cambridgeshire County Council, £0.9m/annum additional cost has been assumed in the MTFS.
- Controllable growth

1.1.7 All of the savings, income generation and growth are summarised in the service budget pages later in this report. The total Service Proposals for 2024/25 are £3,531k and **Table 1** below shows how this is allocated by service and portfolio.

Table 1a			
Service Savings and Growth Proposals			
Service	Budget Savings £000	Budget Growth £000	Total £000
Chief Operating Officer	(261)	488	227
Chief Planning Officer	(221)	196	(25)
Corporate Leadership	6	3	9
Corporate Resources	725	771	1,496
Economic Development	99	86	185
Housing	2	9	11
Leisure & Health	(276)	161	(115)
Operations	(770)	1,607	837
Strategic Insight & Delivery	(233)	981	748
3C ICT Shared Service	(377)	535	158
Total	(1,306)	4,837	3,531

Table 1b			
Portfolio Savings and Growth Proposals			
Portfolio	Budget Savings £000	Budget Growth £000	Total £000
Community & Health	(173)	68	(105)
Corporate & Shared Services	(443)	807	364
Customers & Transactional Services	(80)	426	346
Finance & Resources	781	256	1,037
Leisure, Waste & Street Scene	(1,269)	2,881	1,612
Place	6	3	9
Planning	(219)	257	38
Regeneration & Growth, Economy & Skills	91	139	230
Total	(1,306)	4,837	3,531

1.1.8 The 2024/25 budget, as shown in table 5, is set to make a contribution to reserves of £1,871k. When the 2023/24 budget was set it intended to maintain a breakeven position. The most recent forecast outturn indicates a £2,607k contribution to reserves for 2023/24.

- **Commercial Investment Strategy**

1.1.9 A key part of the Council's previous Budget strategy has been the Commercial Investment Strategy (CIS), as approved by the Council in 2015. The Council's Commercial Investments contribute a significant proportion of income to our budgets, and income has remained strong over the past year. Investing in the property market remains challenging, never more so in the current climate. A review of the strategy is planned once economic factors become more settled; whilst financial interest rates remain high there is no reward for taking on additional risk through alternative investments. Due to the continued uncertain economic conditions, particularly around retail and office space, it is difficult to predict how the market will evolve, although it should be stressed that the Council's portfolio is built around investments it plans to hold for the medium to long term. An external review of the CIS is planned during 2024/25 to ensure the Council continues to invest its funds effectively.

During the year the opportunity was taken to upgrade the two investment properties in Fareham; this was undertaken during a break in tenants at a cost of £2m, improving both the desirability and EPC ratings of the facilities.

The table below illustrates the contribution that the CIS makes to the Council's revenue budget.

Actual 2022/23	Budget 2023/24	Forecast 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
£000	£000	£000	£000	£000	£000	£000	£000
(4,010)	(2,544)	(2,473)	(3,168)	(3,385)	(3,453)	(3,493)	(3,535)

- **Capital – Revenue Implications**

1.1.10 The revenue budget contains any implications from the proposed capital programme for 2024/25 and the MTFs, whether that will be savings because of investment, additional running costs or the cost of borrowing (Minimum Revenue Provision).

- **Summary Impact of all budget changes – comparing Final Budget 2023/24 to Final Budget 2024/25**

1.1.11 Overall, the revenue changes to the budget in respect of Savings & Additional Income, Service Growth and Capital have resulted in a net increase in the Council's budget of £1.892m (8%) when compared to the 2023/24 Original Budget and an increase of £3.495m (16%) when compared to the 2023/24 Forecast Outturn. A service-by-service and portfolio-by-portfolio summary is shown in **Table 2** below.

Service	Summary of Total Budget Movements (Original Budget for 2022/23 to Base Budget 2023/24)									
	2023/24		2024/25						Variance	
	Forecast Outturn	Original Budget	Previously Approved	Unavoidable Pressures	Growth Bids	Inflation & Employee Related Growth	Other Operational Adjustments	Proposed Budget	To 2023/24 Forecast	To 2023/24 Budget
	£000	£000	£000	£000	£000	£000	£000	£000	%	%
Chief Operating Officer	4,998	5,261	5,574	100	-	388	(261)	5,801	16%	10%
Chief Planning Officer	867	967	770	-	81	115	(221)	745	(14%)	(23%)
Corporate Leadership	1,244	1,289	652	-	-	3	6	661	(47%)	(49%)
Corporate Resources	5,890	8,100	7,301	189	328	254	725	8,797	49%	9%
Economic Development	210	205	210	-	78	8	99	395	88%	93%
Housing Strategy	198	196	199	-	(27)	36	2	210	6%	7%
Leisure & Health	361	265	411	331	(599)	429	(276)	296	(18%)	12%
Operations	5,796	5,109	4,697	1,106	310	191	(770)	5,534	(5%)	8%
Strategic Insight & Delivery	337	99	(86)	280	203	498	(233)	662	96%	569%
3C ICT Shared Service	2,609	2,622	2,746	-	95	440	(377)	2,904	11%	11%
Net Expenditure	22,510	24,113	22,474	2,006	469	2,362	(1,306)	26,005		
Forecast Outturn	22,510					3,495		26,005	16%	
Budget		24,113				1,892		26,005		8%

Portfolio	Summary of Total Budget Movements (Original Budget for 2022/23 to Base Budget 2023/24)									
	2023/24		2024/25						Variance	
	Forecast Outturn	Original Budget	Previously Approved	Unavoidable Pressures	Growth Bids	Inflation & Employee Related Growth	Other Operational Adjustments	Proposed Budget	To 2023/24 Forecast	To 2023/24 Budget
	£000	£000	£000	£000	£000	£000	£000	£000	%	%
Community & Health	237	278	416	-	-	68	(173)	311	31%	12%
Corporate & Shared Services	6,875	7,234	7,574	69	262	476	(443)	7,938	15%	10%
Customers & Transactional Services	4,403	4,473	4,652	100	-	326	(80)	4,998	14%	12%
Finance & Resources	1,708	3,673	2,828	60	108	88	781	3,865	126%	5%
Leisure, Waste & Street Scene	6,170	5,270	4,637	1,717	(95)	1,259	(1,269)	6,249	1%	19%
Place	1,244	1,289	652	-	-	3	6	661	(47%)	(49%)
Planning	1,321	1,407	1,216	60	81	116	(219)	1,254	(5%)	(11%)
Regeneration & Growth, Economy & Skills	552	489	499	-	113	26	91	729	32%	49%
Net Expenditure	22,510	24,113	22,474	2,006	469	2,362	(1,306)	26,005		
Forecast Outturn	22,510					3,495		26,005	16%	
Budget		24,113				1,892		26,005		8%

1.2 Corporate and Government Funding

- **Government Grant**

1.2.1 The government provides a fair proportion of the core funding of the Council. Some of this funding is in relation to specific services e.g., Housing Benefit, but some of the funding is in support of general activity; with regard to:

- New Homes Bonus (NHB), on the 18 December 2023 the Government provisionally made an announcement in respect of New Homes Bonus and the 2024/25 settlement is expected be £1.699m; this is the final year of this funding.
- A grant has been created to ensure every authority has an increase in Core Spending Power of at least 3%. The settlement is expected to be £0.804m in 2024/25 and this is included in the 2024/25 MTFS.
- On the 18 December 2023, the Government provisionally confirmed there would be no negative RSG for 2024/25. As the Fair Funding Review continues to be delayed, the 2024/25 MTFS provides for prudent RSG receipts for 2024/25 to 2028/29 in accordance with expert advice.

Council Tax and Business Rates

- 1.2.2 There is an assumption within the 2024/25 Budget there will be a Council Tax increase of 3.21% (equating to £5) for a Band D property. The Local Government Financial Settlement 2024/25 confirmed the referendum principle for Council Tax increases of up to 2.99% or £5, whichever is higher, for shire district councils. From 2025/26 over the remaining term of the MTFS Council Tax will be increased by £5 per annum. Therefore, the Council Tax for 2024/25 will be £160.86 per Band D equivalent property.

Council Tax					
	2020/21	2021/22	2022/23	2023/24	2024/25
	£145.86	£145.86	150.86	£155.86	£160.86
% increase on previous		0.00%	3.43%	3.31%	3.21%
Cumulative % increase		0.00%	3.43%	6.86%	10.28%

In December 2023, the Council approved a new Council Tax Support Scheme which reduced the Council Tax base. The effects of this new simplified scheme have been reflected through the MTFS.

- 1.2.3 The Council receives 40% of the Business rates collected and, after allowing for the tariff payment and s.31 grant funding, it estimates this to be £13.780m in 2024/25, this is an increase of 22.1% from the previous year. The increase is as a result of changes in rateable values and assumes an annual inflation factor of 2.2% and allows growth over the MTFS period to reflect the annual inflation increases to the business rates multiplier.

Collection Fund (Surplus)/Deficit

- 1.2.4 The Collection Fund is the statutory account for the Council Tax and Business Rates income and the payments to preceptors of their respective shares. Any surplus or deficit on the Collection Fund at year end is distributed to the preceptors, as per legislation. The Council is required to make an estimate of the projected surplus or deficit of each component of the Collection Fund at year end in order for the preceptors to bring their share of the surplus or deficit into the budget setting process.
- 1.2.5 For the purposes of budget setting the Council Tax element of the estimated year end position of the Collection Fund is shown in **Table 3** below along with the share that is apportioned to the Council.

Table 3	Collection Fund Estimated Deficit 2023/24	
	Deficit £000	HDC Share £000
Council Tax	719	93

1.3 Summary Budget

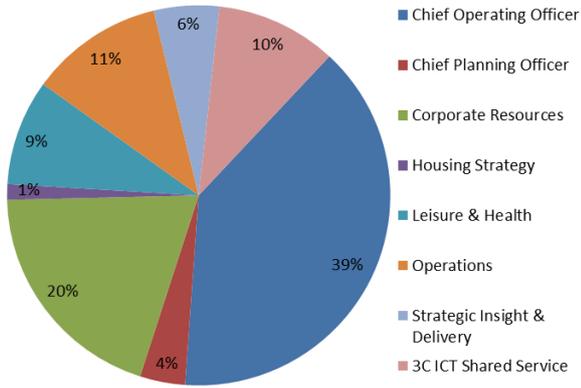
- 1.3.1 Considering the 3.21% increase in Council Tax for 2024/25 and the annual increases over the MTFS period, this results in the funding statement shown in **Table 4** and **Table 5** below.

Table 4a By Head of Service	Council Services Net Expenditure Budget (2024/25) and MTFS						
	2023/24		2024/25	Medium Term Financial Strategy			
	Budget £000	Forecast £000	Budget £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Chief Operating Officer	5,261	4,998	5,801	6,343	6,438	6,593	6,703
Chief Planning Officer	967	867	745	730	682	733	785
Corporate Leadership	1,289	1,244	661	625	589	553	567
Corporate Resources	8,100	5,890	8,797	9,472	7,474	7,542	7,753
Economic Development	205	210	395	299	279	284	290
Housing	196	198	210	216	217	221	225
Leisure & Health	265	361	296	132	130	126	104
Operations	5,109	5,796	5,534	5,074	4,823	4,936	5,051
Strategic Insight & Delivery	99	337	662	556	556	500	534
3C ICT Shared Service	2,622	2,609	2,903	2,887	2,918	2,941	2,973
Net Expenditure	24,113	22,510	26,004	26,334	24,106	24,429	24,985

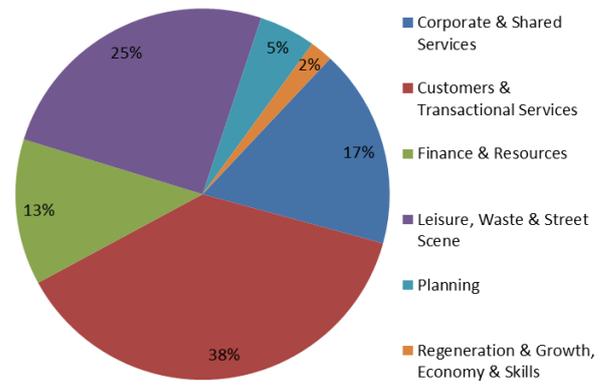
Table 4b By Portfolio	Council Services Net Expenditure Budget (2024/25) and MTFS						
	2023/24		2024/25	Medium Term Financial Strategy			
	Budget £000	Forecast £000	Budget £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Community & Health	278	237	311	355	358	361	364
Corporate & Shared Services	7,234	6,875	7,938	7,946	8,055	8,165	8,235
Customers & Transactional Services	4,473	4,403	4,998	5,494	5,584	5,724	5,836
Finance & Resources	3,673	1,708	3,865	4,579	2,598	2,597	2,771
Leisure, Waste & Street Scene	5,270	6,170	6,249	5,435	5,089	5,133	5,251
Place	1,289	1,244	661	625	589	553	567
Planning	1,407	1,321	1,254	1,261	1,213	1,267	1,320
Regeneration & Growth, Economy & Skills	489	552	729	639	620	629	641
Net Expenditure	24,113	22,510	26,005	26,334	24,106	24,429	24,985

Table 5	Council Funding Statement Budget (2024/25) and MTFS						
	2023/24		2024/25	Medium Term Financial Strategy			
	Budget £000	Forecast £000	Budget £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Net Expenditure	24,113	22,510	26,004	26,334	24,106	24,429	24,985
Contribution to/(from) Earmarked Reserves:	187	463	(787)	236	247	509	522
Contribution to/(from) General Reserves	(0)	2,607	1,872	1,477	(2,163)	(1,874)	(1,525)
Budget Requirement	24,299	25,580	27,090	28,047	22,191	23,065	23,982
Retained Business Rates Income	(33,166)	(34,203)	(36,843)	(38,240)	(36,070)	(37,252)	(38,509)
Tariff	21,360	21,360	22,320	22,614	28,796	29,161	29,556
Levy	2,462	2,850	3,303	3,657	1,091	1,468	1,864
Renewables	(1,170)	(1,170)	(1,170)	(1,170)	(1,169)	(1,169)	(1,169)
Designated (Enterprise Zones)	(758)	(1,390)	(1,390)	(1,457)	(1,492)	(1,528)	(1,565)
Returned BRRS Surplus	-	-	-	-	(572)	(572)	(572)
Returned Cap Compensation	-	-	-	-	(1,021)	(1,021)	(1,021)
	(11,272)	(12,553)	(13,780)	(14,596)	(10,437)	(10,914)	(11,417)
Revenue Support Grant (RSG)	(177)	(177)	(188)	(178)	(162)	(98)	(28)
New Homes Bonus	(1,273)	(1,273)	(1,699)	-	-	-	-
Collection Fund (Surplus) / Deficit	(36)	(36)	93	-	-	-	-
3% Funding Guarantee	(1,064)	(1,051)	(804)	(2,107)	-	-	-
Services Grant	(178)	(185)	(29)	(29)	-	-	-
Rural Services Grant	(45)	(50)	(50)	(50)	(50)	(50)	(50)
Council Tax Requirement	10,255	10,255	10,632	11,087	11,541	12,003	12,487
- Base (*)	65,795.0	65,795.0	66,095.9	66,845.2	67,544.9	68,251.4	69,043.4
- Per Band D (£)	155.86	155.86	160.86	165.86	170.86	175.86	180.86
- Increase (£)			5.00	5.00	5.00	5.00	5.00
- Increase %			3.21%	3.11%	3.01%	2.93%	2.84%

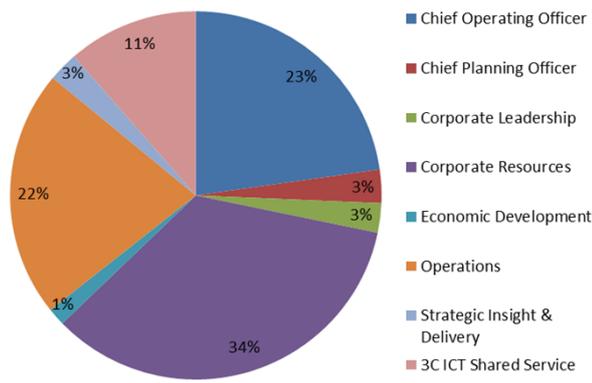
Gross Spend by Service 2024/25 %



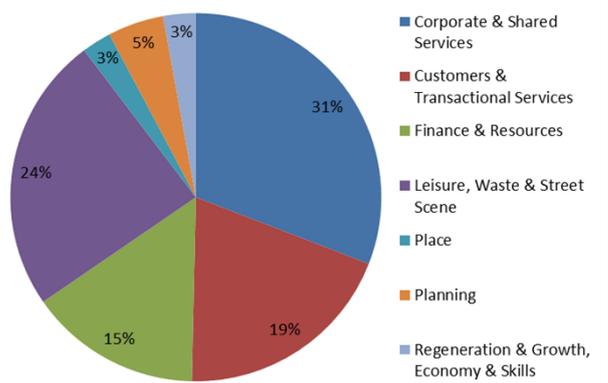
Gross Spend by Portfolio 2024/25 %



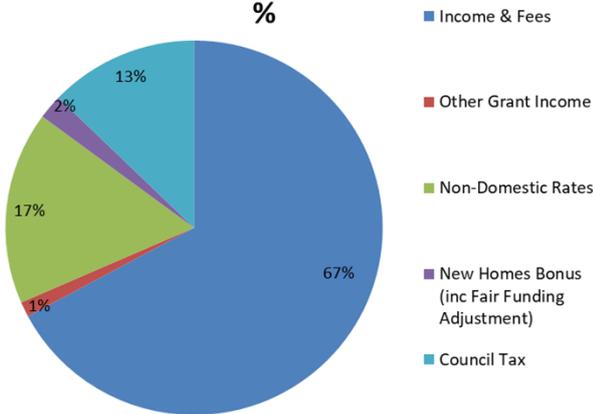
Net Spend by Service 2024/25 %



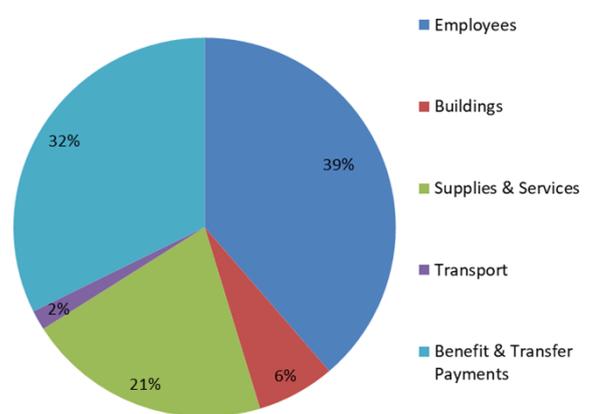
Net Spend by Portfolio 2024/25 %



How Services Are Paid For in 2024/25 %



Subjective Analysis 2024/25 %



1.4 Revenue Reserves

1.4.1 The impact on the **General Fund Reserve** of the grant settlement from Government, the Council's policy to increase Council Tax and the savings, income and growth built into the budget 2024/25 and MTFS is shown in **Table 6** below.

GENERAL RESERVES MOVEMENT							
Table 6	Reserves and MTFS						
	2023/24		2024/25	Medium Term Financial Strategy			
	Budget £000	Forecast £000	Budget £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000

BUDGET SURPLUS RESERVE							
b/f	5,102	4,896	6,230	5,403	6,880	4,717	2,843
Contribution from (to) General Fund	(0)	2,607	872	1,477	(2,163)	(1,874)	(1,525)
Contribution from (to) CIS Reserve	(1,273)	(1,273)	(1,699)	-	-	-	-
c/f	3,829	6,230	5,403	6,880	4,717	2,843	1,318

COMMERCIAL INVESTMENT RESERVE							
b/f	5,595	6,339	7,212	8,911	8,911	8,911	8,911
Contribution from (to) General Fund	-	-	-	-	-	-	-
Contribution from (to) Budget Surplus Reserve	1,273	1,273	1,699	-	-	-	-
Use of Reserve	-	(400)	-	-	-	-	-
c/f	6,868	7,212	8,911	8,911	8,911	8,911	8,911

GENERAL FUND (Unallocated) RESERVE							
b/f	2,175						
Contribution to/(from) Reserve	(0)	2,607	872	1,477	(2,163)	(1,874)	(1,525)
Contribution from(to) Budget Surplus	0	(2,607)	(872)	(1,477)	2,163	1,874	1,525
c/f	2,175						
Net Expenditure	24,113	22,510	26,004	26,334	24,106	24,429	24,985
Minimum Level of Reserves	2,175						

1.4.2 Contributions to Earmarked Reserves occur when budget is identified for specific purposes and will only be available for those specific purposes. Contributions from Earmarked Reserves occur when the specific purpose for which the budget was identified has been delivered. This approach matches costs and funding.

2.0 REVENUE OPERATIONAL BUDGETS AND MEDIUM-TERM FINANCIAL STRATEGY

2.1 Subjective Analysis of Spend and Income

Huntingdonshire District Council Table 7

Actuals 2022/23	Subjective Analysis : Controllable Only		2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
£000			£000	£000	£000	£000	£000	£000
-	Income & Fees	Commuted sums	(82)	(82)	(82)	(82)	(82)	(82)
(53)		Developer Contributions	(50)	(50)	(50)	(50)	(50)	(50)
(17,863)		Fees & charges	(16,834)	(17,460)	(18,287)	(19,023)	(19,170)	(19,303)
(35,557)		Government grants	(23,885)	(24,327)	(20,021)	(19,003)	(17,984)	(18,986)
(1,465)		Interest Income	(436)	(1,633)	(1,333)	(1,085)	(1,085)	(1,025)
(9)		NDR	(7)	(8)	(8)	(8)	(8)	(8)
(4,543)		Other grants and contributions	(4,286)	(6,394)	(6,143)	(5,913)	(5,917)	(5,982)
(5,567)		Rent	(4,783)	(5,148)	(5,417)	(5,451)	(5,504)	(5,554)
(1,052)		Sales	(638)	(781)	(884)	(934)	(941)	(941)
(66,109)	Income & Fees Total		(51,002)	(55,883)	(52,226)	(51,549)	(50,741)	(51,931)
18,622	Employees	Salary	20,768	23,088	23,098	23,351	23,726	24,196
1,840		National Insurance	1,780	1,829	1,851	1,904	1,958	2,019
3,090		Pension	3,393	3,761	3,773	3,837	3,907	3,985
277		Employee Insurance	286	321	328	334	341	341
1,797		Hired Staff	348	360	343	343	343	343
2,608		Other Staff Costs	1,830	1,913	1,700	1,700	1,700	1,700
36		Recruitment	34	36	34	34	34	34
217		Severance payments	152	152	152	152	152	152
168		Training	124	94	83	87	83	83
63		Uniform & laundry	47	44	44	44	44	44
28,719	Employees Total		28,763	31,599	31,404	31,785	32,287	32,895
955	Buildings	Energy Costs	2,028	2,344	2,324	2,325	2,326	2,326
43		Ground Maintenance Costs	9	12	12	12	12	12
63		Premises Cleaning	96	85	92	92	92	92
100		Premises Insurance	124	134	135	135	135	135
10		Rates	7	7	7	7	7	7
7		Rents	13	13	13	13	13	13
1,407		Rents Payable	1,725	1,855	1,887	1,948	1,993	1,993
518		Repairs & Maintenance	780	820	765	766	766	767
80		Water Services	135	134	134	134	134	134
3,183	Buildings Total		4,918	5,404	5,369	5,431	5,477	5,478
7	Supplies & Services	Catering	5	6	6	6	6	6
1,362		Communication and computing	1,269	260	267	273	274	275
(37)		Election Costs	-	-	-	-	-	-
4,529		Equipment, furniture & materials	3,722	3,744	3,728	3,749	3,743	3,733
9		Expenses	-	-	-	-	-	-
79		Insurance - service related	86	91	92	92	93	93
397		Members Allowances	440	430	438	446	455	459
473		Office expenses	407	580	579	557	536	537
5		Other Staff Costs	-	-	-	-	-	-
98		Premises Cleaning	74	74	74	74	74	74
3		Repairs & Maintenance	-	-	-	-	-	-
(243)		Sales	(40)	(35)	(35)	(35)	(35)	(35)
5,744		Services	7,374	11,732	11,551	9,173	9,149	9,290
12,425	Supplies & Services Total		13,337	16,882	16,700	14,335	14,297	14,432
3	Transport	Contract Hire & operating leases	7	6	6	6	6	6
29		Mileage Allowance	55	54	54	54	54	54
1,083		Operating Costs	1,193	1,112	1,132	1,153	1,153	1,153
8		Other Transport Costs	-	-	-	-	-	-
28		Pool Car	30	21	21	21	21	21
4		Public Transport	18	11	11	11	11	11
157		Vehicle Insurance	154	173	177	180	184	184
1,312	Transport Total		1,457	1,378	1,402	1,425	1,429	1,429
24,918	Benefit & Transfer Payments	Benefits	23,803	23,775	20,782	19,782	18,782	19,782
1,218		Contributions paid	1,046	1,068	1,068	1,068	1,068	1,068
11,046		Grants	1,009	975	852	847	848	848
-		Irrecoverable V A T	106	-	-	-	-	-
503		Levies	503	564	564	564	564	564
16		Other Misc Payments	7	7	7	7	7	7
37,701	Benefit & Transfer Payments Total		26,473	26,388	23,272	22,267	21,268	22,268
-	Renewals Fund Contribution	Renewals Fund Contribution	33	83	83	83	83	83
-	Renewals Fund Contribution Total		33	83	83	83	83	83
72	Reserve-Revenue Transfers	Bad Debts Provision	155	155	155	155	155	155
-		Reserve-Revenue Transfers	(21)	(1)	174	174	174	174
72	Reserve-Revenue Transfers Total		134	154	329	329	329	329
17,303	Net Service Expenditure		24,113	26,004	26,333	24,107	24,429	24,984

2.2 Service Budgets by Head of Service

Huntingdonshire District Council Table 8

Actuals 2022/23	Head of Service	Chief Operating Officer	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(1,924)	Income & Fees	Fees & charges	(2,023)	(2,129)	(2,152)	(2,167)	(2,159)	(2,159)
(35,114)		Government grants	(23,850)	(23,590)	(19,985)	(18,967)	(17,948)	(18,950)
(7)		Other grants and contributions	(93)	(3)	(3)	(3)	(3)	(3)
(124)		Rent	(130)	(134)	(138)	(143)	(147)	(147)
(5)		Sales	(5)	(17)	(17)	(17)	(17)	(17)
(37,174)	Income & Fees Total		(26,101)	(25,873)	(22,296)	(21,297)	(20,274)	(21,276)
3,873	Employees	Salary	4,267	4,532	4,535	4,603	4,695	4,789
392		National Insurance	371	375	381	392	404	417
638		Pension	678	738	738	753	768	783
192		Hired Staff	-	-	-	-	-	-
65		Other Staff Costs	29	29	29	29	29	29
4		Recruitment	-	-	-	-	-	-
17		Severance payments	-	-	-	-	-	-
6		Training	4	4	4	4	4	4
1		Uniform & laundry	1	1	1	1	1	1
5,187	Employees Total		5,351	5,680	5,687	5,781	5,901	6,022
24	Buildings	Energy Costs	94	95	96	97	98	98
5		Rents Payable	1	-	-	-	-	-
7		Repairs & Maintenance	16	5	5	5	5	5
15		Water Services	28	28	28	28	28	28
51	Buildings Total		138	128	129	130	131	131
-	Supplies & Services	Catering	1	-	-	-	-	-
65		Communication and computing	114	24	24	24	24	24
70		Equipment, furniture & materials	58	45	48	48	58	48
56		Office expenses	42	127	127	127	127	127
(1)		Sales	(1)	(1)	(1)	(1)	(1)	(1)
363		Services	362	409	410	412	413	413
555	Supplies & Services Total		576	605	609	611	622	612
10	Transport	Mileage Allowance	16	15	15	15	15	15
8		Operating Costs	7	8	8	8	8	8
8		Other Transport Costs	-	-	-	-	-	-
13		Pool Car	12	9	9	9	10	9
2		Public Transport	3	3	3	3	3	3
1		Vehicle Insurance	-	-	-	-	-	-
41	Transport Total		39	35	35	35	35	35
24,918	Benefit & Transfer Payments	Benefits	23,803	23,775	20,782	19,782	18,782	19,782
1,133		Contributions paid	969	991	991	991	991	991
10,408		Grants	371	375	251	251	251	251
-		Irrecoverable V A T	6	-	-	-	-	-
36,458	Benefit & Transfer Payments Total		25,149	25,141	22,023	21,023	20,023	21,023
-	Renewals Fund Contribution	Renewals Fund Contribution	8	8	8	8	8	8
-	Renewals Fund Contribution Total		8	8	8	8	8	8
28	Reserve-Revenue Transfers	Bad Debts Provision	147	147	147	147	147	147
-		Reserve-Revenue Transfers	(45)	(71)	-	-	-	-
28	Reserve-Revenue Transfers Total		102	76	147	147	147	147
5,147	Net Service Expenditure		5,262	5,801	6,343	6,439	6,593	6,703
42,321	Gross Service Expenditure		31,363	31,674	28,639	27,735	26,867	27,979
(37,174)	Gross Service Income		(26,101)	(25,873)	(22,296)	(21,297)	(20,274)	(21,276)
5,147	Net Service Expenditure		5,262	5,801	6,343	6,439	6,593	6,703
106	Building Control		250	250	250	250	250	250
109	Chief Operating Officer		108	109	111	113	116	118
471	Communities		357	379	424	428	433	437
156	Community Resilience		195	329	332	336	349	357
(134)	Council Tax Support		(122)	(114)	(114)	(114)	(114)	(114)
850	Customer Services		902	981	1,001	1,022	1,043	1,064
185	Document Centre		173	174	177	181	195	188
125	Environmental Health Admin		133	46	47	48	49	50
606	Environmental Health Services		695	750	771	788	804	821
2,024	Housing Benefits		1,892	2,152	2,554	2,597	2,657	2,696
1,058	Housing Needs		1,032	1,050	1,095	1,089	1,107	1,124
(183)	Licencing		(105)	(74)	(75)	(69)	(64)	(58)
(227)	Local Tax Collection		(250)	(231)	(231)	(231)	(231)	(231)
5,147	Net Service Expenditure		5,262	5,801	6,343	6,439	6,593	6,703

Actuals 2022/23	Head of Service	Chief Planning Officer	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(53)	Income & Fees	Developer Contributions	(50)	(50)	(50)	(50)	(50)	(50)
(2,154)		Fees & charges	(1,636)	(2,040)	(1,973)	(2,070)	(2,070)	(2,070)
(40)		Government grants	(20)	(20)	(20)	(20)	(20)	(20)
-		Other grants and contributions	(223)	(225)	(229)	(233)	(238)	(242)
(3)		Sales	(2)	(2)	(2)	(2)	(2)	(2)
(2,251)	Income & Fees Total		(1,931)	(2,337)	(2,274)	(2,376)	(2,380)	(2,384)
1,392	Employees	Salary	1,864	2,039	2,052	2,093	2,134	2,177
147		National Insurance	179	185	188	193	199	205
240		Pension	312	353	355	362	369	377
243		Hired Staff	41	47	30	30	30	30
5		Other Staff Costs	1	2	2	2	2	2
3		Recruitment	-	-	-	-	-	-
8		Training	-	-	-	-	-	-
		Uniform & laundry	2	2	2	2	2	2
2,039	Employees Total		2,399	2,628	2,628	2,681	2,736	2,792
	Buildings	Rents Payable	3	3	3	3	3	3
0	Buildings Total		3	3	3	3	3	3
7	Supplies & Services	Communication and computing	9	9	9	9	9	9
30		Equipment, furniture & materials	12	13	13	13	13	13
35		Office expenses	40	41	41	41	41	41
223		Services	269	215	135	135	135	135
296	Supplies & Services Total		330	278	198	198	199	199
3	Transport	Mileage Allowance	5	4	4	4	4	4
3		Pool Car	8	5	5	5	5	5
		Public Transport	1	1	1	1	1	1
6	Transport Total		13	10	10	10	10	10
52	Benefit & Transfer Payments	Grants	58	59	61	61	61	62
52	Benefit & Transfer Payments Total		58	59	61	61	61	62
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	95	105	105	105	105	105
0	Reserve-Revenue Transfers Total		95	105	105	105	105	105
141	Net Service Expenditure		967	745	729	682	733	785
2,392	Gross Service Expenditure		2,898	3,082	3,004	3,057	3,113	3,169
(2,251)	Gross Service Income		(1,931)	(2,337)	(2,274)	(2,376)	(2,380)	(2,384)
141	Net Service Expenditure		967	745	729	682	733	785
(283)	Development Management		201	(140)	(240)	(303)	(269)	(235)
424	Planning Policy		766	885	969	985	1,002	1,019
141	Net Service Expenditure		967	745	729	682	733	785

Actuals 2022/23	Head of Service	Corporate Leadership	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
506	Employees	Salary	509	525	535	546	557	568
63		National Insurance	62	59	60	61	63	65
87		Pension	88	91	93	94	96	98
-		Hired Staff	(1)	-	-	-	-	-
2		Other Staff Costs						
10		Recruitment	-	-	-	-	-	-
3		Training	5	7	7	7	7	7
670	Employees Total		663	681	695	709	723	738
3	Buildings	Rents Payable						
3	Buildings Total							
-	Supplies & Services	Catering	1	3	3	3	3	3
10		Communication and computing	2	1	1	1	1	1
14		Equipment, furniture & materials	-	1	1	1	1	1
21		Office expenses	15	14	14	14	14	14
148		Services	605	(44)	(94)	(144)	(194)	(194)
193	Supplies & Services Total		622	(25)	(75)	(125)	(175)	(175)
	Transport	Mileage Allowance	2	3	3	3	3	3
		Public Transport	1	1	1	1	1	1
	Transport Total		3	4	4	4	4	4
2	Benefit & Transfer Payments	Other Misc Payments	1	1	1	1	1	1
2	Benefit & Transfer Payments Total		1	1	1	1	1	1
869	Net Service Expenditure		1,289	661	624	589	553	567
869	Gross Service Expenditure		1,289	661	624	589	553	567
869	Net Service Expenditure		1,289	661	624	589	553	567
697	Directors		1,117	481	442	402	363	374
172	Executive Support & Business Planning		171	180	183	186	190	193
869	Net Service Expenditure		1,289	661	624	589	553	567

Actuals 2022/23	Head of Service	Corporate Resources	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(646)	Income & Fees	Fees & charges	(482)	(492)	(452)	(452)	(452)	(452)
(360)		Government grants	-	-	-	-	-	-
(1,465)		Interest Income	(436)	(1,633)	(1,333)	(1,085)	(1,085)	(1,025)
(915)		Other grants and contributions	(5)	(5)	(5)	(5)	(5)	(5)
(5,400)		Rent	(4,620)	(4,981)	(5,246)	(5,275)	(5,324)	(5,374)
(456)		Sales	-	-	-	-	-	-
(9,242)	Income & Fees Total		(5,542)	(7,111)	(7,036)	(6,818)	(6,867)	(6,857)
2,061	Employees	Salary	2,307	2,347	2,309	2,354	2,400	2,447
268		National Insurance	215	201	200	206	212	218
418		Pension	380	387	381	388	396	403
277		Employee Insurance	286	321	328	334	341	341
105		Hired Staff	22	22	22	22	22	22
2,268		Other Staff Costs	1,601	1,537	1,450	1,450	1,450	1,450
11		Recruitment	21	21	21	21	21	21
184		Severance payments	152	152	152	152	152	152
58		Training	63	78	64	68	64	64
5,651	Employees Total		5,050	5,068	4,928	4,997	5,059	5,119
262	Buildings	Energy Costs	728	720	719	719	719	719
28		Premises Cleaning	55	42	42	42	42	42
100		Premises Insurance	124	134	135	135	135	135
6		Rates	7	7	7	7	7	7
530		Rents Payable	788	727	753	787	802	802
143		Repairs & Maintenance	314	349	289	289	289	289
5		Water Services	16	16	15	15	15	15
1,075	Buildings Total		2,033	1,995	1,960	1,994	2,009	2,009
3	Supplies & Services	Catering	3	3	3	3	3	3
186		Communication and computing	115	50	50	50	50	50
(37)		Election Costs	-	-	-	-	-	-
113		Equipment, furniture & materials	63	73	63	63	63	63
3		Expenses	-	-	-	-	-	-
71		Insurance - service related	82	87	88	88	89	89
397		Members Allowances	440	430	438	446	455	459
199		Office expenses	155	203	203	203	203	203
87		Premises Cleaning	74	74	74	74	74	74
4,108		Services	4,750	7,052	7,750	5,419	5,445	5,582
5,130	Supplies & Services Total		5,683	7,972	8,670	6,347	6,383	6,523
5	Transport	Mileage Allowance	12	7	7	7	7	7
3		Pool Car	3	3	3	3	3	3
		Public Transport	3	3	3	3	3	3
145		Vehicle Insurance	153	172	175	179	182	182
153	Transport Total		171	185	188	192	195	195
85	Benefit & Transfer Payments	Contributions paid	77	77	77	77	77	77
152		Grants	78	39	39	39	39	39
-		Irrecoverable V A T	26	-	-	-	-	-
503		Levies	503	564	564	564	564	564
13		Other Misc Payments	6	6	6	6	6	6
754	Benefit & Transfer Payments Total		690	686	686	686	686	686
44	Reserve-Revenue Transfers	Bad Debts Provision	8	8	8	8	8	8
-		Reserve-Revenue Transfers	8	(5)	69	69	69	69
44	Reserve-Revenue Transfers Total		16	3	77	77	77	77
3,564	Net Service Expenditure		8,100	8,797	9,472	7,474	7,542	7,753
12,806	Gross Service Expenditure		13,642	15,908	16,508	14,292	14,408	14,609
(9,242)	Gross Service Income		(5,542)	(7,111)	(7,036)	(6,818)	(6,867)	(6,857)
3,564	Net Service Expenditure		8,100	8,797	9,472	7,474	7,542	7,753
(4,010)	Commercial Estates		(2,544)	(3,168)	(3,385)	(3,453)	(3,493)	(3,535)
3,451	Corporate Finance		5,852	6,553	7,467	5,538	5,560	5,759
984	Democratic & Elections		916	967	981	1,002	1,015	1,028
42	Energy & Sustainability Mgt		42	44	45	46	47	48
707	Facilities Management		1,214	1,294	1,267	1,293	1,312	1,318
689	Finance		668	828	840	853	866	879
99	Head of Resources		113	115	117	120	122	124
601	Human Resources		674	853	813	724	736	748
186	Legal		259	281	278	285	292	292
1	Public Conveniences		-	-	-	-	-	-
117	Risk Management		145	179	182	186	189	192
697	Risks & Control		760	852	866	881	897	901
3,564	Net Service Expenditure		8,100	8,797	9,472	7,474	7,542	7,753

Actuals 2022/23	Head of Service	Economic Development	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(6)	Income & Fees	Fees & charges	(6)	(7)	(7)	(7)	(7)	(7)
1		Government grants	-	-	-	-	-	-
(7)		Other grants and contributions	-	-	-	-	-	-
(11)	Income & Fees Total		(6)	(7)	(7)	(7)	(7)	(7)
134	Employees	Salary	144	205	209	213	217	222
15		National Insurance	15	15	15	16	16	16
23		Pension	25	27	28	28	29	29
1		Training	-	-	-	-	-	-
172	Employees Total		184	247	252	257	262	267
11	Supplies & Services	Communication and computing	8	5	6	7	7	8
		Equipment, furniture & materials	4	2				
15		Office expenses	14	31	31	6	6	6
3		Services	1	116	15	14	14	13
28	Supplies & Services Total		27	154	53	28	28	28
1	Transport	Mileage Allowance		1	1	1	1	1
1	Transport Total		1	1	1	1	1	1
189	Net Service Expenditure		206	395	299	279	284	290
200	Gross Service Expenditure		212	402	305	286	291	296
(11)	Gross Service Income		(6)	(7)	(7)	(7)	(7)	(7)
189	Net Service Expenditure		206	395	299	279	284	290
189	Economic Development		206	395	299	279	284	290
189	Net Service Expenditure		206	395	299	279	284	290

Actuals 2022/23	Head of Service	Housing Strategy	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(63)	Income & Fees	Other grants and contributions	(157)	(159)	(162)	(50)	-	-
-		Government grants	-	(702)	-	-	-	-
-		Rent	-	-	-	-	-	-
(63)	Income & Fees Total		(157)	(861)	(162)	(50)	-	-
146	Employees	Salary	254	317	276	163	115	118
17		National Insurance	27	30	27	28	29	29
25		Pension	44	55	48	48	49	50
125		Hired Staff	-	-	-	-	-	-
313	Employees Total		325	402	351	239	193	197
1	Supplies & Services	Communication and computing	1	1	1	1	1	1
		Services	-	640	-	-	-	-
1	Supplies & Services Total		1	642	1	1	1	1
27	Benefit & Transfer Payments	Grants	26	26	26	26	26	26
27	Benefit & Transfer Payments Total		26	26	26	26	26	26
278	Net Service Expenditure		196	210	216	217	221	225
341	Gross Service Expenditure		353	1,070	378	267	221	225
(63)	Gross Service Income		(157)	(861)	(162)	(50)	-	-
278	Net Service Expenditure		196	210	216	217	221	225
191	Housing Strategy		196	203	207	211	214	218
88	Market Towns		-	6	9	6	7	7
278	Net Service Expenditure		196	210	216	217	221	225

Actuals 2022/23	Head of Service	Leisure & Health	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(5,019)	Income & Fees	Fees & charges	(5,566)	(6,212)	(6,476)	(6,590)	(6,705)	(6,822)
(9)		NDR	(7)	(8)	(8)	(8)	(8)	(8)
(80)		Other grants and contributions	(83)	(185)	(125)	(105)	(105)	(105)
(1)		Rent	(1)	(1)	(1)	(1)	(1)	(1)
(364)		Sales	(450)	(560)	(560)	(560)	(560)	(560)
(5,472)	Income & Fees Total		(6,107)	(6,966)	(7,170)	(7,264)	(7,379)	(7,496)
3,248	Employees	Salary	3,248	3,608	3,693	3,756	3,831	3,907
193		National Insurance	174	200	200	207	214	222
403		Pension	430	506	515	524	535	545
1		Hired Staff	-	-	-	-	-	-
13		Other Staff Costs	1	1	1	1	1	1
2		Recruitment	-	-	-	-	-	-
4		Severance payments	-	-	-	-	-	-
15		Training	-	-	-	-	-	-
5		Uniform & laundry	10	7	7	7	7	7
3,884	Employees Total		3,863	4,321	4,416	4,494	4,587	4,682
591	Buildings	Energy Costs	1,049	1,372	1,342	1,342	1,342	1,342
14		Ground Maintenance Costs	8	10	10	10	10	10
34		Premises Cleaning	30	32	32	32	32	32
519		Rents Payable	540	611	587	602	620	620
148		Repairs & Maintenance	145	152	152	152	152	152
55		Water Services	83	83	83	83	83	83
1,361	Buildings Total		1,855	2,259	2,206	2,220	2,238	2,238
68	Supplies & Services	Communication and computing	68	67	67	67	67	67
363		Equipment, furniture & materials	332	365	365	364	364	364
86		Office expenses	81	79	79	77	77	77
146		Services	65	84	84	84	84	84
663	Supplies & Services Total		546	594	594	592	592	592
7	Transport	Mileage Allowance	5	4	4	4	4	4
11		Operating Costs	8	7	7	7	7	7
17	Transport Total		13	12	12	12	12	12
-	Benefit & Transfer Payments	Irrecoverable V A T	70	-	-	-	-	-
-	Benefit & Transfer Payments Total		70	-	-	-	-	-
-	Renewals Fund Contribution	Renewals Fund Contribution	25	75	75	75	75	75
-	Renewals Fund Contribution Total		25	75	75	75	75	75
454	Net Expenditure		265	296	132	130	126	104
5,926	Gross Service Expenditure		6,373	7,262	7,302	7,393	7,505	7,600
(5,472)	Gross Service Income		(6,107)	(6,966)	(7,170)	(7,264)	(7,379)	(7,496)
454	Net Service Expenditure		265	296	132	130	126	104
255	One Leisure Facilities		208	217	53	49	45	22
199	One Leisure Active Lifestyles		57	80	80	80	81	82
454	Net Service Expenditure		265	296	132	130	126	104

Actuals 2022/23	Head of Service	Operations	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
-	Income & Fees	Commutated sums	(81)	(81)	(81)	(81)	(81)	(81)
(3,116)		Fees & charges	(2,279)	(3,379)	(3,839)	(4,299)	(4,299)	(4,299)
87		Government grants	-	-	-	-	-	-
(114)		Other grants and contributions	(119)	(120)	(121)	(121)	(121)	(121)
(5)		Sales	(9)	(9)	(9)	(9)	(9)	(9)
(3,147)	Income & Fees Total		(2,488)	(3,588)	(4,049)	(4,509)	(4,509)	(4,509)
3,178	Employees	Salary	3,580	3,894	3,939	4,092	4,174	4,257
309		National Insurance	286	281	297	312	324	335
561		Pension	640	670	695	722	737	751
990		Hired Staff	212	216	216	216	216	216
190		Other Staff Costs	152	280	153	153	153	153
6		Severance payments	-	-	-	-	-	-
30		Training	2	2	2	2	2	2
52		Uniform & laundry	30	30	30	30	30	30
5,317	Employees Total		4,903	5,373	5,333	5,528	5,635	5,745
9	Buildings	Energy Costs	19	19	19	19	19	19
2		Ground Maintenance Costs	-	-	-	-	-	-
1		Premises Cleaning	-	-	-	-	-	-
27		Rents Payable	-	-	-	-	-	-
15		Repairs & Maintenance	60	60	60	60	60	60
54	Buildings Total		80	80	80	80	80	80
2	Supplies & Services	Catering	-	-	-	-	-	-
272		Communication and computing	81	100	106	111	111	111
368		Equipment, furniture & materials	295	315	295	295	295	295
2		Expenses	-	-	-	-	-	-
4		Insurance - service related	4	4	4	4	4	4
41		Office expenses	24	36	40	44	44	44
4		Other Staff Costs	-	-	-	-	-	-
(27)		Sales	(34)	(34)	(34)	(34)	(34)	(34)
320		Services	1,060	2,145	2,177	2,161	2,166	2,171
985	Supplies & Services Total		1,429	2,566	2,588	2,581	2,586	2,591
()	Transport	Contract Hire & operating leases	6	6	6	6	6	6
1		Mileage Allowance	-	-	-	-	-	-
1,049		Operating Costs	1,163	1,082	1,103	1,123	1,123	1,123
4		Pool Car	1	1	1	1	1	1
1		Public Transport	1	1	1	1	1	1
11		Vehicle Insurance	1	1	1	1	1	1
1,065	Transport Total		1,172	1,091	1,112	1,132	1,132	1,132
12	Benefit & Transfer Payments	Grants	12	12	12	12	12	12
12	Benefit & Transfer Payments Total		12	12	12	12	12	12
4,285	Net Service Expenditure		5,108	5,534	5,074	4,823	4,936	5,051
7,432	Gross Service Expenditure		7,596	9,122	9,123	9,332	9,445	9,560
(3,147)	Gross Service Income		(2,488)	(3,588)	(4,049)	(4,509)	(4,509)	(4,509)
4,285	Net Service Expenditure		5,108	5,534	5,074	4,823	4,936	5,051
(110)	CCTV		(115)	(116)	(117)	(117)	(117)	(117)
260	CCTV Shared Service		286	363	375	387	399	412
261	Fleet Management		301	311	315	320	324	329
729	Green Spaces		665	1,026	881	896	912	929
170	Head of Operations		150	151	81	51	51	51
817	Street Cleansing		895	1,024	1,040	1,056	1,073	1,090
2,159	Waste Management		2,927	2,776	2,500	2,230	2,293	2,357
4,285	Net Service Expenditure		5,108	5,534	5,074	4,823	4,936	5,051

Actuals 2022/23	Head of Service	Strategic Insight & Delivery	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
-	Income & Fees	Commuted sums	(1)	(1)	(1)	(1)	(1)	(1)
(2,675)		Fees & charges	(3,139)	(3,201)	(3,389)	(3,439)	(3,479)	(3,495)
(120)		Government grants	(16)	(16)	(16)	(16)	(16)	(16)
(177)		Other grants and contributions	(219)	(348)	(165)	(4)	(4)	(4)
(42)		Rent	(32)	(32)	(32)	(32)	(32)	(32)
(220)		Sales	(172)	(193)	(297)	(347)	(354)	(354)
(3,234)	Income & Fees Total		(3,578)	(3,791)	(3,899)	(3,838)	(3,885)	(3,901)
1,237	Employees	Salary	1,681	2,168	2,119	2,032	2,035	2,073
126		National Insurance	142	169	169	166	165	169
202		Pension	266	353	344	328	328	334
(1)		Hired Staff	-	-	-	-	-	-
34		Other Staff Costs	9	8	8	8	8	8
		Recruitment	3	5	3	3	3	3
3		Severance payments	-	-	-	-	-	-
(1)		Training	5	3	5	5	5	5
5		Uniform & laundry	4	4	4	4	4	4
1,606	Employees Total		2,109	2,710	2,651	2,546	2,547	2,596
69	Buildings	Energy Costs	138	138	148	148	148	148
27		Ground Maintenance Costs	1	2	2	2	2	2
		Premises Cleaning	11	11	18	18	19	19
4		Rates						
7		Rents	13	13	13	13	13	13
322		Rents Payable	393	514	545	556	568	568
201		Repairs & Maintenance	239	254	259	259	260	260
5		Water Services	8	8	8	8	8	8
634	Buildings Total		802	939	992	1,004	1,017	1,017
3	Supplies & Services	Catering	-	-	-	-	-	-
4		Communication and computing	1	2	3	3	3	3
321		Equipment, furniture & materials	178	200	212	232	234	234
4		Expenses	-	-	-	-	-	-
4		Insurance - service related	-	-	-	-	-	-
16		Office expenses	24	49	44	44	24	24
12		Premises Cleaning	-	-	-	-	-	-
(1)		Sales	-	-	-	-	-	-
220		Services	151	98	66	84	79	79
582	Supplies & Services Total		355	349	326	364	340	340
1	Transport	Mileage Allowance	5	5	5	5	5	5
14		Operating Costs	14	14	14	14	14	14
3		Pool Car	2	2	2	2	2	2
		Public Transport	1	1	1	1	1	1
		Vehicle Insurance	1	1	1	1	1	1
19	Transport Total		21	22	22	22	22	22
396	Benefit & Transfer Payments	Grants	464	464	464	459	459	459
-		Irrecoverable V A T	4	-	-	-	-	-
396	Benefit & Transfer Payments Total		468	464	464	459	459	459
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	(79)	(30)	-	-	-	-
-	Reserve-Revenue Transfers Total		(79)	(30)	-	-	-	-
2	Net Service Expenditure		99	662	556	556	500	534
3,236	Gross Service Expenditure		3,677	4,453	4,455	4,394	4,385	4,435
(3,234)	Gross Service Income		(3,578)	(3,791)	(3,899)	(3,838)	(3,885)	(3,901)
2	Net Service Expenditure		99	662	556	556	500	534
(1,137)	Car Parks - Off Street		(1,304)	(1,233)	(1,310)	(1,301)	(1,283)	(1,276)
240	Countryside		395	534	413	358	337	342
33	Markets		(32)	36	70	63	61	58
433	Parks and Open Spaces		555	601	611	617	628	637
41	Projects & Programme Delivery		-	62	63	64	65	67
145	Strategic Insight & Delivery		284	480	445	398	328	336
246	Transformation		201	182	265	357	363	371
2	Net Service Expenditure		99	662	556	556	500	534

Actuals 2022/23	Head of Service	3C ICT Shared Service	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(2,323)	Income & Fees	Fees & charges	(1,704)	-	-	-	-	-
(11)		Government grants	-	-	-	-	-	-
(3,182)		Other grants and contributions	(3,388)	(5,350)	(5,333)	(5,391)	(5,441)	(5,501)
(5,516)	Income & Fees Total		(5,092)	(5,350)	(5,333)	(5,391)	(5,441)	(5,501)
2,847	Employees	Salary	2,912	3,453	3,432	3,499	3,568	3,638
311		National Insurance	309	313	314	323	333	342
492		Pension	529	581	577	589	601	613
141		Hired Staff	74	74	74	74	74	74
31		Other Staff Costs	37	57	57	57	57	57
8		Recruitment	10	10	10	10	10	10
3		Severance payments	-	-	-	-	-	-
48		Training	44	-	-	-	-	-
3,882	Employees Total		3,917	4,488	4,465	4,553	4,643	4,735
5	Buildings	Repairs & Maintenance	6	-	-	-	-	-
5	Buildings Total		7	-	-	-	-	-
-	Supplies & Services	Catering	1	-	-	-	-	-
2		Repairs & Maintenance	-	-	-	-	-	-
739		Communication and computing	869	-	-	-	-	-
3,250		Equipment, furniture & materials	2,779	2,730	2,730	2,732	2,714	2,714
3		Office expenses	12	-	-	-	-	-
(215)		Sales	(5)	-	-	-	-	-
212		Services	112	1,017	1,007	1,007	1,007	1,007
3,993	Supplies & Services Total		3,767	3,746	3,737	3,738	3,721	3,721
3	Transport	Contract Hire & operating leases	1	-	-	-	-	-
2		Mileage Allowance	10	15	15	15	15	15
1		Operating Costs	-	-	-	-	-	-
3		Pool Car	4	-	-	-	-	-
1		Public Transport	8	3	3	3	3	3
10	Transport Total		23	18	18	18	18	18
2,374	Net Service Expenditure		2,622	2,903	2,887	2,918	2,941	2,973
7,890	Gross Service Expenditure		7,714	8,253	8,220	8,309	8,382	8,474
(5,516)	Gross Service Income		(5,092)	(5,350)	(5,333)	(5,391)	(5,441)	(5,501)
2,374	Net Service Expenditure		2,622	2,903	2,887	2,918	2,941	2,973
2,374	3C ICT Shared Service		2,622	2,903	2,887	2,918	2,941	2,973
2,374	Net Service Expenditure		2,622	2,903	2,887	2,918	2,941	2,973

2.3 Service Budgets by Portfolio

Huntingdonshire District Council Table 18

Actuals 2022/23	Portfolio	Community & Health	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(1)	Income & Fees	Fees & charges	(135)	-	-	-	-	-
(606)		Government grants	-	(169)	(90)	(92)	(94)	(96)
-		Other grants and contributions	(90)	-	-	-	-	-
(606)	Income & Fees Total		(225)	(169)	(90)	(92)	(94)	(96)
233	Employees	Salary	223	211	183	186	190	194
23		National Insurance	20	16	14	15	15	15
33		Pension	39	36	32	32	33	34
1		Other Staff Costs	-	-	-	-	-	-
3		Severance payments	-	-	-	-	-	-
292	Employees Total		282	263	228	233	238	243
5	Buildings	Rents Payable	-	-	-	-	-	-
		Repairs & Maintenance	1	-	-	-	-	-
5	Buildings Total		1	-	-	-	-	-
1	Supplies & Services	Communication and computing	2	-	-	-	-	-
7		Equipment, furniture & materials	-	-	-	-	-	-
1		Office expenses	-	-	-	-	-	-
10		Services	1	2	2	2	2	2
19	Supplies & Services Total		3	2	2	2	2	2
3	Transport	Mileage Allowance	2	1	1	1	1	1
-		Operating Costs	1	1	1	1	1	1
3	Transport Total		3	1	1	1	1	1
680	Benefit & Transfer Payments	Grants	214	214	214	214	214	214
7		Contributions paid	-	-	-	-	-	-
687	Benefit & Transfer Payments Total		214	214	214	214	214	214
400	Net Service Expenditure		278	311	355	358	361	364
1,006	Gross Service Expenditure		502	480	445	450	454	459
(606)	Gross Service Income		(225)	(169)	(90)	(92)	(94)	(96)
400	Net Service Expenditure		278	311	355	358	361	364
400	Communities		278	311	355	358	361	364
400	Net Service Expenditure		278	311	355	358	361	364

Actuals 2022/23	Portfolio	Corporate & Shared Services	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(2,531)	Income & Fees	Fees & charges	(1,881)	(177)	(177)	(177)	(177)	(177)
(117)		Government grants	-	-	-	-	-	-
(3,182)		Other grants and contributions	(3,608)	(5,525)	(5,423)	(5,397)	(5,447)	(5,506)
(252)		Rent	(348)	(343)	(343)	(343)	(343)	(343)
(3)		Sales	-	-	-	-	-	-
(6,085)	Income & Fees Total		(5,836)	(6,045)	(5,944)	(5,917)	(5,967)	(6,027)
4,326	Employees	Salary	4,412	5,027	5,010	5,109	5,209	5,312
451		National Insurance	448	450	452	466	480	494
703		Pension	782	854	851	868	885	903
277		Employee Insurance	286	321	328	334	341	341
153		Hired Staff	96	96	96	96	96	96
79		Other Staff Costs	72	92	92	92	92	92
18		Recruitment	34	36	34	34	34	34
3		Severance payments	-	-	-	-	-	-
100		Training	113	76	64	68	64	64
		Uniform & laundry	1					
6,111	Employees Total		6,244	6,952	6,927	7,067	7,202	7,337
256	Buildings	Energy Costs	694	694	694	694	694	694
24		Premises Cleaning	40	40	40	40	40	40
74		Premises Insurance	97	107	107	107	107	107
5		Rates	6	6	6	6	6	6
311		Rents Payable	433	472	499	521	534	534
103		Repairs & Maintenance	135	188	128	128	128	128
5		Water Services	14	14	14	14	14	14
779	Buildings Total		1,419	1,522	1,490	1,511	1,524	1,524
925	Supplies & Services	Communication and computing	982	47	47	47	47	47
3		Catering	4	3	3	3	3	3
(37)		Election Costs	-	-	-	-	-	-
3,313		Equipment, furniture & materials	2,816	2,757	2,747	2,749	2,742	2,732
1		Expenses	-	-	-	-	-	-
8		Insurance - service related	25	28	28	29	29	29
397		Members Allowances	440	430	438	446	455	459
112		Office expenses	80	120	120	120	120	120
1		Other Staff Costs	-	-	-	-	-	-
85		Premises Cleaning	74	74	74	74	74	74
2		Repairs & Maintenance	-	-	-	-	-	-
(215)		Sales	(5)	-	-	-	-	-
599		Services	686	1,764	1,701	1,608	1,615	1,615
5,195	Supplies & Services Total		5,100	5,224	5,159	5,077	5,086	5,079
3	Transport	Contract Hire & operating leases	1	-	-	-	-	-
6		Mileage Allowance	22	22	22	22	22	22
1		Operating Costs	-	-	-	-	-	-
9		Pool Car	10	6	6	6	6	6
1		Public Transport	11	5	5	5	5	5
145		Vehicle Insurance	153	172	175	179	182	182
165	Transport Total		196	205	209	212	216	216
46	Benefit & Transfer Payments	Grants	39	39	39	39	39	39
-		Contributions paid	1	1	1	1	1	1
-		Irrecoverable V A T	5	-	-	-	-	-
46	Benefit & Transfer Payments Total		45	40	40	40	40	40
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	65	40	65	65	65	65
-	Reserve-Revenue Transfers Total		65	40	65	65	65	65
6,210	Net Service Expenditure		7,234	7,938	7,946	8,055	8,165	8,234

12,295	Gross Service Expenditure		13,070	13,983	13,889	13,971	14,132	14,260
(6,085)	Gross Service Income		(5,836)	(6,045)	(5,944)	(5,917)	(5,967)	(6,027)
6,210	Net Service Expenditure		7,234	7,938	7,946	8,055	8,165	8,234

2,374	3C ICT Shared Service		2,622	2,903	2,887	2,918	2,941	2,973
106	Building Control		250	250	250	250	250	250
1,056	Democratic & Elections		980	1,027	1,018	1,038	1,051	1,062
185	Document Centre		173	174	177	181	195	188
42	Energy & Sustainability Mgt		42	44	45	46	47	48
707	Facilities Management		1,214	1,294	1,267	1,293	1,312	1,318
494	Human Resources		586	752	711	620	630	639
186	Legal		259	281	278	285	292	292
117	Risk Management		145	179	182	186	189	192
697	Risks & Control		760	852	866	881	897	901
246	Transformation		201	182	265	357	363	371
6,210	Net Service Expenditure		7,234	7,938	7,946	8,055	8,165	8,234

Actuals 2022/23	Portfolio	Customers & Transactional Services	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(1,887)	Income & Fees	Fees & charges	(1,868)	(2,108)	(2,130)	(2,144)	(2,135)	(2,135)
(34,509)		Government grants	(23,850)	(23,421)	(19,895)	(18,875)	(17,854)	(18,854)
(7)		Other grants and contributions	(3)	(3)	(3)	(3)	(3)	(3)
(5)		Sales	-	(12)	(12)	(12)	(12)	(12)
(36,407)	Income & Fees Total		(25,721)	(25,544)	(22,041)	(21,034)	(20,004)	(21,004)
3,462	Employees	Salary	3,863	4,142	4,169	4,230	4,314	4,401
354		National Insurance	339	347	354	364	375	387
575		Pension	608	671	675	688	702	716
192		Hired Staff	-	-	-	-	-	-
64		Other Staff Costs	29	29	29	29	29	29
4		Recruitment	-	-	-	-	-	-
14		Severance payments	-	-	-	-	-	-
6		Training	4	4	4	4	4	4
1		Uniform & laundry	1	1	1	1	1	1
4,670	Employees Total		4,843	5,194	5,232	5,316	5,425	5,537
-	Buildings	Rents Payable	1	-	-	-	-	-
		Repairs & Maintenance	10	-	-	-	-	-
	Buildings Total		11	-	-	-	-	-
63	Supplies & Services	Communication and computing	112	23	23	23	23	23
-		Catering	1	-	-	-	-	-
56		Equipment, furniture & materials	45	42	44	44	44	44
57		Office expenses	41	127	127	127	127	127
(1)		Sales	(1)	(1)	(1)	(1)	(1)	(1)
195		Services	81	126	126	126	126	126
371	Supplies & Services Total		280	318	320	320	320	320
7	Transport	Mileage Allowance	14	14	14	14	14	14
8		Operating Costs	7	8	8	8	8	8
8		Other Transport Costs	-	-	-	-	-	-
10		Pool Car	9	7	7	7	7	7
2		Public Transport	3	3	3	3	3	3
1		Vehicle Insurance	-	-	-	-	-	-
36	Transport Total		33	31	31	31	31	31
24,918	Benefit & Transfer Payments	Benefits	23,803	23,775	20,782	19,782	18,782	19,782
9,717		Grants	146	150	26	26	26	26
1,126		Contributions paid	969	991	991	991	991	991
35,760	Benefit & Transfer Payments Total		24,918	24,916	21,798	20,798	19,798	20,798
-	Renewals Fund Contribution	Renewals Fund Contribution	7	7	7	7	7	7
-	Renewals Fund Contribution Total		7	7	7	7	7	7
28	Reserve-Revenue Transfers	Bad Debts Provision	147	147	147	147	147	147
-		Reserve-Revenue Transfers	(45)	(71)	-	-	-	-
28	Reserve-Revenue Transfers Total		102	76	147	147	147	147
4,458	Net Service Expenditure		4,473	4,998	5,494	5,584	5,724	5,836
40,865	Gross Service Expenditure		30,194	30,542	27,535	26,619	25,729	26,841
(36,407)	Gross Service Income		(25,721)	(25,544)	(22,041)	(21,034)	(20,004)	(21,004)
4,458	Net Service Expenditure		4,473	4,998	5,494	5,584	5,724	5,836
109	Chief Operating Officer		108	109	111	113	116	118
3	Communities							
226	Community Resilience		186	328	334	341	357	364
(134)	Council Tax Support		(122)	(114)	(114)	(114)	(114)	(114)
850	Customer Services		902	981	1,001	1,022	1,043	1,064
125	Environmental Health Admin		133	46	47	48	49	50
606	Environmental Health Services		695	750	771	788	804	821
2,024	Housing Benefits		1,892	2,152	2,554	2,597	2,657	2,696
1,058	Housing Needs		1,032	1,050	1,095	1,089	1,107	1,124
(183)	Licencing		(105)	(74)	(75)	(69)	(64)	(58)
(227)	Local Tax Collection		(250)	(231)	(231)	(231)	(231)	(231)
4,458	Net Service Expenditure		4,473	4,998	5,494	5,584	5,724	5,836

Actuals 2022/23	Portfolio	Finance & Resources	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(256)	Income & Fees	Fees & charges	(107)	(117)	(127)	(127)	(127)	(127)
(255)		Government grants	-	-	-	-	-	-
(1,465)		Interest Income	(436)	(1,633)	(1,333)	(1,085)	(1,085)	(1,025)
(914)		Other grants and contributions	-	-	-	-	-	-
(5,149)		Rent	(4,273)	(4,638)	(4,902)	(4,932)	(4,981)	(5,031)
(452)		Sales	-	-	-	-	-	-
(8,491)	Income & Fees Total		(4,815)	(6,388)	(6,362)	(6,144)	(6,193)	(6,183)
862	Employees	Salary	1,187	1,112	1,093	1,114	1,135	1,156
158		National Insurance	112	97	96	98	101	103
250		Pension	188	173	170	173	176	180
94		Hired Staff	-	-	-	-	-	-
2,220		Other Staff Costs	1,567	1,503	1,416	1,416	1,416	1,416
184		Severance payments	152	152	152	152	152	152
6		Training	-	5	5	5	5	5
3,774	Employees Total		3,207	3,042	2,931	2,958	2,985	3,012
6	Buildings	Energy Costs	35	27	26	26	26	26
5		Premises Cleaning	15	2	2	2	2	2
25		Premises Insurance	26	27	28	28	28	28
		Rates	1	1	1	1	1	1
219		Rents Payable	356	255	253	266	268	268
45		Repairs & Maintenance	186	161	161	161	161	161
1		Water Services	2	2	1	1	1	1
301	Buildings Total		620	473	470	483	485	485
2	Supplies & Services	Communication and computing	3	3	3	3	3	3
60		Equipment, furniture & materials	53	53	53	53	53	53
2		Expenses	-	-	-	-	-	-
62		Insurance - service related	54	56	56	56	56	56
22		Office expenses	25	20	20	20	20	20
1		Premises Cleaning	-	-	-	-	-	-
3,850		Services	4,431	6,559	7,311	5,073	5,092	5,229
3,999	Supplies & Services Total		4,567	6,692	7,445	5,206	5,225	5,362
1	Transport	Mileage Allowance						
		Public Transport	1	1	1	1	1	1
1	Transport Total		1	1	1	1	1	1
85	Benefit & Transfer Payments	Contributions paid	76	76	76	76	76	76
106		Grants	39	-	-	-	-	-
-		Irrecoverable V A T	21	-	-	-	-	-
13		Other Misc Payments	6	6	6	6	6	6
204	Benefit & Transfer Payments Total		142	82	82	82	82	82
44	Reserve-Revenue Transfers	Bad Debts Provision	8	8	8	8	8	8
-		Reserve-Revenue Transfers	(57)	(46)	4	4	4	4
44	Reserve-Revenue Transfers Total		(49)	(38)	12	12	12	12
(167)	Net Service Expenditure		3,673	3,865	4,579	2,598	2,597	2,771
8,324	Gross Service Expenditure		8,488	10,253	10,941	8,742	8,790	8,955
(8,491)	Gross Service Income		(4,815)	(6,388)	(6,362)	(6,144)	(6,193)	(6,183)
(167)	Net Service Expenditure		3,673	3,865	4,579	2,598	2,597	2,771
(4,010)	Commercial Estates		(2,544)	(3,168)	(3,385)	(3,453)	(3,493)	(3,535)
2,947	Corporate Finance		5,349	5,990	6,904	4,975	4,996	5,195
689	Finance		668	828	840	853	866	879
99	Head of Resources		113	115	117	120	122	124
108	Human Resources		88	100	102	104	106	109
1	Public Conveniences		-	-	-	-	-	-
(167)	Net Service Expenditure		3,673	3,865	4,579	2,598	2,597	2,771

Actuals 2022/23	Portfolio	Leisure, Waste & Street Scene	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
-	Income & Fees	Commuted sums	(82)	(82)	(82)	(82)	(82)	(82)
(10,809)		Fees & charges	(10,984)	(12,792)	(13,703)	(14,327)	(14,482)	(14,616)
(33)		Government grants	(16)	(16)	(16)	(16)	(16)	(16)
(9)		NDR	(7)	(8)	(8)	(8)	(8)	(8)
(371)		Other grants and contributions	(205)	(482)	(326)	(230)	(230)	(230)
(43)		Rent	(33)	(33)	(33)	(33)	(33)	(33)
(588)		Sales	(631)	(762)	(865)	(915)	(922)	(922)
(11,853)	Income & Fees Total		(11,958)	(14,174)	(15,033)	(15,611)	(15,773)	(15,906)
7,439	Employees	Salary	8,201	9,358	9,440	9,563	9,716	9,908
603		National Insurance	570	620	635	653	670	693
1,133		Pension	1,288	1,474	1,500	1,520	1,544	1,574
991		Hired Staff	212	216	216	216	216	216
236		Other Staff Costs	162	288	162	162	162	162
2		Recruitment	-	-	-	-	-	-
10		Severance payments	-	-	-	-	-	-
45		Training	2	2	2	2	2	2
62		Uniform & laundry	44	41	41	41	41	41
10,521	Employees Total		10,479	12,000	11,997	12,157	12,351	12,596
669	Buildings	Energy Costs	1,206	1,529	1,509	1,509	1,509	1,509
43		Ground Maintenance Costs	9	12	12	12	12	12
35		Premises Cleaning	41	43	50	50	50	50
4		Rates	-	-	-	-	-	-
7		Rents	13	13	13	13	13	13
868		Rents Payable	933	1,125	1,132	1,158	1,188	1,188
363		Repairs & Maintenance	444	466	471	471	472	472
60		Water Services	91	91	91	91	91	91
2,048	Buildings Total		2,737	3,278	3,278	3,305	3,335	3,336
343	Supplies & Services	Communication and computing	151	170	176	181	181	181
4		Catering	-	-	-	-	-	-
1,049		Equipment, furniture & materials	792	876	868	888	890	890
5		Expenses	-	-	-	-	-	-
8		Insurance - service related	4	4	4	4	4	4
143		Office expenses	128	163	162	164	144	144
4		Other Staff Costs	-	-	-	-	-	-
12		Premises Cleaning	-	-	-	-	-	-
1		Repairs & Maintenance	-	-	-	-	-	-
(28)		Sales	(34)	(34)	(34)	(34)	(34)	(34)
688		Services	1,270	2,322	2,322	2,324	2,324	2,329
2,229	Supplies & Services Total		2,311	3,500	3,498	3,528	3,510	3,515
(1)	Transport	Contract Hire & operating leases	6	6	6	6	6	6
9		Mileage Allowance	10	9	9	9	9	9
1,073		Operating Costs	1,185	1,104	1,124	1,144	1,144	1,144
7		Pool Car	3	3	3	3	3	3
1		Public Transport	1	1	1	1	1	1
11		Vehicle Insurance	1	1	1	1	1	1
1,101	Transport Total		1,206	1,125	1,145	1,165	1,165	1,165
408	Benefit & Transfer Payments	Grants	476	476	476	471	471	471
-		Irrecoverable V A T	74	-	-	-	-	-
408	Benefit & Transfer Payments Total		550	476	476	471	471	471
-	Renewals Fund Contribution	Renewals Fund Contribution	25	75	75	75	75	75
-	Renewals Fund Contribution Total		25	75	75	75	75	75
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	(79)	(30)	-	-	-	-
-	Reserve-Revenue Transfers Total		(79)	(30)	-	-	-	-
4,454	Net Service Expenditure		5,271	6,249	5,435	5,089	5,133	5,251
16,306	Gross Service Expenditure		17,229	20,424	20,468	20,700	20,906	21,157
(11,853)	Gross Service Income		(11,958)	(14,174)	(15,033)	(15,611)	(15,773)	(15,906)
4,454	Net Service Expenditure		5,271	6,249	5,435	5,089	5,133	5,251
(1,137)	Car Parks - Off Street		(1,304)	(1,233)	(1,310)	(1,301)	(1,283)	(1,276)
(110)	CCTV		(115)	(116)	(117)	(117)	(117)	(117)
260	CCTV Shared Service		286	363	375	387	399	412
240	Countryside		395	534	413	358	337	342
261	Fleet Management		301	311	315	320	324	329
729	Green Spaces		665	1,026	881	896	912	929
170	Head of Operations		150	151	81	51	51	51
33	Markets		(32)	36	70	63	61	58
255	One Leisure Facilities		208	217	53	49	45	22
199	One Leisure Active Lifestyles		57	80	80	80	81	82
433	Parks and Open Spaces		555	601	611	617	628	637
145	Strategic Insight & Delivery		284	480	445	398	328	336
817	Street Cleansing		895	1,024	1,040	1,056	1,073	1,090
2,159	Waste Management		2,927	2,776	2,500	2,230	2,293	2,357
4,454	Net Service Expenditure		5,271	6,249	5,435	5,089	5,133	5,251

Actuals 2022/23	Portfolio	Place	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
506	Employees	Salary	509	525	535	546	557	568
63		National Insurance	62	59	60	61	63	65
87		Pension	88	91	93	94	96	98
-		Hired Staff	(1)	-	-	-	-	-
2		Other Staff Costs						
10		Recruitment	-	-	-	-	-	-
3		Training	5	7	7	7	7	7
670	Employees Total		663	681	695	709	723	738
3	Buildings	Rents Payable						
3	Buildings Total							
10	Supplies & Services	Communication and computing	2	1	1	1	1	1
-		Catering	1	3	3	3	3	3
14		Equipment, furniture & materials	-	1	1	1	1	1
21		Office expenses	15	14	14	14	14	14
148		Services	605	(44)	(94)	(144)	(194)	(194)
193	Supplies & Services Total		622	(25)	(75)	(125)	(175)	(175)
	Transport	Mileage Allowance	2	3	3	3	3	3
		Public Transport	1	1	1	1	1	1
	Transport Total		3	4	4	4	4	4
2	Benefit & Transfer Payments	Other Misc Payments	1	1	1	1	1	1
2	Benefit & Transfer Payments Total		1	1	1	1	1	1
869	Net Service Expenditure		1,289	661	624	589	553	567
869	Gross Service Expenditure		1,289	661	624	589	553	567
869	Net Service Expenditure		1,289	661	624	589	553	567
697	Place		1,117	481	442	402	363	374
172	Directors		171	180	183	186	190	193
869	Net Service Expenditure		1,289	661	624	589	553	567

Actuals 2022/23	Portfolio	Planning	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(53)	Income & Fees	Developer Contributions	(50)	(50)	(50)	(50)	(50)	(50)
(2,353)		Fees & charges	(1,834)	(2,238)	(2,121)	(2,218)	(2,218)	(2,218)
(40)		Government grants	(20)	(20)	(20)	(20)	(20)	(20)
(63)		Other grants and contributions	(380)	(383)	(391)	(283)	(238)	(242)
(3)		Sales	(2)	(2)	(2)	(2)	(2)	(2)
(2,512)	Income & Fees Total		(2,286)	(2,694)	(2,584)	(2,574)	(2,528)	(2,532)
1,459	Employees	Salary	2,041	2,226	2,219	2,148	2,140	2,183
153		National Insurance	196	202	204	210	216	222
252		Pension	343	385	384	392	399	407
368		Hired Staff	41	47	30	30	30	30
5		Other Staff Costs	1	2	2	2	2	2
3		Recruitment	-	-	-	-	-	-
8		Training	-	-	-	-	-	-
		Uniform & laundry	2	2	2	2	2	2
2,249	Employees Total		2,624	2,864	2,840	2,783	2,789	2,846
	Buildings	Rents Payable	3	3	3	3	3	3
	Buildings Total		3	3	3	3	3	3
7	Supplies & Services	Communication and computing	9	9	9	9	9	9
30		Equipment, furniture & materials	12	13	13	13	13	13
-		Insurance - service related	3	3	3	3	3	3
101		Office expenses	102	103	103	103	103	103
223		Services	269	215	135	135	135	135
362	Supplies & Services Total		396	344	264	264	264	264
3	Transport	Mileage Allowance	5	4	4	4	4	4
3		Pool Car	8	5	5	5	5	5
		Public Transport	1	1	1	1	1	1
6	Transport Total		13	10	10	10	10	10
52	Benefit & Transfer Payments	Grants	58	59	61	61	61	62
503		Levies	503	564	564	564	564	564
556	Benefit & Transfer Payments Total		561	623	624	624	625	625
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	95	105	105	105	105	105
-	Reserve-Revenue Transfers Total		95	105	105	105	105	105
661	Net Service Expenditure		1,407	1,254	1,261	1,214	1,267	1,320
3,172	Gross Service Expenditure		3,692	3,948	3,845	3,788	3,795	3,852
(2,512)	Gross Service Income		(2,286)	(2,694)	(2,584)	(2,574)	(2,528)	(2,532)
661	Net Service Expenditure		1,407	1,254	1,261	1,214	1,267	1,320
504	Corporate Finance		503	564	564	564	564	564
(72)	Democratic & Elections		(64)	(60)	(37)	(36)	(35)	(34)
(283)	Development Management		201	(140)	(240)	(303)	(269)	(235)
88	Market Towns		()	5	5	6	6	6
424	Planning Policy		766	885	969	985	1,002	1,019
661	Net Service Expenditure		1,407	1,254	1,261	1,214	1,267	1,320

Actuals 2022/23	Portfolio	Regeneration & Growth, Economy & Skills	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(26)	Income & Fees	Fees & charges	(26)	(28)	(29)	(30)	(31)	(31)
1		Government grants	-	(702)	-	-	-	-
(7)		Other grants and contributions	-	-	-	-	-	-
(124)		Rent	(130)	(134)	(138)	(143)	(147)	(147)
-		Sales	(5)	(5)	(5)	(5)	(5)	(5)
(155)	Income & Fees Total		(162)	(869)	(172)	(177)	(182)	(182)
336	Employees	Salary	332	488	449	456	465	474
36		National Insurance	31	38	36	37	38	39
58		Pension	57	76	69	70	72	73
3		Severance payments	-	-	-	-	-	-
1		Training	-	-	-	-	-	-
433	Employees Total		421	602	554	563	575	586
24	Buildings	Energy Costs	94	95	96	97	98	98
7		Repairs & Maintenance	5	5	5	5	5	5
15		Water Services	28	28	28	28	28	28
46	Buildings Total		127	128	129	130	131	131
11	Supplies & Services	Communication and computing	9	7	7	8	9	9
		Equipment, furniture & materials	4	2				
15		Office expenses	14	32	32	7	7	7
32		Services	31	787	48	49	50	49
58	Supplies & Services Total		58	828	87	64	65	65
1	Transport	Mileage Allowance		1	1	1	1	1
1	Transport Total		1	2	2	2	2	2
37	Benefit & Transfer Payments	Grants	37	37	37	37	37	37
-		Irrecoverable V A T	6	-	-	-	-	-
37	Benefit & Transfer Payments Total		43	37	37	37	37	37
-	Renewals Fund Contribution	Renewals Fund Contribution	2	2	2	2	2	2
-	Renewals Fund Contribution Total		2	2	2	2	2	2
419	Net Service Expenditure		489	729	639	620	629	641
574	Gross Service Expenditure		651	1,598	811	797	811	823
(155)	Gross Service Income		(162)	(869)	(172)	(177)	(182)	(182)
419	Net Service Expenditure		489	729	639	620	629	641
68	Communities		79	68	69	70	71	73
(70)	Community Resilience		9		(2)	(5)	(8)	(8)
189	Economic Development		206	395	299	279	284	290
191	Housing Strategy		196	203	207	211	214	218
-	Market Towns		-	1	4	1	1	1
41	Projects & Programme Delivery		-	62	63	64	65	67
419	Net Service Expenditure		489	729	639	620	629	641

3.0 CAPITAL

3.1 The detailed Draft Capital Programme for the period 2024/25 to 2028/29 is shown in **Tables 26a and 26b** below, along with the sources of finance. The revenue implications of the individual capital proposals are built into the respective revenue budgets and the impact of the proposed programme on the 2024/25 Minimum Revenue Provision (MRP) is £3.006m.

Capital Programme	Original	Current	Forecast	Budget	Medium Term Financial Strategy				
	Budget	Budget			Budget	2025/26	2026/27	2027/28	2028/29
	2023/24 £000s	2023/24 £000s	2023/24 £000s	2024/25 £000s	£000s	£000s	£000s	£000s	
Director of Finance and Corporate Resources									
Bridge Place Car Park			24						
Loves Farm Lighting			9						
Building Efficiency Salix			107						
Upgrade works at Fareham	1,350	1,350	1939						
Health and Safety Works at Commercial Properties (Rephase)	9	51	51						
Energy Efficiency Works at Commercial Properties (Rephase)	22	81	81						
Commercial estates capital for works, enhancements and re-lettings (rephase)	163	650	650						
Roof Replacements (Rephase)	32	130	130						
RetroFit Buildings (Rephase)	226								
Upgrade/Replacement of Public Toilets		10	10						
Company Investment		100	100						
Company Investment (Rephase)				100					
VAT Partial Exemption	21	21	21	50	50	50	50	50	
Capita Upgrade and 3D Secure 2 SCA and payment portal Upgrade		11	11						
Huntingdon Bus Station - CCTV and Drainage				17					
T1 Fixed Asset Module and Invoice Scanning				23					
Salix Projects				24					
Corporate Director (Place)									
Future High Streets - St Neots	774	12,144	3,828	1,640					
Future High Streets - St Neots (Rephase)	10,870			8,316					
Market Towns Programme	497	1,112							
Market Towns Programme (Rephase)	337								
Market Towns Programme - Future Schemes	844	844	602	200					
Wayfinding and Information		200	60	140					
Smarter Towns		71	71						
UK Shared Prosperity Fund Projects	68	68	27	201					
UK Shared Prosperity Fund Projects (Rephase)				(137)					
Rural England Prosperity Fund	479	479	239	479					
Rural England Prosperity Fund (Rephase)				240					
Ramsey Public Realm				300					
Ramsey Food Hall	1,150	1,150	75						
Ramsey Food Hall (Rephase)				1,079					
St Neots Masterplan Phase 1	285	285	225						
St Neots Masterplan Phase 1 (Rephase)				60					
Sites for SMEs		6	6						
Solar Benches		1	1						
Covered Benches		5	5						
Moores Walk Improvement		20	3						
Moores Walk Improvement (Rephase)	6			17					
Chief Planning Officer									
Conservation Area Appraisal Programme	94	94	42						
Community Infrastructure Levy External Projects	3,476	3,476	4,215	3,228	2,706	2,706			
3C ICT									
Hardware Replacement	230	230	230	100	100	100	100	100	
Hardware Replacement (Rephase)	120								
Telephony Replacement	8	16	5	8	8	8	8	8	
Extend Capacity in Shared Data Centre		6	5						
Information@Work Consolidation (Rephase)	20								
Data Centre Server Room (No.1) (Rephase)	244	0							
No2 Server & SQL Server 2012 Migration		10		10					
No2 Server & SQL Server 2012 Migration (Rephase)	10								
AV Equipment		60	60						
AV Equipment (Rephase)	30								
Datacentre Racks	215	459	419	40					
Windows 2012 Server Replacement	45	45	17	28					
WIFI Access Points				50					
Mobile Device Refresh						82			
Network Switches						180			
Telephony/Contact Centre							200		
EastNet Replacement					200				
Monitor Replacements							25	25	
Cyber Security Technology							70		
Server 2016 Migration					20				
Windows 10 End of Life					20				
Generator and Electrical Switchgear								50	
Democratic Services Software	27	27	13	14					
Public Switched Telephone Network		60	60						
Public Switched Telephone Network				30					
Replacement Income Management System				55					
Data Warehouse and GIS		16	11	5					
MFDs						50			
Cloud Backup						70			
UPS Replacement						76			

Capital Programme	Original Budget	Current Budget	Forecast	Budget	Medium Term Financial Strategy			
	2023/24 £000	2023/24 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Chief Operating Officer								
Replacement Corporate Scanners								
Replacement Corporate Scanners (Rephase)	7		3					
Leisure and Health								
One Leisure Improvements	300	363	346	300	300	300	300	300
One Leisure Ramsey 3G Car Park		70	70					
OL St Ives Changing Rooms (Rephase)	12							
OLSI Pitch Replacement	300	575	592					
OL St Neots and St Ives Fitness Equipment and Refresh				513	25	25	25	25
OL Ramsey Solar PV Panels				120				
Operations								
Lone Worker Software		20	20					
Wheeled Bins	254	254	254	254	254	254	254	254
Wheeled Bins (Rephase)	153							
Vehicle Fleet Replacement	1,357	1,921	1,492	1,896	1,888	145	1,459	855
Vehicle Fleet Replacement (Rephase)	175			429				
Waste and Grounds Maintenance Tablet and Smartphones	27	27	27					30
2nd Green Bin			141					
Strategic Insight and Delivery								
Play Equipment	30	34	34	30	30	30	30	30
Fencing		13	13	13	13	13	13	13
St Ives Park (Rephase)	80	80	80					
Hinchingbrooke Country Park (Rephase)	2,689	2,706	30	2,676				
St Neots Riverside Park Path/Cycle Imps (Rephase)	433	420	421					
Parking Strategy (EV Works)	13	148	148					
Civil Parking Enforcement		217	217					
District wide signage		70						
Priory Park Power (Rephase)	15	15	15					
Godmanchester Recreation Ground Works Grant				30				
Community Services								
Disabled Facilities Grants	1,650	1,650	1,512	1,600	1,600	1,600	1,600	1,600
Disabled Facilities Grants (Rephase)	39			138				
Mobile Devices				10			11	
Housing Manager								
Housing Company (Rephase)	206	206						
Housing Fund		744	744					
Housing Fund				1,736				
Customer Services								
Voice Bots		34	23	11				
Total Gross Expenditure	29,392	32,855	19,534	26,073	7,214	5,689	4,145	3,340

Capital Programme	Funder	Original Budget	Revised Budget	Forecast	Medium Term Financial Strategy				
		2023/24	2023/24	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Financing									
Grants and Contributions									
DFGs	Cambs CC	(1,300)	(1,300)	(1,473)	(1,400)	(1,400)	(1,400)	(1,400)	(1,400)
DFGs	Cambs CC				(138)				
Wheeled bins	Developer	(101)	(101)	(101)	(101)	(101)	(101)	(101)	(101)
Market Town Funding - Future Schemes	CPCA	(1,678)	(1,956)	(602)	(200)				
Future High Streets	CPCA/CIL/NH/DLUHC	(11,644)	(12,144)						
Future High Streets	CPCA				(3,100)				
Future High Streets	CIL				(4,830)				
Future High Streets	National Highways			(1,467)	(2,026)				
Future High Streets	DLUHC			(2,361)					
St Neots Riverside Park Path/Cycle Imps (Rephase)	CIL	(401)	(401)	(421)					
St Ives Park	CIL	(80)	(80)	(80)					
Priory Park Mains Power	CIL	(15)	(15)	(15)					
Hinchingsbrooke Country Park	CIL	(1,254)	(1,500)	0	(1,500)				
UK Shared Prosperity Fund	CPCA	(68)	(68)	(27)	(201)				
UK Shared Prosperity Fund	CPCA				137				
Rural England Prosperity Fund	CPCA	(479)	(479)	(239)	(479)				
Rural England Prosperity Fund (Rephase)	CPCA				(240)				
Ramsey Public Realm					(300)				
Ramsey Food Hall	CPCA	(1,150)	(1,150)	(75)					
Ramsey Food Hall Rephase	CPCA				(1,079)				
St Neots Masterplan Phase 1	CPCA	(285)	(285)	(225)					
St Neots Masterplan Phase 2 (Rephase)	CPCA				(60)				
Wayfinding	CPCA		(200)	(60)	(140)				
Smarter Towns	CPCA		(71)	(71)					
Moores Walk			(14)	(3)	(17)				
Small Accelerated Projects	CPCA		(13)	(12)					
Upgrade works at Fareham	HDC Reserve	(400)	(400)	(400)					
OLSI Pitch Replacement (CIL)	CIL	(175)	(175)	(175)					
OLSI Pitch Replacement (Reserve)	HDC Reserve		(275)	(275)					
Housing Fund	DLUHC		(744)	(744)					
Housing Fund	DLUHC				(1,736)				
Total Grants and Contributions		(19,030)	(21,371)	(8,826)	(17,410)	(1,501)	(1,501)	(1,501)	(1,501)
Use of Capital Reserves									
Community Infrastructure Levy Reserve	CIL	(3,476)	(3,476)	(4,215)	(3,228)	(2,706)	(2,706)	0	0
Total Capital Reserves		(3,476)	(3,476)	(4,215)	(3,228)	(2,706)	(2,706)	0	0
Capital Receipts									
Loan Repayments	CRC/Gym	(9)	(9)	(90)	0	0	0	0	0
Housing Clawback Receipts	PfP	(350)	(350)	(350)	(300)	(250)	(200)	(150)	(100)
Total Capital Receipts		(359)	(359)	(440)	(300)	(250)	(200)	(150)	(100)
Net to be funded by borrowing		6,527	7,649	6,053	5,135	2,757	1,282	2,494	1,739

4.0 TREASURY MANAGEMENT

4.1 The following gives a high-level commentary on the Treasury Management activity that the Council is expecting to undertake during 2024/25.

- **Short Term Borrowing**

During 2024/25 the Council is unlikely to undertake short-term borrowing, as indicated by the liability benchmark the council will be a net investor. However, for 2024/25, a small budget of £5,000 has been maintained in case there is a very short-term requirement to borrow because of operational cash flows.

- **Long Term Borrowing**

Treasury management practice permits the Council to borrow for the long-term up to the capital financing requirement balance, which is made up of previous capital expenditure. At the end of 2024/25, it is forecast that the total balances in respect of long-term borrowing will be £34.280m. The estimated cost of long-term borrowing in 2024/25 is £0.972m.

4.2 During 2024/25 no long-term borrowing has been anticipated for any Commercial Investment/Development Strategy, due to the Government prohibiting any borrowing from PWLB for commercial gain. Given the high costs of borrowing currently, the MTFs does not contain any plans for investment or redevelopment schemes.

5.0 Capital Financing Requirement (CFR)

5.1 **Table 27** gives a summary of how, over the period of the MTFs, the Council's capital commitments and plans impact on its underlying need to borrow.

Huntingdonshire District Council								Table 27
Capital Financing Requirement	2022/23	2023/24	Budget	Medium Term Financial Strategy				
	Actual £000s	Forecast £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	
Opening Capital Financing Requirement	70,378	72,260	75,653	77,783	77,336	75,093	74,043	
Capital Investment								
Property, Plant and Equipment	2,138	4,050	6,603	2,888	1,313	2,475	1,740	
Investment Properties	29	2,857	-	-	-	-	-	
Intangible Assets	60	556	243	20	70	70	-	
Revenue Expenditure Funded From Capital Under Statute	7,442	11,467	19,110	4,306	4,306	1,600	1,600	
Infrastructure Assets	139	3	17	-	-	-	-	
Community Assets	-	501	-	-	-	-	-	
Loans	-	100	100	-	-	-	-	
Assets Under Construction	387	-	-	-	-	-	-	
Additional Requirement	10,195	19,534	26,073	7,214	5,689	4,145	3,340	
Sources of Finance								
Capital Receipts	(662)	(440)	(300)	(250)	(200)	(150)	(100)	
Capital Grants and Contributions	(1,710)	(8,826)	(17,410)	(1,501)	(1,501)	(1,501)	(1,501)	
Community Infrastructure Levy	(1,170)	(4,215)	(3,228)	(2,706)	(2,706)	-	-	
Use of Capital Grants Unapplied	(2,201)	-	-	-	-	-	-	
Direct Revenue Financing	-	-	-	-	-	-	-	
S106 Reserve	(15)	-	-	-	-	-	-	
Minimum Revenue Provision	(2,555)	(2,660)	(3,006)	(3,204)	(3,525)	(3,544)	(3,681)	
	(8,313)	(16,141)	(23,944)	(7,661)	(7,932)	(5,195)	(5,282)	
Closing Capital Financing Requirement	72,260	75,653	77,783	77,336	75,093	74,043	72,101	
Increase/(Decrease) in Underlying Need to Borrow	1,882	3,393	2,129	(447)	(2,243)	(1,050)	(1,942)	

6.0 Formal 2024/25 Council Tax Resolutions

6.1 The formal 2024/25 Council Tax resolutions to be agreed by Council are shown below.

- a) That the Council note the Council Tax Base for the whole Council area and individual Towns and Parishes (para 6.2) as approved by Chairman of Corporate Governance Committee and Section 151 Officer on the 14 December 2023 (and subsequent publication as a key decision).

The tax base (T) which is the amount anticipated from a District Council Tax of £1 is **£66,095.90**

- b) That the following amounts calculated by the Council for 2024/25 in accordance with the requirements of the Local Government Finance Act 1992 as amended by the Localism Act 2011 (the Act), the Local Government Finance Act 2012 and associated regulations:

- | | | |
|-------|---|---------------------|
| (i) | the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) (a) to (f) of the Act
Gross revenue expenditure including benefits, Town/Parish Precepts | £90,705,092 |
| (ii) | the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) (a) to (d) of the Act
Revenue income including reimbursement of benefits, specific and general grants, use of reserves and any transfers from the collection fund. | £71,254,857 |
| (iii) | the amount by which the aggregate at (i) above exceeds the aggregate at (ii) above in accordance with Section 31A (4) of the Act
This is the “Council Tax Requirement” including Parish/Town Precepts (item i minus item ii). It is the cash sum to be funded from District, Town and Parish Council Taxes. | £ 19,450,235 |
| (iv) | the Council Tax requirement for 2024/25 divided by the tax base (T) in accordance with Section 31B (1) of the Act
District plus average Town/Parish Council Tax (item iii divided by District tax base) | £294.27 |
| (v) | the aggregate of all “Special Items” referred to in Section 34(1) of the Act.
The total value of Parish/Town precepts included in i and iii above. | £8,818,049 |
| (vi) | the Basic Amount of Council Tax for 2024/25 being item iv less item v divided by the tax base (T) in accordance with Section 34 (2) of the Act.
The District Council’s Band D Tax for 2024/25 | £160.86 |

- (vii) the basic amounts of Council Tax for 2024/25 for those parts of the District to which one or more special items (Parish/Town precepts) relate in accordance with Section 34 (3) of the Act are shown by adding the Huntingdonshire District Council amount to the appropriate Parish Council amount in column "band D" set out in Table 1 attached.
 - (viii) the amounts to be taken into account for 2024/25 in respect of categories of dwellings listed in particular valuation bands in accordance with Section 36 (1) of the Act are shown by adding the Huntingdonshire District Council amount to the appropriate Parish Council amount for each of the valuation bands in the columns "bands A to H" set out in Table 1 attached.
- (c) That the amounts of precept issued to the Council by Cambridgeshire County Council, Cambridgeshire Police Authority, Cambridgeshire & Peterborough Fire Authority and for each Parish Council for each of the categories of dwellings listed in different valuation bands in accordance with Section 40 of the Act shown in para 6.3 attached be noted.
- (d) That, having regard to the calculations above, the Council, in accordance with Section 30 (2) of the Act, hereby sets the figures shown in para 6.4 as the amounts of Council Tax for 2024/25 for each of the categories of dwelling shown. ***This is the total Council Tax to be collected, incorporating the requirements of all of the relevant bodies, for each town or parish area.***
- (e) The Council notes that, in accordance with Section 52ZB of the Local Government Finance Act 1992, the basic amount of its Council Tax for 2024/25 is not excessive.
The basic amount at b(vi) above is not excessive as defined by the Government.

6.2 Tax Base 2024/25

Based on the information contained within this report, it is recommended that pursuant to the Revenues and Benefits Manager's report and in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 2012, the amounts calculated by the Huntingdonshire District Council as their (net) tax base for the whole District for the year 2024/25 be £66,095.90 and shall be as listed below for each Town or Parish of the District:

Abbotsley	272.3	Holywell-cum-Needingworth	1,105.3
Abbots Ripton	139.5	Houghton & Wyton	820.9
Alconbury	546.6	Huntingdon	7,687.0
Alconbury Weston	297.9	Kimbolton & Stonely	611.4
Alwalton	126.1	Kings Ripton	83.9
Barham & Woolley	29.0	Leighton Bromswold	81.4
Bluntisham	774.3	Little Paxton	1,688.8
Brampton	2,534.5	Morborne	12.2
Brington & Molesworth	191.8	Offord Cluny & Offord D'Arcy	533.4
Broughton	102.4	Old Hurst	103.4
Buckden	1,331.6	Old Weston	107.7
Buckworth	53.7	Perry	258.2
Bury	782.4	Pidley-cum-Fenton	199.9
Bythorn & Keyston	157.0	Ramsey	3,209.2
Catworth	162.3	St. Ives	6,040.3
Chesterton	67.8	St. Neots	11,538.9
Colne	390.6	Sawtry	2,060.7
Conington	73.3	Sibson-cum-Stibbington	231.3
Covington	47.1	Somersham	1,415.2
Denton & Caldecote	30.0	Southoe & Midloe	156.0
Earith	604.7	Spaldwick	257.1
Easton	86.7	Stilton	819.0
Ellington	240.5	Stow Longa	70.2
Elton	297.7	The Stukeleys	1,329.1
Farcet	533.6	Tilbrook	131.0
Fenstanton	1,339.4	Toseland	36.7
Folksworth & Washingley	348.2	Upton & Coppingford	90.0
Glatton	137.9	Upwood & the Raveleys	448.2
Godmanchester	3,164.8	Warboys	1,595.2
Grafham	235.2	Waresley-cum-Tetworth	148.4
Great & Little Gidding	129.0	Water Newton	39.5
Great Gransden	499.5	Winwick	53.4
Great Paxton	371.8	Wistow	232.8
Great Staughton	338.9	Woodhurst	155.8
Haddon	23.6	Woodwalton	83.4
Hail Weston	239.5	Wyton-on-the-Hill	462.6
Hamerton & Steeple Gidding	55.4	Yaxley	2,958.9
Hemingford Abbots	327.5	Yelling	152.1
Hemingford Grey	1,297.9		<u>66,095.9</u>
Hilton	454.4		
Holme	251.0		

6.3 2024/25 Council Tax by Property Band for each Precepting Authority and the Billing Authority

These tables will be inserted once we have received precept information from the major preceptors.

6.4 Total 2024/25 Council Tax by Property Band for each Precepting Authority and the Billing Authority

These tables will be inserted once we have received precept information from the major preceptors.

7. Fees and Charges

7.1 The Fees and Charges that will be applicable from April 2024 to March 2025 have been included in **Annex A**. These fees and charges are correct at the time of reporting but there may be changes throughout the year that will be agreed by the Executive Councillor and the S151 Officer.

8.0 Robustness of the 2024/25 Budget and Medium-Term Financial Strategy

8.1 The Section 25 of Local Government Act 2003 requires me, as the Council's Responsible Financial Officer, to report on the robustness of the 2024/25 budget and the adequacy of reserves to assist you in making your decisions on the Budget and the level of Council Tax. Further, this is an opportunity for me to provide some commentary in respect of the period covered by the Medium-Term Financial Strategy (MTFS).

8.2 Robustness and Budget Setting

8.2.1 At the time of writing, the 2023/24 budget for the Council is reporting a favourable variance of £2.607m compared to budget in respect of service expenditure. This is due to a variety of factors including, increased interest receipts and additional income from waste streams, offset by increased One Leisure costs, Development Management staffing costs and temporary accommodation costs.

8.2.2 The Council has reviewed its service expenditure in consultation with the Executive Councillors. In collaboration with the Senior Management Team, proposals for savings and growth, as summarised in Table 2, were developed by officers and Executive Councillors using a rigorous process that challenged and validated each proposal. The Finance Team provided the central support and advice to services and the whole process has been and overseen by the Chief Finance Officer (S151 officer).

- 8.2.3 In addition to the Executive Councillor review, the Council:
- will continue to review services and develop funding proposals that help to mitigate the current uncertainty driven by external economic factors and only a one-year focus on the spending review from Government, and
 - the Executive has chosen to increase Council Tax for 2024/25 to protect frontline services.

8.3 Challenges Facing the Council

8.3.1 The challenges that the Council faces are like those being faced by many councils across the local government community. The principal challenges that the Council is tackling are illustrated below:

Public Sector Funding

8.3.2 The public sector continues to endure uncertainty around the Fair Funding and Business Rates Reset. The Local Government Finance Settlement announced in December 2023 is only a single year settlement. Whilst it increased District Councils' core spending power by 3% this is not keeping pace with inflation, and there is continued uncertainty around future years' funding. The Council needs to take proactive action to manage its future finances and mitigate the impacts of external factors on its funding.

8.3.3 Following the 2024/25 provisional settlement announced in December 2023, **Table 28** clearly shows that the grant funding streams for the Councils MTFS for 2024/25 and for the period up to 2028/29 has moved when compared to the preceding year. For:

- 2024/25 the total grant included in last year's MTFS was £2.737m; following the provisional settlement there is minimal cumulative movement. The expected New Homes Bonus (NHB) has increased by £0.426m but this is largely offset by a corresponding decrease in the 3% Funding Guarantee and Service grants.
- 2025/26 Due to the cessation of NHB funding, the 3% Funding Guarantee grant is expected to make up the shortfall during this year; consequently we are forecasting an increase in this grant of £1.303m for 2025/26 only.
- 2026/27 onwards the Council's net grants position is assumed to reset at a lower level due to the uncertainties regarding future grant funding.

Table 28	Comparison of Grant Assumptions: 2023/24 Budget & 2024/25 Budget and MTFS (2025/26 to 2028/29)					
	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/19 £000
2023/24 Budget & MTFS						
NNDR	(11,272)	(11,997)	(11,450)	(10,360)	(9,274)	
RSG	(177)	(190)	95	149	202	
NHB	(1,273)	(1,273)	-	-	-	
Other Grants	(1,287)	(1,267)	(45)	(45)	(45)	
Total	(14,009)	(14,727)	(11,400)	(10,256)	(9,117)	
2024/25 Budget & MTFS						
NNDR		(13,780)	(14,596)	(10,437)	(10,914)	(11,417)
RSG		(188)	(178)	(162)	(98)	(28)
NHB		(1,699)	-	-	-	-
Other Grants		(883)	(2,187)	(50)	(50)	(50)
Total		(16,551)	(16,960)	(10,650)	(11,062)	(11,495)
Variance between Grant Assumptions						
NNDR		(1,783)	(3,146)	(77)	(1,640)	
RSG		2	(273)	(311)	(300)	
NHB		(426)	-	-	-	
Other Grants		384	(2,142)	(5)	(5)	
Total		(1,824)	(5,560)	(394)	(1,945)	
		%	%	%	%	
NDR		14.9	27.5	0.7	17.7	
RSG		(0.8)	(287.1)	(209.1)	(148.5)	
NHB		33.5	0.0	0.0	0.0	
Other Grants		(30.3)	4759.1	11.0	11.0	
Total		12.4	48.8	3.8	21.3	

Programme of Service Review

- 8.3.4 The Executive have reviewed and scrutinised their budgets, considering the impacts of external demand and cost pressures, whilst looking for opportunities to mitigate pressures with cost savings and income generation.

8.4 Governance

- 8.4.1 Noted within the 2022/23 Annual Governance Statement (AGS) both the Executive Leader and the Managing Director consider not only internal controls: Risk Management, Cyber Security and Network Controls, Financial Management, Programme delivery and GDPR, but also external factors such as:

1	Morbidity/Growing number of years of ill health/Continued impact of COVID	Impacting on people's ability to be self-reliant and generating additional cost through support needs.
2	Wider economic environment	Impact of Commercial Investment Strategy/Business rates receipts and level of need from residents.
3	Housing Affordability	Leading to homelessness and constraining growth.
4	Environmental pressures and sustainability challenge	Challenges to the long-term sustainability and attraction to our area.
5	Partner agency operational pressures	Challenges to the long-term sustainability and attraction to our area.

- 8.4.2 On 12th July 2023, the Council's Internal Audit Manager reported to the Corporate Governance Committee that the assurance given for the year to 31 March 2023 was:

"Based upon the work undertaken and knowledge of working arrangements, it is my opinion that the Council's governance, internal control environment and systems of internal control as at 31 March 2023 provide reasonable assurance over key business processes and financial systems. In respect of risk management only a limited assurance opinion can be given."

8.5 Risks

- 8.5.1 Because of the nature of the macro and microenvironment that the wider local government family and the Council operates within, there are a whole host of risks that the Council faces on a day-to-day basis. In such an environment, budget setting is not a science but more a guide on how financial resources will be allocated to services over the forthcoming year and to give an indication into the medium term. There will always be items that emerge after the budget has been approved and these can range from a programme under or overachieving or an unexpected event occurring.

Mitigation of Unforeseen Events

- 8.5.2 During the budget setting for 2023/24, a fixed General Fund Reserve of £2.175m was agreed based on the likely financial risks facing the council. The General Fund Reserve will be maintained at this level for 2024/25.

In order to mitigate the impacts of any event that could have a potentially negative impact on the council's finances the council has clear processes in place:

Where a situation has occurred that is 'service' specific, the

- first call for funding will be from compensating savings from elsewhere within the service, and if none are possible then savings from the wider Councils budget (service first, wider Council thereafter);
- second call for funding will be general service reductions. Such an approach will inevitably have an impact on service delivery; and
- finally, the use of General Fund reserves would be considered.

Where a situation arises that is 'corporate' in nature, then consideration will be given to the first and second calls, but there is likely to be earlier consideration of using General Fund reserves.

8.5.3 During 2016/17 the Council introduced the Budget Surplus Earmarked Reserve; the aim of this reserve is to "mop-up" service underspends that would cause the General Fund to be higher than the minimum threshold. This has been developed further to provide a means by which surpluses could be distinguished between those due to unspent NHB or in-services savings.

With regard to:

:

- unspent NHB, such underspends are passported through to the Commercial Investment Earmarked Reserve, therefore, enabling the Council to ring-fence funds that are available for Commercial Investment and/or service development.
- in-service savings, such underspends can be ring-fenced to provide a 'smoothing' fund to meet future years estimated deficits.

8.5.4 The technical definition of General Fund Reserves includes the General Fund (Unallocated) Reserve as well as all 'revenue' Earmarked Reserves. In the context of making General Fund Reserve balances available to meet unforeseen events, the Council has self-limited this to the General Fund (Unallocated) Reserve itself as well as the Budget Surplus Earmarked Reserve. The Commercial Investment Reserve is not included in the following risk modelling assessment as this is the means by which the Council is able to invest to provide medium-term financial sustainability – to include the Commercial Investment Reserve could give an overly 'optimistic' view of financial resilience. Consequently, to mitigate such events and secure the delivery (and security) of day-to-day business, the schedule of call-off would be:

- General Fund (Unallocated) Reserve; and then the
- Budget Surplus Earmarked Reserve.

As an absolute last resort, only then would the Commercial Investment Earmarked Reserve be applied.

Risk Modelling

8.5.5 It is essential that relevant risks are identified, and appropriate sensitivity analysis applied to determine the impact of such risks on the Councils financial standing – and consequently the delivery of the Councils day-to-day business. The most significant potential risks to the budget are:

- under achievement of savings.
- higher inflation.
- further reductions in income (mainly from fees and charges).
- non-achievement of savings; including Shared Services.
- failure of a borrower.
- an emergency.
- estate property enhancement/development.
- increased demand on services (e.g., benefits and homelessness).
- level of retained business rates.

8.5.6 Taking each of the above in turn:

- **Underachievement of Savings & Additional Income**
The savings and increased income budgets included within the budget total £6.272m and cover a broad range of services. Achieving them is dependent on market, management and political conditions prevailing at the time. It is therefore prudent to assume that some of these savings may not be achieved.
- **Inflation**
With regard to:
 - **Pay**
The budget for 2024/25 and assumes fixed a budget envelope for pay awards of £1m, equivalent to a notional 4% increase in staffing costs for 2024/25. The pay budget also includes increases for increments, non-consolidated bonuses and the increase to National Living Wage.
 - **General Inflation**
No general inflation has been included in the 2024/25 budget except where there are contractual price increases.
 - **Borrowing**
The budget for 2024/25 assumes minimal borrowing cost for temporary borrowing (for non-CIS borrowing)
- **Reduced income: Fees and Charges**
Total fees and charges are £17.460m, therefore, for sensitivity analysis a 2% loss of income from fees and charges would amount to £349k. The largest income streams that are susceptible to variation include Car Parks (Off-Street) Leisure Centres, Commercial Estate, and Planning Fees.
- **Reduced income: New Homes Bonus**
For 2024/25 the Councils NHB is £1.699m; the Government has indicated that this funding will cease from 2025/26.

- **Government Grant: Non-Domestic Rates**

Since the localisation of Non-Domestic Rates in April 2013 it has become increasingly clear that the levels that the authority will be able to retain are more and more difficult to forecast. Whilst there are some opportunities for estimating i.e., the development of new buildings, it is very difficult to judge when development will commence on allocated land even if planning permission has been granted.

Prior to 2017/18, it had been established that the government's assessment of growth for the District was somewhat optimistic when compared to actual growth. Similar to last year, for 2024/25 the Council has taken a more prudent line by formulating its own assessment for NDR receipts. Directly linked to NDR are S.31 grants, this is government grant that compensates local government for it being required to exceed the minimum statutory regulations for certain thresholds as a consequence of government priorities (i.e., increasing the 'small business relief' limit above that required by law). The assessed S.31 receipts for 2024/25 are £2.962m.

- **Failure of a Borrower**

The current counterparty limit is lending of £5.000m to a single institute.

The main "borrowing" risk rests whether the lending is either on a short- or long-term basis. The £5.000m limit is restricted to strategic funds the highest limit for other funds (excluding government) is £4.000m. . The impact of a "failure of borrower" will be the loss of revenue cash flow and the potential costs involved of "making good" the lost investment. There are, however, good governance arrangements around the Council's Treasury activity and therefore the likelihood of loss is minimal. However, with the current financial situation and the possibility of a recession and of increasing bad debts, and therefore creditworthiness, it would be prudent to include some sensitivity in respect of cash flow. Therefore, the average maximum amount lent to an institution at any given time is around £4.000m; if this amount was lost and the Council had to borrow from the PWLB, at current rates this would amount to a cost of £200k at an assumed rate of 5%. This block amount is included in the sensitivity analysis.

- **Emergency**

As is normal for a business, different types of risk are mitigated in many difference ways Some risks are insured against, so losses are limited to the excesses payable and also, the Government's Bellwin Scheme meets a large proportion, over a threshold, of the costs of any significant peacetime emergencies (e.g., pandemics, severe flooding). The Council maintains its General Fund Reserves at a fair 'minimum' level and their use in respect of Mitigation of Unforeseen Events is discussed in detail at paragraphs 8.5.2 and 8.5.3.

With specific regard to flooding, the Council does reside within a flood risk area and there have been occasions where the Council has been required to meet the cost of local flooding incidents; however, such costs have been met from within current resources. With the reduction in budgets, it is anticipated that such ad-hoc spend will not be able to be as easily accommodated so it would be prudent to include an element within any sensitivity to meet this cost. The Code of Financial Management permits the Chief Executive or the Responsible Financial Officer to incur "emergency spend" of up to £500k, with retrospective reporting to Cabinet. A 50% allocation (£250k) of the £500k is included within the sensitivity analysis.

- **Estate property enhancement/development**
With the Council increasing its CIS Estate and the 'ageing' of its current Operational Estate, it is fair to include a risk in respect of future property enhancement. For sensitivity modelling purposes, the currently estimated cost of enhancement is £182k for sensitivity purposes if 80% of this was required this would give a cost of £146k.
- **Increased demands on services**
Many of the services provided by the Council are susceptible to an increase in demand. However, over the past few years the most susceptible that have had a significant revenue impact is homelessness.
- **Council Tax**
The Council has chosen to increase Council Tax by £5 this year resulting in an increase of £377k.

Sensitivity for 2024/25 Budget

8.5.7 Considering the risks, budget assumptions, and the likelihood of all these risks occurring at the same time, the council will have sufficient resources to meet the costs of the risks.

8.6 Revenue Reserves

Reserves for 2024/25 and the MTFS Period (2025/26 to 2028/29)

- 8.6.1 There is no statutory minimum level of reserves, however, as noted at 8.5.2 the minimum threshold for the General Fund (Unallocated) Reserves of £2.175m that Cabinet approved during 2024/25 budget setting will be maintained. The primary aim of the General Fund is to provide a safety net for unforeseen expenditure.
- 8.6.2 In addition to the General Fund, and as shown in 8.5.2 to 8.5.3 the Council operates several reserves, including the Budget Surplus Reserve, the Commercial Investment Reserve and a number of specific Earmarked Reserves. The purpose of the latter is to meet known potential liabilities arising from statutory commitments, known risks, future or political commitments and costs associated with transformation and commercialisation.

8.7 Conclusion

- **2024/25 Budget**

Considering all the factors noted within the "Robustness" statement in respect of 2024/25, I consider that given the combination of the council's:

- commitment to continue to find service efficiencies;
- intended direction of travel in relation to governance;
- clear intention to invest in services; and
- prudent position relating to income recognition

the budget proposed for 2024/25 should not give Members any significant concerns over the Council's financial position.

- **Medium Term Financial Strategy (2025/26 to 2028/29)**

With regard to the period covered by the MTFS; the Council does face some future funding risk with the:

- expected reduction in NHB,
- the implications of Fair Funding and
- the ongoing issues pertaining to the localisation of Business Rates.

However, over the past few years the Council has taken proactive action to address its budgetary concerns and with the planned continuation of work to find efficiencies the Council has a sound financial base upon which it can further develop its aim of financial self-sufficiency.

Karen Sutton

Responsible Financial Officer (Section 151)

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
Planning Application Fees - these are set Nationally and were changed on 6th December 2023										
	Prior Approval	Agricultural and Forestry buildings and operations or demolition of buildings		S	Apr-15	N	120.00	0.00	120.00	25.00%
		Communications (Previously referred to as Telecommunications code systems operators)		S	Apr-15	N	578.00	0.00	578.00	25.00%
		Proposed change of use to state funded or registered nursery		S	Apr-15	N	120.00	0.00	120.00	25.00%
		Proposed change of use of agricultural building to a state funded school or registered nursery		S	Apr-15	N	120.00	0.00	120.00	25.00%
		Proposed change of use of agricultural building to a flexible use within shops, financial and professional services, restaurants and cafes, business, storage or distribution, hotels, or assembly or leisure		S	Apr-15	N	120.00	0.00	120.00	25.00%
		Proposed change of a building from Office (Use Class B1) use to a use falling within Use Class C3 (Dwelling house)		S	Apr-15	N	120.00	0.00	120.00	25.00%
		Proposed change of use from an agricultural building to a Dwelling house (Use Class C3) where there are no associated building operations		S	Apr-15	N	120.00	0.00	120.00	25.00%
		Proposed change of use of a building from a retail (Use Class A1 or A2) use or a mixed retail and residential use to a use falling within use Class C3 (Dwelling house) where there are no associated building operations		S	Apr-15	N	120.00	0.00	120.00	25.00%
		Proposed change of use from storage or Distribution to Dwellinghouses		S	Apr-15	N	120.00	0.00	120.00	25.00%
		Proposed change of use from light industrial to Dwellinghouses		S	Apr-15	N	120.00	0.00	120.00	25.00%
	Full Applications	Householder Applications	Alterations/extensions to a single dwellinghouse, including works within boundary	S	Apr-15	N	258.00	0.00	258.00	25.00%
			Alterations/extensions to two or more dwellinghouses, including works within boundary	S	Apr-15	N	509.00	0.00	509.00	25.00%
		Erection Of Dwellinghouses	Fewer than 10 dwellinghouses	S	Apr-15	N	578.00	0.00	578.00	25.00%
			Between 10 and 50 dwellinghouses	S	Apr-15	N	624.00	0.00	624.00	35.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
			More than 50 Dwellinghouses To a maximum of £405,000.	S	Apr-15	N	30860.00	0.00	30,860.00	35.00%
	Erection Of Buildings		No increase in gross floor space or no more than 40 square metres	S	Apr-15	N	293.00	0.00	293.00	25.00%
			More than 40 square metres but less than 1,000 square metres	S	Apr-15	N	578.00	0.00	578.00	25.00%
			Between 1,000 square metres and 3,750 square metres	S	Apr-15	N	624.00	0.00	624.00	35.00%
			More than 3,750 square metres	S	Apr-15	N	30860.00	0.00	30,860.00	35.00%
			plus for each in excess of 3,750square metres up to a maximum of £405,000	S	Apr-15	N	186.00	0.00	186.00	41.00%
	Approval / variation/ discharge of condition	Application for removal or variation of condition following grant of planning permission		S	Apr-15	N	293.00	0.00	293.00	25.00%
		Request for confirmation that one or more planning conditions have been complied with	Per request for householder	S	Apr-15	N	43.00	0.00	43.00	26.00%
			otherwise per request	S	Apr-15	N	145.00	0.00	145.00	25.00%
	Change of use of a building to use as one or more separate dwelling houses, or other cases		Fewer than 10 dwellinghouses (new as of Dec 2023)	S		N	462.00	0.00	462.00	#DIV/0!
			More than 10 but not more than 50 dwellings for each	S	Apr-15	N	624.00	0.00	624.00	35.00%
		More than 50 dwellings		S	Apr-15	N	30860.00	0.00	30,860.00	35.00%
			plus for each in excess of 50 up to a maximum of £405,000 (previously £250,000)	S	Apr-15	N	186.00	0.00	186.00	41.00%
	Other changes of use of a building or land			S	Apr-15	N	578.00	0.00	578.00	25.00%
	Advertising	Relating to the business on the premises		S	Apr-15	N	165.00	0.00	165.00	25.00%
		Advanced signs which are not on or visible from the site, directing the public to a business		S	Apr-15	N	165.00	0.00	165.00	25.00%
		Other advertisements		S	Apr-15	N	578.00	0.00	578.00	25.00%
	Application for permission in principle	Fee for each 0.1 hectare of site area		S	Jul-18	N	503.00	0.00	503.00	25.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
	Application for a non-material amendment following a grant of planning permission	Application in respect of householder development		S	Apr-15	N	43.00	0.00	43.00	26.00%
		Application in respect of other developments		S	Apr-15	N	293.00	0.00	293.00	25.00%
Pre Application Fees - these are set by HDC. Where any development that falls within one or more category the fees should be added together.										
	Householder - Written Advice Only	Householder (Not a Listed Building)		D	Oct-22	S	250.00	50.00	300.00	
		Householder (Listed Building)		D	Oct-22	S	500.00	100.00	600.00	
		Optional Pre-application Meeting		D	Oct-22	S	200.00	40.00	240.00	
	Enforcement - Written Advice Only	Enforcement (Not a Listed Building)		D	Oct-22	S	865.00	173.00	1,038.00	
		Enforcement (Listed Building)		D	Oct-22	S	1730.00	346.00	2,076.00	
	Lawful Development Certificate	Lawful Development Certificate Existing/Proposed - Householder		D	Oct-22	S	345.00	69.00	414.00	
		Lawful Development Certificate Existing/Proposed - Proposed Minor Development		D	Oct-22	S	690.00	138.00	828.00	
								0.00	0.00	
	Written Advice only - Residential Development	1 additional dwelling proposed		D	Oct-22	S	350.00	70.00	420.00	25.00%
		1 additional dwelling proposed (Listed Building Affected)		D	Oct-22	S	700.00	140.00	840.00	
		2-9 additional dwellings proposed		D	Oct-22	S	2250.00	450.00	2,700.00	305.00%
		2-9 additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	4500.00	900.00	5,400.00	
		Optional Pre-application Meeting (1-9 Dwellings)		D	Oct-22	S	475.00	95.00	570.00	
		10-19 additional dwellings proposed		D	Oct-22	S	3000.00	600.00	3,600.00	
		10-19 additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	6000.00	1200.00	7,200.00	

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
		Optional Pre-application Meeting (10+ Dwellings)		D	Oct-22	S	840.00	168.00	1,008.00	
	20-29	additional dwellings proposed		D	Oct-22	S	4650.00	930.00	5,580.00	
	20-29	additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	9300.00	1860.00	11,160.00	
	30-39	additional dwellings proposed		D	Oct-22	S	6300.00	1260.00	7,560.00	
	30-39	additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	12600.00	2520.00	15,120.00	
	40-49	additional dwellings proposed		D	Oct-22	S	7950.00	1590.00	9,540.00	
	40-49	additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	15900.00	3180.00	19,080.00	
	50-59	additional dwellings proposed		D	Oct-22	S	9600.00	1920.00	11,520.00	
	50-59	additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	19200.00	3840.00	23,040.00	
	60-69	additional dwellings proposed		D	Oct-22	S	11250.00	2250.00	13,500.00	
	60-69	additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	22500.00	4500.00	27,000.00	
	70-79	additional dwellings proposed		D	Oct-22	S	12900.00	2580.00	15,480.00	
	70-79	additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	25800.00	5160.00	30,960.00	
	80-89	additional dwellings proposed		D	Oct-22	S	14550.00	2910.00	17,460.00	
	80-89	additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	29100.00	5820.00	34,920.00	
	90-99	additional dwellings proposed		D	Oct-22	S	16200.00	3240.00	19,440.00	
	90-99	additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	32400.00	6480.00	38,880.00	
	100-119	additional dwellings proposed		D	Oct-22	S	18750.00	3750.00	22,500.00	
	100-119	additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	37500.00	7500.00	45,000.00	
	120-139	additional dwellings proposed		D	Oct-22	S	21900.00	4380.00	26,280.00	

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
		120-139 additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	43800.00	8760.00	52,560.00	
		140-159 additional dwellings proposed		D	Oct-22	S	25050.00	5010.00	30,060.00	
		140-159 additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	50100.00	10020.00	60,120.00	
		160-179 additional dwellings proposed		D	Oct-22	S	28200.00	5640.00	33,840.00	
		160-179 additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	56400.00	11280.00	67,680.00	
		180-199 additional dwellings proposed		D	Oct-22	S	31350.00	6270.00	37,620.00	
		180-199 additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	62700.00	12540.00	75,240.00	
		200+ additional dwellings proposed		D	Oct-22	S	31425.00	6285.00	37,710.00	
		Additional dwellings 201+		D	Oct-22	S	75.00	15.00	90.00	
		200+ additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	62850.00	12570.00	75,420.00	
		Additional dwellings 201+		D	Oct-22	S	150.00	30.00	180.00	
	Written Advice only - Agricultural buildings	0 - 465 sq m additional floor space		D	Mar-16	S	192.40	38.48	230.88	30.00%
		0 - 465 sq m additional floor space (Listed Building Affected)		D	Mar-16	S	384.80	76.96	461.76	
		466 sq m additional floor space		D	Mar-16	S	304.00	60.80	364.80	0.00%
		465 sq m additional floor space (Listed Building Affected)		D	Mar-16	S	608.00	121.60	729.60	
	Written Advice only - Other buildings (Commercial)	1 - 99 sq m additional floor space		D	Mar-16	S	364.00	72.80	436.80	30.00%
		100 - 1000 sq m additional floor space		D	Mar-16	S	728.80	145.76	874.56	31.00%
		1001 -5000 sq m additional floor space		D	Mar-16	S	2250.00	450.00	2,700.00	25.00%
		5001 - 10,000 sq m additional floor space		D	Mar-16	S	6552.00	1310.40	7,862.40	30.00%
		10,001 + sq m additional floor space		D	Mar-16	S	14768.00	2953.60	17,721.60	30.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
		Written Advice only - Change of Use		D	Mar-16	S	304.00	60.80	364.80	9.00%
		Written Advice only - Principle of Development (Minor)		D	Mar-16	S	1088.80	217.76	1,306.56	96.00%
		Written Advice only - Principle of Development (Major)		D	Mar-16	S	5000.00	1000.00	6,000.00	178.00%
		Admin fee on invalid Planning Application refunds	per refund	S	Mar-16	S	60.00	12.00	72.00	20.00%
Refuse Collection										
		Household Bulky Waste	1-3 items	D		N	35.00	0.00	35.00	0.00%
		Household Bulky Waste	4-6 items	D		N	50.00	0.00	50.00	0.00%
		Household Bulky Waste	7-10 items	D		N	75.00	0.00	75.00	0.00%
		Commercial Bulky Waste	Per hour	D		N	150.00	0.00	150.00	0.00%
		Green Bin	Early Bird Deal	D		N	50.00	0.00	50.00	N/A
		Green Bin	Per annum	D		N	57.50	0.00	57.50	N/A
		Second Green Bin	Per annum	D		N	30.00	0.00	30.00	(40.00%)
		Bins for New Developments	set of 3	D	Apr-23	N	170.00	0.00	170.00	0.00%
		Delivery Charge	Domestic wheel bin	D	Apr-23	N	20.00	0.00	20.00	0.00%
		Commercial Waste	Price on application				Prices start from £4.10 per lift/collection			
Markets										
		St Ives Weekly Markets	Casual traders			E	24.20	0.00	24.20	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
		Permanent traders	10ft Pitch			E	18.00	0.00	18.00	0.00%
		Additional Pitches Friday	10ft Pitch			E	10.30	0.00	10.30	0.00%
		Additional Pitches Monday	10ft Pitch			E	11.35	0.00	11.35	0.00%
	Huntingdon Weekly Market	Huntingdon Wednesday Market	10ft Pitch (Prime Pitch)			E	19.50	0.00	19.50	0.00%
		Huntingdon Wednesday Market	10ft Pitch (Intermediate 1)			E	15.40	0.00	15.40	0.00%
		Huntingdon Wednesday Market	10ft Pitch (Intermediate 2)			E	14.40	0.00	14.40	0.00%
		Huntingdon Wednesday Market	10ft Pitch (Intermediate 3)			E	13.40	0.00	13.40	0.00%
		Huntingdon Wednesday Market	10ft Pitch (End Pitch)			E	10.25	0.00	10.25	0.00%
		Huntingdon Saturday Market	10ft Pitch (Prime Pitch)			E	22.70	0.00	22.70	0.00%
		Huntingdon Saturday Market	10ft Pitch (Intermediate 1)			E	20.60	0.00	20.60	0.00%
		Huntingdon Saturday Market	10ft Pitch (Intermediate 2)			E	19.00	0.00	19.00	0.00%
		Huntingdon Saturday Market	10ft Pitch (Intermediate 3)			E	18.00	0.00	18.00	0.00%
		Huntingdon Saturday Market	10ft Pitch (Intermediate 4)			E	15.50	0.00	15.50	0.00%
		Huntingdon Saturday Market	10ft Pitch (Intermediate 5)			E	14.40	0.00	14.40	0.00%
		Huntingdon Saturday Market	10ft Pitch (End Pitch)			E	10.30	0.00	10.30	0.00%
	St Ives Bank Holiday Markets	Market Hill regular trader	10ft Pitch			E	26.00	0.00	26.00	0.00%
		Market Hill non - regular trader	10ft Pitch			E	34.00	0.00	34.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
		Market Hill casual trader (on the day) RAINING AT 8am	10ft Pitch			E	36.00	0.00	36.00	0.00%
		Market Hill casual trader (on the day) DRY AT 8am	10ft Pitch			E	45.00	0.00	45.00	0.00%
	Electricity supply	per day				S	4.90	0.98	5.88	0.00%
Fair	Fair Huntingdon	Riverside car park	per day			Z	1,050.00	0.00	1,050.00	0.00%
Car parking		HDC operated short stay p&d car parks (up to 4 hours subject to site)	Up to 1 hour	D		S	0.83	0.17	1.00	0.00%
			Up to 1 hour & 15 minutes	D		S	1.00	0.20	1.20	0.00%
			Up to 1 hour & 30 minutes	D		S	1.17	0.23	1.40	0.00%
			Up to 1 hour & 45 minutes	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 15 minutes	D		S	1.67	0.33	2.00	0.00%
			Up to 2 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 2 hours & 45 minutes	D		S	2.00	0.40	2.40	0.00%
			Up to 3 hours	D		S	2.17	0.43	2.60	0.00%
			Up to 3 hours & 15 minutes	D		S	2.33	0.47	2.80	0.00%
			Up to 3 hours & 30 minutes	D		S	2.50	0.50	3.00	0.00%
			Up to 3 hours & 45 minutes	D		S	2.67	0.53	3.20	0.00%

Fair

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Car parking

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
			Up to 4 hours	D		S	2.83	0.57	3.40	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
	HDC operated long stay p&d car parks (up to 23 hours subject to site)	Up to 2 hours	D		S	1.33	0.27	1.60	0.00%	
		Up to 2 hours & 15 minutes	D		S	1.42	0.28	1.70	0.00%	
		Up to 2 hours & 30 minutes	D		S	1.50	0.30	1.80	0.00%	
		Up to 2 hours & 45 minutes	D		S	1.58	0.32	1.90	0.00%	
		Up to 3 hours	D		S	1.67	0.33	2.00	0.00%	
		Up to 3 hours & 15 minutes	D		S	1.75	0.35	2.10	0.00%	
		Up to 3 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%	
		Up to 3 hours & 45 minutes	D		S	1.92	0.38	2.30	0.00%	
		Up to 4 hours	D		S	2.00	0.40	2.40	0.00%	
		Up to 10 hours	D		S	2.50	0.50	3.00	0.00%	
		Up to 23 hours	D		S	3.33	0.67	4.00	0.00%	
		Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%	
	Huntingdon - Hinchingsbrooke Country Park	Up to 2 hr	D		S	0.83	0.17	1.00	0.00%	
		2 hr to a maximum of 6 hr	D		S	1.67	0.33	2.00	0.00%	
		Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%	

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24	
							£	£	£	%	
Permit Charges		Resident season ticket permit	6 months	D		S	129.17	25.83	155.00	0.00%	
		Resident season ticket permit	12 months	D		S	250.00	50.00	300.00	0.00%	
		Resident season ticket permit (Low emission discount)	6 months	D		S	64.58	12.92	77.50	0.00%	
		Resident season ticket permit (Low emission discount)	12 months	D		S	125.00	25.00	150.00	0.00%	
		Residents Historiccar park permits	12 months	D		S	83.33	16.67	100.00	0.00%	
		Residents Historic car park permits (low emission discount)	12 months	D		S	41.67	8.33	50.00	0.00%	
		Resident On-Street parking permit administration	per permit		D		5	8.33	1.67	10.00	0.00%
		Season ticket permit	6 months	D		S	129.17	25.83	155.00	0.00%	
		Season ticket permit	12 months	D		S	250.00	50.00	300.00	0.00%	
		HDC Permit	daily		D		S	2.50	0.50	3.00	0.00%
		Season ticket permit (Low emission discount)	6 months	D		S	64.58	12.92	77.50	0.00%	
		Season ticket permit (Low emission discount)	12 months	D		S	125.00	25.00	150.00	0.00%	
		Huntingdon - Hinchingsbrooke Country Park	6 months	D		S	25.00	5.00	30.00	0.00%	
		Huntingdon - Hinchingsbrooke Country Park	12 months	D		S	41.67	8.33	50.00	0.00%	
		Coach Permit	daily		D		S	12.50	2.50	15.00	0.00%
		Skip Permit	weekly		D		S	33.33	6.67	40.00	0.00%
	Other Charges & Fees		Parking Excess & Penalty Charges (Off-Street)		D		N	60.00	0.00	60.00	0.00%
		Parking Excess & Penalty Charges (Off-Street) if paid within 14 days		D		N	40.00	0.00	40.00	0.00%	
		Parking Excess & Penalty Charges (On-street)		D		N	40.00	0.00	40.00	(33.00%)	

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
		Guided walk for groups	per hour (Plus travel expenses)	D		N	45.00	0.00	45.00	0.00%
		School visits	per child	D		N	6.00	0.00	6.00	0.00%
		Special Needs Groups upto 10		D		N	55.00	0.00	55.00	0.00%
		Special needs placements	per day	D		N	35.00	0.00	35.00	0.00%
		Corporate Work Parties	no charge for EA NE (govt bodies)	D		S	0.00	0.00	0.00	0.00%
		Corporate Work Parties Commercial Business	per day negotiable	D		S	10.50	2.10	12.60	0.00%
		Corporate Away Day with Activities and Refreshments	per person varies depending on activites	D		S	35.00	7.00	42.00	0.00%
	Drop in Children Events	minibeast hunting etc	per person	D		S	2.50	0.50	3.00	0.00%
	HCP Mainly	if prizes offered	per person	D		S	3.55	0.71	4.26	0.00%
	HCP Mainly	craft session with refreshments	per person	D		S	10.60	2.12	12.72	0.00%
	HCP Mainly	special events / workshops costed on request		D			0.00			
	HCP Mainly	camping	per person	D		S	3.00	0.60	3.60	0.00%
	HCP Mainly	craft fairs	per table	D		S	16.67	3.33	20.00	0.00%
	HCP Mainly	equipment hire for public	per set	D		S	1.67	0.33	2.00	0.00%
	HCP Mainly	equipment hire no ranger inc pond dipping nets	per set	D		S	1.67	0.33	2.00	0.00%
		green willow	3 ft bundle	D		S	2.92	0.58	3.50	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
			4 ft bundle	D		S	3.75	0.75	4.50	0.00%
			5 ft bundle	D		S	4.58	0.92	5.50	0.00%
			6 ft bundle	D		S	5.42	1.08	6.50	0.00%
			7 ft bundle	D		S	6.25	1.25	7.50	0.00%
			8 ft bundle	D		S	7.08	1.42	8.50	0.00%
		charcoal	1,5kg bag	D		S	4.00	0.80	4.80	0.00%
		logs	m3	D		S	133.33	26.67	160.00	0.00%
			tonne bag unsplit	D		S	54.17	10.83	65.00	0.00%
			net bag	D		S	5.00	1.00	6.00	0.00%
		flowers vegetables and plants from nursery	individually priced	D		S				
		activity sheets/ trails /spotter charts	individually priced from £2.00	D		Z				
		memorial trees	planting only	D		S	41.67	8.33	50.00	0.00%
		memorial benches HCP	installation and maintenance	D		S	166.67	33.33	200.00	0.00%
		memorial perch PP	donation to Friends	D						

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
Paxton Pits	Mooring (Between 8m -20m)	per ft boat		D	Yr19/20	S	19.80	3.96	23.76	26.00%
				D	YR 20/21	S	21.80	4.36	26.16	38.00%
				D	YR 21/22	S	23.80	4.76	28.56	38.00%
				D	YR 22/23	S	25.80	5.16	30.96	50.00%
				D	YR 23/24	S	28.00	5.60	33.60	56.00%
5 YEAR LICENCES already agreed, any new licence holders since 2016 have already been paying £15.75 per foot										
Subject Access Request	Request for CCTV footage relating directly to the person making the request	per request								
Third Party Request	Request for CCTV footage relating to insurance claims etc. relating to third party data minimum charge	per request		D		S	100.00	20.00	120.00	0.00%
Facilities	Civic Suite hire	Monday - Friday	Combined room (8am-6pm) per day			S	342.70	68.54	411.24	22.00%
			per hour		S	50.20	10.04	60.24	22.00%	
			Half room(8am-6pm) per day		S	195.80	39.16	234.96	22.00%	
			per hour		S	50.20	10.04	60.24	22.00%	
		Weekends	Combined room after 6pm per hour		S	112.60	22.52	135.12	22.00%	
			Half room after 6pm per hour		S	50.20	10.04	60.24	22.00%	
			Combined room (8am-6pm) per day		S	550.10	110.02	660.12	22.00%	
			per hour		S	71.00	14.20	85.20	22.00%	

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
			Half room (8am - 6pm) per day			S	342.70	68.54	411.24	22.00%
			per hour			S	71.00	14.20	85.20	22.00%
			Combined room after 6pm per hour			S	137.10	27.42	164.52	22.00%
			Half room after 6pm per hour			S	84.50	16.90	101.40	22.00%
Caravan site licences										
	No charge									
	Relevant Protected Sites	Licence Application	4 - 15 pitches	D	Apr-23	N	366.90	0.00	366.90	0.00%
			16 - 39 pitches	D	Apr-23	N	454.40	0.00	454.40	0.00%
			40 - 75 pitches	D	Apr-23	N	505.00	0.00	505.00	0.00%
			76 - 123 pitches	D	Apr-23	N	580.00	0.00	580.00	0.00%
			Over 124 pitches	D	Apr-23	N	629.40	0.00	629.40	0.00%
		Annual Licence Fee	4 - 15 pitches	D	Apr-23	N	216.50	0.00	216.50	0.00%
			16 - 39 pitches	D	Apr-23	N	271.65	0.00	271.65	0.00%
			40 - 75 pitches	D	Apr-23	N	313.00	0.00	313.00	0.00%
			76 - 123 pitches	D	Apr-23	N	366.90	0.00	366.90	0.00%
			Over 124 pitches	D	Apr-23	N	421.85	0.00	421.85	0.00%
		Licence Transfer	4 - 15 pitches	D	Apr-23	N	112.20	0.00	112.20	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
			16 - 39 pitches	D	Apr-23	N	112.20	0.00	112.20	0.00%
			40 - 75 pitches	D	Apr-23	N	112.20	0.00	112.20	0.00%
			76 - 123 pitches	D	Apr-23	N	112.20	0.00	112.20	0.00%
			Over 124 pitches	D	Apr-23	N	112.20	0.00	112.20	0.00%
		Licence Variation	4 - 15 pitches	D	Apr-23	N	224.40	0.00	224.40	0.00%
			16 - 39 pitches	D	Apr-23	N	224.40	0.00	224.40	0.00%
			40 - 75 pitches	D	Apr-23	N	224.40	0.00	224.40	0.00%
			76 - 123 pitches	D	Apr-23	N	224.40	0.00	224.40	0.00%
			Over 124 pitches	D	Apr-23	N	224.40	0.00	224.40	0.00%
	Deposit of site rules	Charge for depositing site rules	4 - 15 pitches	D		N	56.10	0.00	56.10	0.00%
			16 - 39 pitches	D		N	56.10	0.00	56.10	0.00%
			40 - 75 pitches	D		N	56.10	0.00	56.10	0.00%
			76 - 123 pitches	D		N	56.10	0.00	56.10	0.00%
			Over 124 pitches	D		N	56.10	0.00	56.10	0.00%
	Cooling Towers and Evaporative Condensers									
		Registrations	No charge	S						
	Environmental Permits									

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
<small>Fees as defined in the Local Authority Permits for Part A(2) Installations and Small Waste Incineration Plant (Fees and Charges) (England) Scheme 2017; and the Local Authority Permits for part B Installations and Mobile Plant and Solvent Emission Activities (Fees and Charges) (England) Scheme 2017. In the case of error, the statutory scheme issued by the Department for Environment Food and Rural Affairs (Defra) will take precedence</small>										
	Application Fee	Part A2	Application	S		N	3,363.00	0.00	3,363.00	0.00%
			Additional fee for operating without a permit	S		N	1,188.00	0.00	1,188.00	0.00%
			Surrender/ partial transfer	S		N	698.00	0.00	698.00	0.00%
			Transfer	S		N	235.00	0.00	235.00	0.00%
			Substantial variation	S		N	1,368.00	0.00	1,368.00	0.00%
			Reimbursement of the advertising costs incurred in informing public consultees, recharged in full							
		Part B	Application	S		N	1,650.00	0.00	1,650.00	0.00%
			Additional fee for operating without a permit	S		N	1,188.00	0.00	1,188.00	0.00%
			Surrender/ partial surrender	S						
			Transfer	S		N	169.00	0.00	169.00	0.00%
			Partial Transfer	S		N	497.00	0.00	497.00	0.00%
			Substantial variation	S		N	1,050.00	0.00	1,050.00	0.00%
		Reduced fee (except vehicle refinishers)	Application	S		N	155.00	0.00	155.00	0.00%
			Additional fee for operating without a permit	S		N	71.00	0.00	71.00	0.00%
			Substantial variation	S		N	102.00	0.00	102.00	0.00%
			Partial Transfer	S		N	47.00	0.00	47.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
		Vehicle refinishers	Application	S		N	362.00	0.00	362.00	0.00%
			Additional fee for operating without a permit	S		N	71.00	0.00	71.00	0.00%
			Substantial variation	S		N	102.00	0.00	102.00	0.00%
			Partial Transfer	S		N	47.00	0.00	47.00	0.00%
		Petrol vapour recovery stages 1&2 combined	Application	S		N	257.00	0.00	257.00	0.00%
			Additional fee for operating without a permit	S		N	71.00	0.00	71.00	0.00%
			Substantial variation	S		N	102.00	0.00	102.00	0.00%
			Partial Transfer	S		N	47.00	0.00	47.00	0.00%
		Mobile crushing and screening plant	Application	S		N	1,650.00	0.00	1,650.00	0.00%
			Additional fee for operating without a permit	S		N	1,188.00	0.00	1,188.00	0.00%
			Substantial variation	S		N	1,050.00	0.00	1,050.00	0.00%
			Transfer	S		N	169.00	0.00	169.00	0.00%
			Partial Transfer	S		N	497.00	0.00	497.00	0.00%
		Mobile crushing and screening plant 3rd to 7th applications	Application	S		N	985.00	0.00	985.00	0.00%
			Additional fee for operating without a permit	S		N	1,188.00	0.00	1,188.00	0.00%
			Substantial variation	S		N	1,050.00	0.00	1,050.00	0.00%
			Transfer	S		N	169.00	0.00	169.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
			Partial Transfer	S		N	497.00	0.00	497.00	0.00%
		Mobile crushing and screening plant 8th and subsequent applications	Application	S		N	498.00	0.00	498.00	0.00%
			Additional fee for operating without a permit	S		N	1,188.00	0.00	1,188.00	0.00%
			Substantial variation	S		N	1,050.00	0.00	1,050.00	0.00%
			Transfer	S		N	169.00	0.00	169.00	0.00%
			Partial Transfer	S		N	497.00	0.00	497.00	0.00%
		Where an application for any of the above is for a combined Part B and waste application there is an extra charge in addition to the above charges		S		N	279.00	0.00	279.00	0.00%
	Annual subsistence fees	Part A2	Low Risk	S		N	1,343.00	0.00	1,343.00	0.00%
			Medium Risk	S		N	1,507.00	0.00	1,507.00	0.00%
			High Risk	S		N	2,230.00	0.00	2,230.00	0.00%
			Additional Fee for payment by installments	S		N	38.00	0.00	38.00	0.00%
			Late payment charge	S		N	52.00	0.00	52.00	0.00%
			Operation with EC reporting requirement	S		N	103.00	0.00	103.00	0.00%
		Part B	Low Risk	S		N	772.00	0.00	772.00	0.00%
			Including waste (Reg 33) add	S		N	104.00	0.00	104.00	0.00%
			Medium Risk	S		N	1,161.00	0.00	1,161.00	0.00%
			Including waste (Reg 33) add	S		N	156.00	0.00	156.00	0.00%
			High Risk	S		N	1,747.00	0.00	1,747.00	0.00%
			Including waste (Reg 33) add	S		N	207.00	0.00	207.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
		Reduced fee (except vehicle refinishers)	Low Risk	S		N	79.00	0.00	79.00	0.00%
			Medium Risk	S		N	158.00	0.00	158.00	0.00%
			High Risk	S		N	237.00	0.00	237.00	0.00%
		Vehicle refinishers	Low Risk	S		N	228.00	0.00	228.00	0.00%
			Medium Risk	S		N	365.00	0.00	365.00	0.00%
			High Risk	S		N	548.00	0.00	548.00	0.00%
		Petrol vapour recovery stages 1 &2 combined	Low Risk	S		N	113.00	0.00	113.00	0.00%
			Medium Risk	S		N	226.00	0.00	226.00	0.00%
			High Risk	S		N	341.00	0.00	341.00	0.00%
		Mobile crushing and screening plant	Low Risk	S		N	626.00	0.00	626.00	0.00%
			Medium Risk	S		N	1,034.00	0.00	1,034.00	0.00%
			High Risk	S		N	1,551.00	0.00	1,551.00	0.00%
		Mobile crushing and screening plant 3rd to 7th applications	Low Risk	S		N	385.00	0.00	385.00	0.00%
			Medium Risk	S		N	617.00	0.00	617.00	0.00%
			High Risk	S		N	924.00	0.00	924.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
		Mobile crushing and screening plant 8th and subsequent applications	Low Risk	S		N	198.00	0.00	198.00	0.00%
			Medium Risk	S		N	314.00	0.00	314.00	0.00%
			High Risk	S		N	473.00	0.00	473.00	0.00%
		Late payment		S		N	52.00	0.00	52.00	0.00%
		Additional Fee for payment by installments		S		N	38.00	0.00	38.00	0.00%
Food Hygiene & Safety										
	Food Premises Approvals	Cost of approval	No charge	S						
	FHRS Rescore Visits	Cost of Visit		D		S	150.00	30.00	180.00	0.00%
	Health Certificate			D	Apr-23	N	100.00	0.00	100.00	0.00%
	Amendment to original Health Certificate per amendment			D	Apr-23	N	50.00	0.00	50.00	0.00%
	Wet signed hard copy of Health Certificate			D	Apr-23	N	125.00	0.00	125.00	0.00%
	Food examination certificate		Small & simple	D	Apr-23	S	165.00	33.00	198.00	0.00%
			Larger & more complex per hour (min £198)	D		S	60.08	12.02	72.10	0.00%
	Food hygiene courses		Level 2	D		E	60.00	0.00	60.00	0.00%
			Level 3	D		E	299.00	0.00	299.00	0.00%
			CD	D		S	47.08	9.42	56.50	0.00%
Housing										
	Houses in Multiple Occupation	Initial licence		D	Apr-23	N	605.00	0.00	605.00	10.00%
		Licence Variation	Small & simple No inspection required	D	Apr-23	N	66.88	0.00	66.88	10.00%
		Licence Variation	Larger and more complex inspection required	D	Apr-23	N	160.51	0.00	145.92	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
		Renewal of licence		D	Apr-23	N	220.00	0.00	220.00	10.00%
		Revocation of licence		D		N	110.00	0.00	110.00	10.00%
		Where a house in multiple occupation fails to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the licence at the rate of £97.00 per additional officer/visit in addition to any third party costs involved (e.g. gas engineer's fees)				N	106.70	0.00	106.70	10.00%
	Accommodation certificate	Issue		D	Apr-23	S	162.47	32.49	194.96	10.00%
Information Requests										
	Environmental Information Enquiry	Contaminated land - site specific		D	Apr-23	N	186.95	0.00	186.95	10.00%
		Simple request		D	Apr-23	N	53.55	0.00	53.55	10.00%
	Public Health Funerals	Administration charge associated with the organisation of a Public Health Funeral		D	Apr-23	N	500.00	0.00	500.00	0.00%
Pest Control										
	Wasps nests	Treatment charge	First nest			S	62.50	12.50	75.00	0.00%
			Subsequent nests treated at the same visit			S	16.00	3.20	19.20	0.00%
	Rats and mice	Treatment charge	First call and maximum of two re-visits to replenish bait			S	80.00	16.00	96.00	0.00%
	Ants, booklice, carpet beetles, fleas, larder beetles and other insects	Treatment charge	First visit			S	67.00	13.40	80.40	0.00%
			Second visit			S	33.00	6.60	39.60	0.00%
	Call out charge or missed appointment					S	30.00	6.00	36.00	0.00%
	Invoicing charge					S	12.50	2.50	15.00	0.00%
	Rat Boxes		Per treatment			S	6.00	1.20	7.20	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
	Mouse Boxes		Per treatment			S	1.00	0.20	1.20	0.00%
	Difenacoum		Per Kilo			S	2.40	0.48	2.88	0.00%
	Rat bait per tray		Per treatment			S	0.60	0.12	0.72	0.00%
	Rat bait per box		Per treatment			S	1.20	0.24	1.44	0.00%
	Rat bait per pipe		Per treatment			S	1.20	0.24	1.44	0.00%
	Brodificoum		Per Kilo			S	6.30	1.26	7.56	0.00%
	Mouse bait per tray		Per treatment			S	1.20	0.24	1.44	0.00%
	Mouse bait per box		Per treatment			S	1.20	0.24	1.44	0.00%
	Brodificoum wax blocks 20gm					S	0.37	0.07	0.44	(1.00%)
	Hourly rate					S	45.00	9.00	54.00	0.00%
	Invoicing charge					S	10.42	2.08	12.50	0.00%
	Stray dogs	Statutory Charge	per dog	S		N	25.00	0.00	25.00	0.00%
		Dog warden Service charge	per dog	D	Apr-23	S	65.00	13.00	78.00	(19.00%)
		Dog returned directly to owner without kennelling, plus statutory fine	per dog	S / D	Apr-23	S	90.00	18.00	108.00	13.00%
		Stray dogs claimed by owner from kennels without incurring overnight kennelling charge	per dog per period before 4:00pm	S / D	Apr-23	S	90.00	18.00	108.00	13.00%
	Kennelling Charge Overnight	Statutory Charge Day of Arrival	per dog	S		N	25.00	0.00	25.00	0.00%
		Dog warden Service charge Day of Arrival	per dog	D	Apr-23	N	65.00	0.00	65.00	(19.00%)
		Kennelling overnight charge	per dog	S / D	Apr-23	N	30.00	0.00	30.00	(25.00%)

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
		Kennelling overnight charge from 2nd Night - 7th Night per Night	per dog	S / D	Apr-23	N	30.00	0.00	30.00	(25.00%)
		Kennelling overnight charge from 8th Night Owner has lost legal right to claim the dog								
Licensing										
Fees associated with the Gambling Act 2005 are determined in accordance with The Gambling (Premises Licence Fees) (England and Wales) Regulations 2007. In the case of error, the Regulations, or any update thereto will take precedence										
	Gambling Act 2005	Club Machine Permit		S		N	200.00	0.00	200.00	0.00%
		Gaming Machine two or less		S		N	50.00	0.00	50.00	0.00%
		Gaming Machine Permit		S		N	200.00	0.00	200.00	0.00%
		Adult Gaming Centre - new		S		N	2,000.00	0.00	2,000.00	0.00%
		Adult Gaming Centre - renewal		S		N	1,000.00	0.00	1,000.00	0.00%
		Unlicensed Family Entertainment Centre		S		N	30.00	0.00	30.00	0.00%
		Other Gambling Premises- new		S		N	3,000.00	0.00	3,000.00	0.00%
		Other Gambling Premises- renewal		S		N	600.00	0.00	600.00	0.00%
		Lotteries(Small society)- new		S		N	40.00	0.00	40.00	0.00%
		Lotteries(Small society)-renewal		S		N	20.00	0.00	20.00	0.00%
Fees associated with the Licensing Act 2003 are determined in accordance with The Licensing Act 2003 (Fees) Regulations 2005. In the case of error, the Regulations, or any update thereto will take precedence										
	Licensing Act 2003	Club Premises - Change of relevant registered address of club		S		N	10.50	0.00	10.50	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
		Club Premises - Notification of change of name or alteration of club rules		S		N	10.50	0.00	10.50	0.00%
		Club Premises - Theft, loss etc. of club certificate		S		N	10.50	0.00	10.50	0.00%
		Application for a provisional statement where premises being built		S		N	315.00	0.00	315.00	0.00%
		Duty to notify change of name or address		S		N	10.50	0.00	10.50	0.00%
		Interim authority notice following death etc. of licence holder		S		N	23.00	0.00	23.00	0.00%
		Minor Variation		S		N	89.00	0.00	89.00	0.00%
		Notification of change of name or address		S		N	10.50	0.00	10.50	0.00%
		Removal of DPS Community Premises		S		N	23.00	0.00	23.00	0.00%
		Right of freeholder etc. to be notified of licensing matters		S		N	21.00	0.00	21.00	0.00%
		Personal Licences - Initial Application		S		N	37.00	0.00	37.00	0.00%
		Personal Licences - Renewal		S		N	0.00	0.00	0.00	0.00%
		Personal Licences - Theft, Loss etc.		S		N	10.50	0.00	10.50	0.00%
		Premises Licence - Application for Transfer		S		N	23.00	0.00	23.00	0.00%
		Premises Licence - Application to vary licence to specify individual as designated premises supervisor (DPS)		S		N	23.00	0.00	23.00	0.00%
		Premises Licence - Loss of Premises Summary		S		N	10.50	0.00	10.50	0.00%
		Premises Licence - Theft, loss etc.		S		N	10.50	0.00	10.50	0.00%
		Temporary Event Notices - Application		S		N	21.00	0.00	21.00	0.00%
		Temporary Event Notices - Theft, loss etc.		S		N	10.50	0.00	10.50	0.00%
		Additional fee for large venues and events (10,000 - 14,999 attendance at any one time)- new		S		N	2,000.00	0.00	2,000.00	0.00%
		Additional fee for large venues and events (15,000 - 19,999 attendance at any one time)-new		S		N	4,000.00	0.00	4,000.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
		Additional fee for large venues and events (20,000 - 29,999 attendance at any one time)- new		S		N	8,000.00	0.00	8,000.00	0.00%
		Additional fee for large venues and events (30,000 - 39,999 attendance at any one time) - new		S		N	16,000.00	0.00	16,000.00	0.00%
		Additional fee for large venues and events (40,000 - 49,999 attendance at any one time) - new		S		N	24,000.00	0.00	24,000.00	0.00%
		Additional fee for large venues and events (5,000 - 9,999 attendance at any one time) - new		S		N	1,000.00	0.00	1,000.00	0.00%
		Additional fee for large venues and events (50,000 - 59,999 attendance at any one time)- new		S		N	32,000.00	0.00	32,000.00	0.00%
		Additional fee for large venues and events (60,000 - 69,999 attendance at any one time) - new		S		N	40,000.00	0.00	40,000.00	0.00%
		Additional fee for large venues and events (70,000 - 79,999 attendance at any one time) - new		S		N	48,000.00	0.00	48,000.00	0.00%
		Additional fee for large venues and events (80,000 - 89,999 attendance at any one time) - new		S		N	56,000.00	0.00	56,000.00	0.00%
		Additional fee for large venues and events (90,000 and over attendance at any one time) - new		S		N	64,000.00	0.00	64,000.00	0.00%
		Additional fee for large venues and events (5,000-9,999 attendance at any one time) - renewal		S		N	500.00	0.00	500.00	0.00%
		Additional fee for large venues and events (10,000 - 14,999 attendance at any one time)- renewal		S		N	1,000.00	0.00	1,000.00	0.00%
		Additional fee for large venues and events (15,000 - 19,999 attendance at any one time)-renewal		S		N	2,000.00	0.00	2,000.00	0.00%
		Additional fee for large venues and events (20,000 - 29,999 attendance at any one time)- renewal		S		N	4,000.00	0.00	4,000.00	0.00%
		Additional fee for large venues and events (30,000 - 39,999 attendance at any one time) - renewal		S		N	8,000.00	0.00	8,000.00	0.00%
		Additional fee for large venues and events (40,000 - 49,999 attendance at any one time) - renewal		S		N	12,000.00	0.00	12,000.00	0.00%
		Additional fee for large venues and events (50,000 - 59,999 attendance at any one time)- renewal		S		N	16,000.00	0.00	16,000.00	0.00%
		Additional fee for large venues and events (60,000 - 69,999 attendance at any one time) - renewal		S		N	20,000.00	0.00	20,000.00	0.00%
		Additional fee for large venues and events (70,000 - 79,999 attendance at any one time) - renewal		S		N	24,000.00	0.00	24,000.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
		Additional fee for large venues and events (80,000 - 89,999 attendance at any one time) - renewal		S		N	28,000.00	0.00	28,000.00	0.00%
		Additional fee for large venues and events (90,000 and over attendance at any one time) - renewal		S		N	32,000.00	0.00	32,000.00	0.00%
		Premise - A (£0 - £4300) (initial issue)		S		N	100.00	0.00	100.00	0.00%
		Premise - A (£0 - £4300) (renewal)		S		N	70.00	0.00	70.00	0.00%
		Premise - B (£4301 - £33,000) (initial issue)		S		N	190.00	0.00	190.00	0.00%
		Premise - B (£4301 - £33,000) (renewal)		S		N	180.00	0.00	180.00	0.00%
		Premise - C (£33,001 - £87,000) (initial issue)		S		N	315.00	0.00	315.00	0.00%
		Premise - C (£33,001 - £87,000) (renewal)		S		N	295.00	0.00	295.00	0.00%
		Premise - D (£87,000 - £125,000) (initial issue)		S		N	450.00	0.00	450.00	0.00%
		Premise - D (£87,000 - £125,000) (renewal)		S		N	320.00	0.00	320.00	0.00%
		Premise - D (£87,000 - £125,000) and primary business is Alcohol sales (initial issue)		S		N	900.00	0.00	900.00	0.00%
		Premise - D (£87,000 - £125,000) and primary business is Alcohol sales (renewal)		S		N	640.00	0.00	640.00	0.00%
		Premise - E (£125,000 and above) (initial issue)		S		N	635.00	0.00	635.00	0.00%
		Premise - E (£125,000 and above) (renewal)		S		N	350.00	0.00	350.00	0.00%
		Premise - E (£125,000 and above) and primary business is Alcohol sales (initial issue)		S		N	1,905.00	0.00	1,905.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
		Premise - E (£125,000 and above) and primary business is Alcohol sales (renewal)		S		N	1,905.00	0.00	1,905.00	0.00%
	Miscellaneous Licences	Personal Registration - Electrolysis, Ear Piercing, Acupuncture or Tattooing		S	Apr-23	N	131.00	0.00	131.00	0.00%
	Miscellaneous Licences	Premises Registration		D	Apr-23	N	170.00	0.00	170.00	0.00%
		Registration Variation Fee		D	Apr-23	N	50.00	0.00	50.00	0.00%
	Sex Establishment licences	Sex Establishment - New		S		N	2,824.00	0.00	2,824.00	0.00%
		Sex Establishment - Renewal		S		N	2,824.00	0.00	2,824.00	0.00%
	Driving Licences	Initial Issue	3 Yearly Licence	S		N	175.00	0.00	175.00	0.00%
		Renewal	3 Yearly Licence	S		N	120.00	0.00	120.00	0.00%
		DVSA check	no longer available	D		N	0.00	0.00	0.00	(100.00%)
		Knowledge & Competency test		D		N	60.00	0.00	60.00	9.00%
		Digital Advertising	no longer available	D		N	0.00	0.00	0.00	(100.00%)
		Replacement badge / Licence		D		N	10.00	0.00	10.00	0.00%
		1 year Licence (where determined by delegation)		D		N	81.00	0.00	81.00	0.00%
		Safeguarding training		D		N	30.00	0.00	30.00	0.00%
	Vehicle Licences	Private Hire - Initial grant	(*Incl signs)	D	1 Year	N	256.00	0.00	256.00	0.00%
		Private Hire - Renewal		D	1 Year	N	195.00	0.00	195.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
		Hackney Carriage initial grant (*Incl sign)	1 Year	D		N	256.00	0.00	256.00	0.00%
		Hackney Carriage Renewal	1 Year	D		N	195.00	0.00	195.00	0.00%
		Garage test Hackney Carriage (*Incl meter test)	no longer available	D		N	0.00	0.00	0.00	(100.00%)
		Hackney Carriage meter test only	no longer available	D		N	0.00	0.00	0.00	(100.00%)
		Garage test Private Hire & HC Saloon (Plates 1 - 45)	1 Year	D		N	45.50	0.00	45.50	0.00%
		Re-test	1 Year	D		N	45.50	0.00	45.50	0.00%
		Replacement of Brackets	1 Year	D		N	15.00	0.00	15.00	0.00%
		Replacement of plates	1 Year	D		N	22.00	0.00	22.00	10.00%
		Transfer of interest	1 Year	D		N	20.00	0.00	20.00	0.00%
		Door signs - magnetic Per pair		D		N	20.00	0.00	20.00	0.00%
		Door signs - permanent Per pair		D		N	15.00	0.00	15.00	0.00%
Private Hire Operator's Licences		Initial issue	5 Yearly Licence	D		N	495.00	0.00	495.00	0.00%
		Renewal	5 Yearly Licence	D		N	400.00	0.00	400.00	0.00%
		Renewal yearly Licence where permitted	1 Year	D		N	125.00	0.00	125.00	0.00%
		Driver's Identification Badges	no longer available	D		N	0.00	0.00	0.00	(100.00%)
		Change of name / address / vehicle details		D		N	12.00	0.00	12.00	20.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
Animal Welfare										
	Animal Boarding Establishments	0 - 5 Animals Application Fee	1 Year	D	Apr-23	N	151.00	0.00	151.00	6.00%
		0 - 5 Animals Licence Fee	1 Year	D	Apr-23	N	129.00	0.00	129.00	7.00%
		6 - 25 Animals Application Fee	1 Year	D	Apr-23	N	165.00	0.00	165.00	7.00%
		6 - 25 Animals Licence Fee	1 Year	D	Apr-23	N	200.00	0.00	200.00	7.00%
		26 - 50 Animals Application Fee	1 Year	D	Apr-23	N	176.00	0.00	176.00	7.00%
		26 - 50 Animals Licence Fee	1 Year	D	Apr-23	N	270.00	0.00	270.00	7.00%
		50+ Animals Application Fee	1 Year	D	Apr-23	N	201.00	0.00	201.00	7.00%
		50+ Animals Licence Fee	1 Year	D	Apr-23	N	317.00	0.00	317.00	7.00%
		0 - 5 Animals Application Fee	2 Year	D	Apr-23	N	153.00	0.00	153.00	7.00%
		0 - 5 Animals Licence Fee	2 Year	D	Apr-23	N	188.00	0.00	188.00	7.00%
		6 - 25 Animals Application Fee	2 Year	D	Apr-23	N	165.00	0.00	165.00	7.00%
		6 - 25 Animals Licence Fee	2 Year	D	Apr-23	N	223.00	0.00	223.00	7.00%
		26 - 50 Animals Application Fee	2 Year	D	Apr-23	N	177.00	0.00	177.00	7.00%
		26 - 50 Animals Licence Fee	2 Year	D	Apr-23	N	282.00	0.00	282.00	7.00%
		50+ Animals Application Fee	2 Year	D	Apr-23	N	200.00	0.00	200.00	7.00%
		50+ Animals Licence Fee	2 Year	D	Apr-23	N	340.00	0.00	340.00	7.00%
		0 - 5 Animals Application Fee	3 Year	D	Apr-23	N	153.00	0.00	153.00	7.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
	0 - 5	Animals Licence Fee	3 Year	D	Apr-23	N	223.00	0.00	223.00	7.00%
	6 - 25	Animals Application Fee	3 Year	D	Apr-23	N	165.00	0.00	165.00	7.00%
	6 - 25	Animals Licence Fee	3 Year	D	Apr-23	N	248.00	0.00	248.00	7.00%
	26 - 50	Animals Application Fee	3 Year	D	Apr-23	N	176.00	0.00	176.00	7.00%
	26 - 50	Animals Licence Fee	3 Year	D	Apr-23	N	305.00	0.00	305.00	7.00%
	50+	Animals Application Fee	3 Year	D	Apr-23	N	200.00	0.00	200.00	7.00%
	50+	Animals Licence Fee	3 Year	D	Apr-23	N	364.00	0.00	364.00	7.00%
	0 - 5	Animals Licence Variation		D	Apr-23	N	153.00	0.00	153.00	7.00%
	6 - 25	Animals Licence Variation		D	Apr-23	N	165.00	0.00	165.00	7.00%
	26 - 50	Animals Licence Variation		D	Apr-23	N	176.00	0.00	176.00	7.00%
	50+	Animals Licence Variation		D	Apr-23	N	200.00	0.00	200.00	7.00%
	0 - 5	Animals Re - Inspect		D	Apr-23	N	96.00	0.00	96.00	7.00%
	6 - 25	Animals Re - Inspect		D	Apr-23	N	118.00	0.00	118.00	7.00%
	26 - 50	Animals Re - Inspect		D	Apr-23	N	141.00	0.00	141.00	7.00%
	50+	Animals Re - Inspect		D	Apr-23	N	165.00	0.00	165.00	7.00%
Dog Breeding	0 - 5	Animals Application Fee	1 Year	D	Apr-23	N	153.00	0.00	153.00	7.00%
	0 - 5	Animals Licence Fee	1 Year	D	Apr-23	N	130.00	0.00	130.00	7.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24	
							£	£	£	%	
	6 - 25	Animals	Application Fee	1 Year	D	Apr-23	N	165.00	0.00	165.00	7.00%
	6 - 25	Animals	Licence Fee	1 Year	D	Apr-23	N	200.00	0.00	200.00	7.00%
	25+	Animals	Application Fee	1 Year	D	Apr-23	N	176.00	0.00	176.00	7.00%
	25+	Animals	Licence Fee	1 Year	D	Apr-23	N	257.00	0.00	257.00	7.00%
	0 - 5	Animals	Application Fee	2 Year	D	Apr-23	N	143.00	0.00	143.00	0.00%
	0 - 5	Animals	Licence Fee	2 Year	D	Apr-23	N	165.00	0.00	165.00	0.00%
	6 - 25	Animals	Application Fee	2 Year	D	Apr-23	N	154.00	0.00	154.00	0.00%
	6 - 25	Animals	Licence Fee	2 Year	D	Apr-23	N	209.00	0.00	209.00	0.00%
	25+	Animals	Application Fee	2 Year	D	Apr-23	N	165.00	0.00	165.00	0.00%
	25+	Animals	Licence Fee	2 Year	D	Apr-23	N	264.00	0.00	264.00	0.00%
	0 - 5	Animals	Application Fee	3 Year	D	Apr-23	N	143.00	0.00	143.00	0.00%
	0 - 5	Animals	Licence Fee	3 Year	D	Apr-23	N	187.00	0.00	187.00	0.00%
	6 - 25	Animals	Application Fee	3 Year	D	Apr-23	N	154.00	0.00	154.00	0.00%
	6 - 25	Animals	Licence Fee	3 Year	D	Apr-23	N	231.00	0.00	231.00	0.00%
	25+	Animals	Application Fee	3 Year	D	Apr-23	N	165.00	0.00	165.00	0.00%
	25+	Animals	Licence Fee	3 Year	D	Apr-23	N	275.00	0.00	275.00	0.00%
	0 - 5	Animals	Licence Variation		D	Apr-23	N	143.00	0.00	143.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
	6 - 25	Animals	Licence Variation	D	Apr-23	N	154.00	0.00	154.00	0.00%
	25+	Animals	Licence Variation	D	Apr-23	N	165.00	0.00	165.00	0.00%
	0 - 5	Animals	Re - Inspect	D	Apr-23	N	90.00	0.00	90.00	0.00%
	6 - 25	Animals	Re - Inspect	D	Apr-23	N	113.00	0.00	113.00	0.00%
	25+	Animals	Re - Inspect	D	Apr-23	N	135.00	0.00	135.00	0.00%
	Selling animals as pets	Animals as pets Application Fee	1 Year	D	Apr-23	N	154.00	0.00	154.00	0.00%
		Animals as pets Licence Fee	1 Year	D	Apr-23	N	121.00	0.00	121.00	0.00%
		For each species of any Dangerous Wild Animal if applicable	1 Year	D	Apr-23	N	55.00	0.00	55.00	0.00%
		Animals as pets Application Fee	2 Year	D	Apr-23	N	154.00	0.00	154.00	0.00%
		Animals as pets Licence Fee	2 Year	D	Apr-23	N	121.00	0.00	121.00	0.00%
		For each species of any Dangerous Wild Animal if applicable	2 Year	D	Apr-23	N	55.00	0.00	55.00	0.00%
		Animals as pets Application Fee	3 Year	D	Apr-23	N	154.00	0.00	154.00	0.00%
		Animals as pets Licence Fee	3 Year	D	Apr-23	N	121.00	0.00	121.00	0.00%
		For each species of any Dangerous Wild Animal if applicable	3 Year	D	Apr-23	N	55.00	0.00	55.00	0.00%
		Animals as pets	Licence Variation	D	Apr-23	N	154.00	0.00	154.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
		Animals as pets	Re - Inspect	D	Apr-23	N	90.00	0.00	90.00	0.00%
Hiring out Horses	0 - 5	Animals Application Fee	1 Year	D	Apr-23	N	143.00	0.00	143.00	0.00%
	0 - 5	Animals Licence Fee	1 Year	D	Apr-23	N	132.00	0.00	132.00	0.00%
	6 - 25	Animals Application Fee	1 Year	D	Apr-23	N	154.00	0.00	154.00	0.00%
	6 - 25	Animals Licence Fee	1 Year	D	Apr-23	N	231.00	0.00	231.00	0.00%
	25+	Animals Application Fee	1 Year	D	Apr-23	N	165.00	0.00	165.00	0.00%
	25+	Animals Licence Fee	1 Year	D	Apr-23	N	275.00	0.00	275.00	0.00%
	0 - 5	Animals Application Fee	2 Year	D	Apr-23	N	143.00	0.00	143.00	0.00%
	0 - 5	Animals Licence Fee	2 Year	D	Apr-23	N	187.00	0.00	187.00	0.00%
	6 - 25	Animals Application Fee	2 Year	D	Apr-23	N	154.00	0.00	154.00	0.00%
	6 - 25	Animals Licence Fee	2 Year	D	Apr-23	N	242.00	0.00	242.00	0.00%
	25+	Animals Application Fee	2 Year	D	Apr-23	N	165.00	0.00	165.00	0.00%
	25+	Animals Licence Fee	2 Year	D	Apr-23	N	297.00	0.00	297.00	0.00%
	0 - 5	Animals Application Fee	3 Year	D	Apr-23	N	143.00	0.00	143.00	0.00%
	0 - 5	Animals Licence Fee	3 Year	D	Apr-23	N	231.00	0.00	231.00	0.00%
	6 - 25	Animals Application Fee	3 Year	D	Apr-23	N	154.00	0.00	154.00	0.00%
	6 - 25	Animals Licence Fee	3 Year	D	Apr-23	N	264.00	0.00	264.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
		25+ Animals Application Fee	3 Year	D	Apr-23	N	165.00	0.00	165.00	0.00%
		25+ Animals Licence Fee	3 Year	D	Apr-23	N	330.00	0.00	330.00	0.00%
		0 - 5 Animals	Licence Variation	D	Apr-23	N	143.00	0.00	143.00	0.00%
		0 - 5 Animals	Re - Inspect	D	Apr-23	N	90.00	0.00	90.00	0.00%
		6 - 25 Animals	Licence Variation	D	Apr-23	N	154.00	0.00	154.00	0.00%
		6 - 25 Animals	Re - Inspect	D	Apr-23	N	110.00	0.00	110.00	0.00%
		25+ Animals	Licence Variation	D	Apr-23	N	165.00	0.00	165.00	0.00%
		25+ Animals	Re - Inspect	D	Apr-23	N	132.00	0.00	132.00	0.00%
	Exhibiting / Performing Animals	Any number of animals Application Fee	3 Year	D	Apr-23	N	143.00	0.00	143.00	0.00%
		Any number of animals Licence Fee	3 Year	D	Apr-23	N	154.00	0.00	154.00	0.00%
		Any number of animals	Licence Variation	D	Apr-23	N	132.00	0.00	132.00	0.00%
	Dangerous Wild Animals	1 Species Application Fee	2 Year	D	Apr-23	N	434.50	0.00	434.50	0.00%
		(Additional species on application) per each species	2 Year	D	Apr-23	N	60.00	0.00	60.00	0.00%
		1 Species	Licence Variation	D	Apr-23	N	214.50	0.00	214.50	0.00%
		(Additional species on variation) per each species	Licence Variation	D		N	60.00	0.00	60.00	0.00%
					Apr-23					
	Zoo licences	Administration fee	per application		Apr-23	N	54.18	0.00	54.18	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
		Officer time	per application		Apr-23	N	49.00	0.00	49.00	0.00%
		Where a zoo licensed premise fails to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the licence	per visit	D	Apr-23	N	49.00	0.00	49.00	0.00%
		Additional Fees from third parties, e.g. veterinary surgeon's fee, specialist advisor fee; recharged in full								
Street Trading		Street Trading Consents - 1 Day		D	Apr-23	N	62.50	0.00	62.50	0.00%
		Street Trading Consents - 1 Month		D	Apr-23	N	232.45	0.00	232.45	0.00%
		Street Trading Consents - 6 Months		D	Apr-23	N	1,274.75	0.00	1,274.75	0.00%
		Street Trading Consents - Annual		D	Apr-23	N	1,996.00	0.00	1,996.00	0.00%
		Street Trading Consents - Seasonal		D	Apr-23	N	646.50	0.00	646.50	0.00%
		Street Trading Licences		D	Apr-23	N	1,794.70	0.00	1,794.70	0.00%
Scrap dealers income		Site licence	Every 3 years	D	Apr-23	N	448.70	0.00	448.70	0.00%
		Mobile collector	Every 3 years	D	Apr-23	N	308.15	0.00	308.15	0.00%
		Collectors licence with existing licence with another LA		D	Apr-23	N	270.30	0.00	270.30	0.00%
		Variation of licence (person)		D	Apr-23	N	113.50	0.00	113.50	0.00%
Land Charges - Questions 16, 21 & 22 are set by County, but have not been approved yet.										
Land Charges		Basic search fee		S / D		N	128.00	0.00	148.50	13.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
		Basic commercial search fee		S / D		N	171.34	0.00	200.50	13.00%
	LLC1	Several parcels of land		D		N	25.50	0.00	25.50	0.00%
		plus each additional parcel of land		D		N	7.00	0.00	7.00	0.00%
	Residential CON 29R	One parcel of land		D		S	102.50	20.50	123.00	16.00%
		Several parcels of land - each additional parcel		D		S	28.00	5.60	33.60	0.00%
	Commercial CON 29R	One parcel of land		D		S	145.83	29.17	175.00	15.00%
		Several parcels of land - each additional parcel		D		S	57.80	11.56	69.36	0.00%
	CON 290					S	6.42	1.28	7.70	7.00%
		Question 8		D		S	15.00	3.00	18.00	88.00%
		Question 16 (County)		D		S	17.00	3.40	20.40	31.00%
		Question 21 (County)		D		S	17.00	3.40	20.40	31.00%
		Question 22 (County)		D		S	29.00	5.80	34.80	38.00%
	Solicitors own enquiry	Each		D		S	12.72	2.54	15.26	39.00%
	Copies of Section 106 Town & Country Planning Act 1990 documents or similar	Per document		D		N	10.00	0.00	10.00	0.00%
	Admin Fee (only applicable to individual CON29 data questions)			D		S	4.50	0.90	5.40	New Charge
	Plan Check Request Fee			D		S	12.50	2.50	15.00	New Charge
Electoral Registration										
	Statutory fees	Open register - data	Admin	S		N	20.00	0.00	20.00	0.00%
		plus per thousand entries(or part)		S		N	1.50	0.00	1.50	0.00%
		Open register - paper	Admin	S		N	10.00	0.00	10.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2023/24
							£	£	£	%
			plus per thousand entries(or part)	S		N	5.00	0.00	5.00	0.00%
		These rates of charge equally apply to the sale of monthly alterations to the electoral register.								
	Overseas electors - data	Admin		S		N	20.00	0.00	20.00	0.00%
			plus per 100 entries(or part)	S		N	1.50	0.00	1.50	0.00%
	Overseas electors - paper	Admin		S		N	10.00	0.00	10.00	0.00%
			plus per 100 entries(or part)	S		N	5.00	0.00	5.00	0.00%

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Key to VAT Indicators

S = Standard Rated

N = Non-Business (outside scope of VAT)

Z = Zero Rated

E = Exempt

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Total Charge		Change from 2023/24
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£

%

Leisure & Health

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SWIMMING

CASUAL			
Swim Session (under 3's)		0.00	0.00%
Swim Session (3 to 15 years)		3.40	6.00%
Swim Session (16 to 59 years)		5.20	8.00%
Aqua Classes (Aquafit / Aqua Natal)		6.50	18.00%
Family Swim Pass (2 adults and 3 children)		16.00	7.00%
Swim Session (Nonmem adult)		6.50	8.00%
SWIM MEMBERSHIPS			
Monthly Aqua Membership (Student)		17.60	7.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Total Charge	Change from 2023/24
		£	%
	Monthly Aqua Membership (16+ and 60+ years)	28.00	8.00%
	Monthly Aqua Membership Business (16+ and 60+ years)	25.20	8.00%
	Annual Aqua Membership (16+ and 60+ years)	286.00	8.00%
	Annual Aqua Membership Business (16+ years)	257.00	8.00%
	30 day swim pass	35.50	8.00%
	Lifeguard	21.40	7.00%
	JUNIOR & BABY SWIMMING LESSONS		
	30 minutes - Monthly Direct Debit	32.30	8.00%
	45 minutes - Monthly Direct Debit	45.20	7.00%
	60 minutes - Monthly Direct Debit	58.85	7.00%
	30 minutes - 15 Week Block Cash	8.60	8.00%
	45 minutes - 15 Week Block Cash	11.40	7.00%
	60 minutes - 15 Week Block Cash	15.20	7.00%
	30 min crash course	7.60	7.00%
	45 min crash course	11.40	7.00%
	360 min crash course	15.20	7.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Total Charge	Change from 2023/24
		£	%
ADULT SWIM LESSONS			
	60 minutes - Pay As You Go	14.00	8.00%
	30 minutes - Block (per lesson)	6.70	7.00%
	45 minutes - Block (per lesson)	9.70	8.00%
	60 minutes - Block (per lesson)	12.40	8.00%
PRIVATE LESSONS			
	1 to 1 Private Lesson (30 minutes)	23.10	7.00%
	2 to 1 Private Lesson (30 minutes)	32.30	8.00%
DRYSIDE AND OUTDOOR ACTIVITIES			
LEO'S FUNZONE			
	Under 1's	0.00	0.00%
	1 to 9 years (Huntingdon)	2.50	(50.00%)
	1 to 9 years (St Neots)	2.50	(50.00%)

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Total Charge	Change from 2023/24
		£	%
	Concessionary Membership	0.00	0.00%
	ROLLER SKATING		
	Roller Skating Session (St Ives)	5.30	6.00%
	Roller Skating Session (St Neots)	5.30	6.00%
	TENPIN BOWLING		
	2 person bowling session	11.80	7.00%
	4 person bowling session	23.60	7.00%
	6 person bowling session	35.50	8.00%
	60 minute bowling	148.00	8.00%
	90 minute bowling	207.00	8.00%
	FITNESS CLASSES		

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Total Charge	Change from 2023/24
		£	%
	Fitness Class Pass	58.00	7.00%
	Fitness Class (50 minutes)	6.40	7.00%
	Fitness Class (30 minutes)	4.30	8.00%
	Fitness Class (50 minutes) - Non Member	7.50	7.00%
	Fitness Class (30 minutes) - Non Member	5.30	6.00%
	Teen Fitness Class (11 to 15 years)	3.00	7.00%
	Teen Fitness Class (11 to 15 years) - Non Member	3.70	6.00%
	Right Start classes	4.50	18.00%
	Cyclone stand alone DD	18.80	7.00%
	Cyclone session	4.20	5.00%
	Cyclone session - Non Member	5.30	6.00%
TABLE TENNIS			
	Table Tennis (anytime) - per table	7.50	7.00%
	Table Tennis (anytime) - per table - Non Member	8.50	6.00%
SQUASH COURTS			

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Total Charge	Change from 2023/24
		£	%
	Squash Court (anytime)	8.50	6.00%
	Squash Court (anytime) - Non Member	10.20	7.00%
	Squash Pass (block of 5 squash courts)	43.00	8.00%
	TENNIS COURTS		
	Tennis Court (anytime) 1hr	7.50	7.00%
	Tennis Court (anytime) 1hr - Non Member	8.50	6.00%
	Tennis Court (anytime) 1.5hrs	10.70	7.00%
	Tennis Court (anytime) 1.5hrs - Non Member	12.80	7.00%
	Tennis Court (annual pass)	43.00	8.00%
	BADMINTON COURTS		
	Badminton Court (anytime)	11.80	7.00%
	Badminton Court (anytime) - Non Member	16.00	7.00%
	Badminton Pass (block of 5 badminton courts)	59.20	8.00%
	Courts for kids (up to 18!)	3.20	7.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Total Charge	Change from 2023/24
		£	%
	Short Tennis	11.80	7.00%
	Short Tennis - Non Member	16.00	7.00%
	SPORTS HALL		
	Huntingdon - Whole Hall (3 courts)	51.50	7.00%
	Ramsey - Whole Hall (3 courts)	51.50	7.00%
	St Ives - Whole Hall (6 courts)	80.80	8.00%
	St Ives - Half Hall (3 courts)	45.40	8.00%
	St Neots - Whole Hall (5 courts)	70.00	8.00%
	NETBALL COURTS		
	St Ives - Netball Court	26.90	8.00%
	OUTDOOR SYNTHETIC PITCHES		
	Huntingdon - 3G 5-a-side Pitch	37.60	7.00%
	Ramsey - 3G quarter	35.50	8.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Total Charge	Change from 2023/24
		£	%
	Ramsey - 3G half	70.00	8.00%
	Ramsey - 3G full	97.00	8.00%
	St Ives - 3G Full Pitch	97.00	8.00%
	St Ives - 3G Half	70.00	8.00%
	St.Ives - 3G Quarter Pitch	37.60	7.00%
	St Ives - Large Astro Pitch	70.00	8.00%
	St Ives - Half Large Astro Pitch	54.00	8.00%
	St Neots - 3G quarter	35.50	8.00%
	St Neots - 3g half	70.00	8.00%
	St Neots - 3g whole	97.00	8.00%
	St Neots - Small Astro Pitch	41.00	8.00%
	holiday offer 3g ALL SITES	21.50	8.00%
OUTDOOR FACILITIES (invoiced)			
	Grass Football Pitch - Seniors	53.50	7.00%
	Rounders	27.80	7.00%
	Cricket Nets (3 nets)	25.70	7.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Total Charge	Change from 2023/24
		£	%
	Cricket Net (single)	8.50	6.00%
	Cricket Net (single) - Non Member	10.70	7.00%
	Cricket Green	118.00	7.00%
	Athletics Arena (without set-up)	39.60	7.00%
	Athletics Arena (with set-up)	52.50	7.00%
	annual track pass	37.50	7.00%
NEW MEMBERSHIPS			
	JOINING FEE		
	One Plan	16.10	7.00%
	Student Induction	16.10	7.00%
	Self-employed PT - Session rate 30 mins	3.20	7.00%
	Self-employed PT - Session rate 60 mins	6.50	8.00%
	Platinum Membership		

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Total Charge	Change from 2023/24
		£	%
	Monthly Direct Debit	43.00	8.00%
	Monthly Direct Debit - Joint	75.50	8.00%
	Annual	455.50	7.00%
	Annual - Joint	750.00	7.00%
	Business - single Monthly Direct Debit	38.70	8.00%
	Business - Joint Monthly Direct Debit	70.00	8.00%
	Business - Annual	398.50	8.00%
	Business - Joint Annual	646.50	8.00%
	Corporate - Annual	365.00	7.00%
	OLAL Platinum DD	35.00	4.00%
	with a campaign applied	29.00	0.00%
	with a concessionary applied	22.50	0.00%
	SOLO (Huntingdon, St Ives & St Neots)		
	Monthly Direct Debit	36.60	8.00%
	Annual	375.00	7.00%
	Business - Monthly Direct Debit	33.00	8.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Total Charge	Change from 2023/24
		£	%
	Business - Annual	336.50	7.00%
	Casual gym sess PEAK	8.10	8.00%
	SOLO (Ramsey)		
	Monthly Direct Debit	31.00	7.00%
	Annual	320.00	7.00%
	Business - Monthly Direct Debit	23.10	7.00%
	Business - Annual	289.00	7.00%
	Casual gym sess PEAK	5.90	7.00%
	STUDENT (Huntingdon, St Ives & St Neots)		
	Monthly Direct Debit	26.90	8.00%
	Casual	4.30	8.00%
	Casual (Block of 10 sessions)	43.00	8.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Total Charge	Change from 2023/24
		£	%
	STUDENT (Ramsey)		
	Monthly Direct Debit	21.50	8.00%
	Casual	3.70	6.00%
	Casual (Block of 10 sessions)	37.80	8.00%
	 OLD MEMBERSHIPS (BEFORE 1ST APRIL 2015)		
	OFF PEAK MEMBERSHIP		
	Single - Monthly Direct Debit	37.45	7.00%
	Single - Annual	382.00	8.00%
	Joint - Monthly Direct Debit	61.50	8.00%
	Joint - Annual	607.00	7.00%
	 PREMIER		

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Total Charge	Change from 2023/24
		£	%
	Single - Monthly Direct Debit	43.00	8.00%
	Business Monthly Direct Debit	38.70	8.00%
	Single - Annual	454.75	7.00%
	Joint - Annual (family advantage?)	747.90	7.00%
	Premier Business Annual	395.90	7.00%
	GYM ONLY		
	Single - Monthly Direct Debit	39.80	8.00%
	Single - Annual	395.90	7.00%
	Joint - Monthly Direct Debit	64.20	7.00%
	Joint - Annual	642.00	7.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Total Charge	Change from 2023/24
		£	%
CHILDREN'S PARTIES			
LEO'S FUNZONE			
	Leo's Funzone Party	3.70	6.00%
	Exclusive Hire (one hour) up to 40 children	160.50	7.00%
	Exclusive Hire (two hours) up to 40 children	215.00	8.00%
HUNTINGDON			
	Leo's Bouncy Kingdom (up to 5 years) up to 40 children	118.00	7.00%
	Floats Fun Pool Party (all ages) up to 40 children	118.00	7.00%
	Inflatable Fun Pool Party (under 8's) up to 35 children	145.00	7.00%
	Inflatable Fun Pool Party (8+ years) up to 45 children	145.00	7.00%
	Indoor Football Party (all ages) up to 25 children	58.80	7.00%
	Outdoor Football Party (5 to 12 years) up to 25 children	37.50	7.00%
	Roller Skating Party (all ages) up to 40 children	118.00	7.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Total Charge	Change from 2023/24
		£	%
	RAMSEY		
	Floats Fun Pool Party (all ages) up to 55 children	118.00	7.00%
	Inflatable Fun Pool Party (8+ years) up to 40 children	145.00	7.00%
	Bouncy Castle & Soft Play (up to 5 years) up to 30 children	118.00	7.00%
	Party Food Area	27.00	8.00%
	indoor football party	58.80	7.00%
	ST IVES		
	Inflatable Fun Pool Party (8+ years) up to 40 children	145.00	7.00%
	Floats Fun Pool Party (all ages) up to 65 children	118.00	7.00%
	Roller Skating Party (all ages) up to 40 children	118.00	7.00%
	Bouncy Castle Party (4+ years) up to 30 children	145.00	7.00%
	Indoor Football Party (all ages) up to 40 children	58.80	7.00%
	Outdoor Football Party (all ages) up to XX people	37.50	7.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Total Charge	Change from 2023/24
		£	%
ST NEOTS			
	Floats Fun Pool Party (all ages) up to 80 children	118.00	7.00%
	Inflatable Fun Pool Party (under 8's) up to 50 children	155.00	7.00%
	Inflatable Fun Pool Party (8+ years) up to 70 children	155.00	7.00%
	Snake SSlide/extra lifeguard	10.70	7.00%
	Indoor Football Party (all ages) up to 30 children	58.80	7.00%
	Outdoor Football Party (all ages) up to 30 children	37.50	7.00%
	Roller Skating Party (6+ years) up to 50 children	118.00	7.00%
	Bouncy Castle & Soft Play (2 to 8 years) up to 30 children	118.00	7.00%
<u>ACTIVE LIFESTYLES</u>			
	Walking Sports	3.30	0.00%
	Walking Sports Pass	31.00	0.00%
	Active and Able	3.00	20.00%
	Mini - Movers (play and move sessions) (Small site)	1.00	0.00%
	Mini - Movers (play and move sessions) (Large site)	2.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Total Charge	Change from 2023/24
		£	%
	Mini -Dribblers (sports sessions)	3.00	0.00%
	PEDALs	3.20	7.00%
<u>ONE LEISURE CONCESSIONARY MEMBERSHIP SCHEME</u>			
	Impressions - DD Membership (Gym, Swim) - SOLO ANY SITE	17.50	0.00%
	Impressions - Pay as you Go (DAYTIME) - ADULT	2.50	0.00%
	Impressions - Pay as you Go (DAYTIME) - JUNIOR	2.00	0.00%
	Impressions - Induction (PAYG or Timed Product Users ONLY)	7.50	0.00%
	Gym 10 Session Pass	20.00	0.00%
	Swim - Adult - Pay as you Go	0.00	0.00%
	Swim - Junior - Pay as you Go	0.00	0.00%
	Swim - Under 3 - Pay as you Go	0.00	0.00%
	Swim - Family	0.00	0.00%
	Indoor Court Hire (Badminton Etc.)	3.00	0.00%
	Squash Court Hire (Daytime)	3.00	0.00%
	Fitness Classes (Olf) - Daytime	2.50	0.00%
	Right Start & Level 4 Exercise Classes	2.50	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2024

Service	Element	Total Charge	Change from 2023/24
		£	%
	10 Session Pass - Group Exercise Class (D/T)	20.00	0.00%
	10 Session Pass – Walking Sports	20.00	0.00%
	Cyclone (Daytime)	0.00	0.00%
	Walking Sports	2.50	0.00%
	Exercise Referral Daytime	20.00	0.00%
	Escape	20.00	0.00%
	Leos Funzone etc.	0.00	0.00%
	One Card	0.00	0.00%

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: 2024/25 Treasury Management, Capital and Investment Strategies

Meeting/Date: Overview and Scrutiny Panel (Performance and Growth) – 31 January 2024

Executive Portfolio: Executive Councillor for Finance and Resources

Report by: Director of Finance and Corporate Resources

Ward(s) affected: All Wards

Recommendation(s):

The Panel is invited to comment on the attached;

- Treasury Management Strategy
- Capital Strategy
- Investment Strategy
- Minimum Revenue Provision Policy Statement
- The Flexible Use of Capital Receipts Strategy

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Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: 2024/25 Treasury Management, Capital and Investment Strategies

Meeting/Date: Cabinet – 6 February 2024

Executive Portfolio: Executive Councillor for Finance and Resources

Report by: Director of Finance and Corporate Resources

Ward(s) affected: All Wards

Executive Summary:

The Council is required to approve, on an annual basis, the;

- Treasury Management Strategy (Including the Annual Investment Strategy);
- Capital Strategy
- Investment Strategy
- Minimum Revenue Provision Statement
- Flexible Use of Capital Receipts

This requirement is within CIPFA's Treasury Management in the Public Services: Code of Practice (2021), CIPFA's Prudential Code (2021), and DLUHC Guidance on MRP.

The purpose of the Treasury Management Strategy is to;

- Manage the Council's borrowing, investments and cash flows, including its banking, money market and capital market transactions. In addition the effective control of the risks associated with those activities, and the pursuit of optimum performance consistent with those risks.

The 2024/25 Treasury Management Strategy includes;

- The operation of the strategy within an economic climate where growth is still weak, where inflation is above target level but may have peaked. Also interest rates have been high and are forecast to remain so.
- The continuation of the Council's policy to use mainly short-term investments which are highly liquid and as a consequence are lower risk. This includes the use of call accounts, money market funds, and short-

term deposits (including the use of the HM Treasury deposit facility - DMO).

- An increase in some counterparty limits (see paragraph 4.1 of the Treasury Management Strategy). This is a response to the reduction in inflation and forecast reduction in interest rates, which are likely to reduce the risks associated with investing, as a result of a reduction in the likelihood of loan defaults due to the easing interest rates and reducing inflation rates. In addition the changes to limits will give more scope to make investments outside of the DMO should the rates they offer fall faster than market rates.
- The intention to develop the Council's treasury management ESG policy. This type of investment has been slow to develop within the products the Council uses for investing, ESG considerations are more developed in equity and bond markets, which the Council does not invest in. The banking counterparty limit increases for 2024/25 are intended to make more ESG products accessible (where minimum investment limits are in place). When considering ESG investments security, liquidity and yield will still be prioritised, but with the governance aspect feeding into security considerations.

The Treasury Management Strategy (and Annual Investment Strategy) includes;

- Borrowing strategy
- Investment strategy
- Treasury management indicators
- Capital prudential indicators
- Liability benchmark
- External economic background
- Interest rate forecast
- Training and management roles

The Capital Strategy includes;

- A high-level overview of the Council's capital programme
- The borrowing strategy and the borrowing limits
- Revenue impacts of borrowing and capital expenditure
- Prudential indicators

The Investment Strategy includes;

- The performance of property assets
- The management of service loans
- Investment indicators
- Commercial property listing

The Minimum Revenue Provision Statement;

- The policy to deal with the financing of capital projects

The Flexible Use of Capital Receipts Strategy;

- Sets out the Council's intentions on the flexible use of capital receipts

Recommendation(s):

That the Cabinet is recommended to Council the approval of;

1. The Treasury Management Strategy (including the Annual Investment Strategy), Appendix 1.
2. The Capital Strategy, Appendix 2.
3. The Investment Strategy, Appendix 3.
4. The Minimum Revenue Provision Statement, Appendix 4.
5. The Flexible Use of Capital Receipts Strategy Appendix 5.

1. PURPOSE OF THE REPORT

1.1 The purpose of the Treasury Management Strategy is to provide strategic guidance on how the Council will conduct its Treasury Management activity. The Strategy will:

- Include relevant policies, objectives and treasury and prudential indicators; as well as illustrating its approach to risk management.
- Comply with the Code or Practice for Treasury Management and the Prudential Code for Capital Finance (as issued by the Chartered Institute of Public Finance and Accountancy, CIPFA) and follow published Government advice.
- Approve the way in which the Minimum Revenue Provision is calculated.

1.2 The Treasury Management Strategy is a key element of the Council's Code of Financial Management and MTFs.

1.3 The Capital Strategy gives an overview of capital expenditure and financing. The strategy includes;

- The borrowing strategy and limits
- Capital expenditure and the capital financing requirement
- Revenue implications

1.4 The Investment Strategy includes;

- Service loans
- Property investments
- Property performance indicators

1.5 The Flexible Use of Capital Receipts Strategy, outlines if the Council intends to make flexible use of capital receipts.

1.6 In addition to complying with CIPFA's Treasury Management in the Public Services: Code of Practice 2021 Edition, the Council must also comply with the DLUHC guidance, both of which require the approval of an annual Treasury, Investment and Capital strategies before the start of each financial year. This strategy fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the DLUHC Guidance.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

2.1 To seek Council approval for the:

- i. The Treasury Management Strategy, as attached at **Appendix 1**, including the required indicators. The aim of the:
 - investing strategy is to provide a framework through which the Council will invest any surplus funds that balances the risk of default by the borrower against a reasonable rate of interest.

- borrowing strategy is to permit borrowing for cash flow purposes and for the funding of current and future capital expenditure over whatever periods are in the Council's best interests.
- ii. The Capital Strategy, which gives an overview of the capital programme and financing. **Appendix 2**
 - iii. The Investment Strategy, giving an overview of the commercial property portfolio, and service-based loans. **Appendix 3**
 - iv. The Minimum Revenue Provision policy. **Appendix 4**
 - v. The Flexible Use of Capital Receipts Strategy **Appendix 5**
- 2.2 For 2024/25, the Council is anticipating having a total capital financing requirement (which is both past and new capital expenditure) of £77.8m (reducing to £75.1m by 2026/27 based on current plans). The Council has an authorised borrowing limit for 2024/25 of £135m. It should be noted that the Minimum Revenue Provision applicable to this capital programme is fully funded and included in next year's budget and the MTFS.
- 2.3 The authority has and will borrow and invest substantial sums of money and is therefore exposed to financial risks including the loss of funds and the revenue effect of changes in interest rates. The identification, monitoring and control of such risks are central to the Council's Treasury Management and Investment Strategies.
- 2.4 In accordance with DLUHC guidance, the Council will be asked to approve revised Treasury Management, Capital and Investment Strategies, MRP Policy and a Flexible Use of Capital Receipts Strategy, should the assumptions on which it is based change significantly. Such circumstances may include an unexpected change in interest rates, a change in the capital programme, or an intention to use capital receipts flexibly.

3. OPTIONS CONSIDERED/ANALYSIS

- 3.1 The Treasury Management, Capital and Investment Strategies are a statutory requirement and the contents and coverage of the strategies are fixed by regulations.

4. COMMENTS OF OVERVIEW & SCRUTINY

- 4.1 *The comments of the relevant Overview and Scrutiny Panel will be included in this section prior to its consideration by the Cabinet.*

5. KEY IMPACTS / RISKS

- 5.1 The emphasis of this report is to recognise the risks inherent in achieving a yield from investments (both treasury and commercial activities), and the management of that risk.

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 6.1 When approved these strategies will be used as an operational document for treasury management, commercial and service investments, as well as management of capital expenditure and financing.

7. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES

(See Corporate Plan)

- 7.1 All the strategies support the achievement of the Corporate Plan, by ensuring that funding is available for projects as and when required.

8. RESOURCE IMPLICATIONS

- 8.1 Resource implications are included within the appendices and annexes.

9. ENVIRONMENT AND CLIMATE CHANGE IMPLICATIONS

- 9.1 Refer to the Treasury Management Strategy 2024/25, section 5.4.

10. REASONS FOR THE RECOMMENDED DECISIONS

10.1 The Council is required, by law, to approve on an annual basis;

- The Treasury Management Strategy and policy statement, the purpose of which is to provide the framework within which the Council will operate its treasury related activity.
- The Capital Strategy, the purpose of which is to give a high-level overview of how capital expenditure is managed.
- The Investment Strategy, the purpose of which is to provide the framework to support service investments and commercial investments.
- A policy in respect of its Minimum Revenue Provision so it can prudently account for the revenue impacts of capital investment decisions.
- The Flexible Use of Capital Receipts, to demonstrate whether the Council will make use of these regulations.

11. LIST OF APPENDICES INCLUDED

Appendix 1: The Treasury Management Strategy (including Annexes)

Appendix 2: The Capital Strategy

Appendix 3: The Investment Strategy

Appendix 4: The Minimum Revenue Provision Statement

12. BACKGROUND PAPERS

Working papers held in Finance on shared drives

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Treasury Management Strategy 2024/25
(Including the Annual Investment Strategy)

Content

Key Considerations

1.0 Introduction

- 1.1 Policy Statement and Background
- 1.2 Reporting Requirements
- 1.3 Treasury Management Strategy
- 1.4 Training
- 1.5 Treasury Management Consultants

2.0 Capital Prudential Indicators 2024/25 to 2026/27

- 2.1 Capital Expenditure and Financing
- 2.2 The Borrowing Need (Capital Financing Requirement)
- 2.3 Liability Benchmark
- 2.4 Core Funds and Expected Investment Balances

3.0 Borrowing

- 3.1 Current Portfolio Position
- 3.2 Treasury Indicators: Limits to Borrowing Activity
- 3.3 Interest Rate Forecasts
- 3.4 Borrowing Strategy
- 3.5 Policy on Borrowing in Advance of Need
- 3.6 Rescheduling
- 3.7 Sources and Types of Borrowing
- 3.8 Approved Sources of Long and Short Term Borrowing

4.0 Annual Investment Strategy

- 4.1 Investment Policy – Management of Risk
- 4.2 Creditworthiness Policy
- 4.3 Limits
- 4.4 Investment Strategy
- 4.5 Investment Performance and Risk Benchmarking
- 4.6 End of Year Investment Report

5.0 Annexes

- 5.1 Capital Prudential and Treasury Indicators 2024/25 to 2026/27
- 5.2 Interest Rate Forecasts 2023-2026
- 5.3 Economic Background
- 5.4 Treasury Management Practice (TMP1)
- 5.5 Approved Countries for Investment
- 5.6 Treasury Management Scheme of Delegation
- 5.7 The Treasury Management Role of the S151 Officer
- 5.8 Glossary

Key Considerations

2021 revised CIPFA Treasury Management Code and Prudential Code – changes which will impact on future TMSS/AIS reports and the risk management framework.

CIPFA published the revised Codes on 20th December 2021 and stated that revisions need to be included in the reporting framework from the 2023/24 financial year. This Council, therefore, has to have regard to these Codes of Practice when it prepares the Treasury Management Strategy Statement and Annual Investment Strategy, and also related reports during the financial year, which are taken to Full Council for approval.

The revised Treasury Management Code required all investments and investment income to be attributed to one of the following three purposes: -

Treasury management

Arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.

Service delivery

Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is "either related to the financial viability of the project in question or otherwise incidental to the primary purpose".

Commercial return

Investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to a council's financial capacity – i.e., that 'plausible losses' could be absorbed in budgets or reserves without unmanageable detriment to local services. A council must not borrow to invest primarily for financial return.

The revised Treasury Management Code requires a council to implement the following: -

- 1. Adopt a liability benchmark treasury indicator** to support the financing risk management of the capital financing requirement; this is to be shown in chart form for a minimum of ten years, with material differences between the liability benchmark and actual loans to be explained;
- 2. Long-term treasury investments**, (including pooled funds), are to be classed as commercial investments unless justified by a cash flow business case;

3. **Pooled funds** are to be included in the indicator for principal sums maturing in years beyond the initial budget year;
4. Amendment to the **knowledge and skills register** for officers and members involved in the treasury management function - to be proportionate to the size and complexity of the treasury management conducted by each council;
5. **Reporting to members is to be done quarterly.** Specifically, the Chief Finance Officer (CFO) is required to establish procedures to monitor and report performance against all forward-looking prudential indicators at least quarterly. The CFO is expected to establish a measurement and reporting process that highlights significant actual or forecast deviations from the approved indicators. However, monitoring of prudential indicators, including forecast debt and investments, is not required to be taken to Full Council and should be reported as part of the Council's integrated revenue, capital and balance sheet monitoring;
6. **Environmental, social and governance (ESG)** issues to be addressed within the Council's treasury management policies and practices (TMP1).

The main requirements of the Prudential Code relating to service and commercial investments are: -

1. The risks associated with service and commercial investments should be proportionate to their financial capacity – i.e. that plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services;
2. A council must not borrow to invest for the primary purpose of commercial return;
3. It is not prudent for local authorities to make any investment or spending decision that will increase the CFR, and so may lead to new borrowing, unless directly and primarily related to the functions of the Council, and where any commercial returns are either related to the financial viability of the project in question or otherwise incidental to the primary purpose;
4. An annual review should be conducted to evaluate whether commercial investments should be sold to release funds to finance new capital expenditure or refinance maturing debt;
5. A prudential indicator is required for the net income from commercial and service investments as a proportion of the net revenue stream;
6. Create new Investment Management Practices to manage risks associated with non-treasury investments, (similar to the current Treasury Management Practices).

A council's Capital Strategy or Annual Investment Strategy should include:

-

1. The Council's approach to investments for service or commercial purposes (together referred to as non-treasury investments), including defining the Council's objectives, risk appetite and risk management in respect of these investments, and processes ensuring effective due diligence;
2. An assessment of affordability, prudence and proportionality in respect of the Council's overall financial capacity (i.e., whether plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services);
3. Details of financial and other risks of undertaking investments for service or commercial purposes and how these are managed;
4. Limits on total investments for service purposes and for commercial purposes respectively (consistent with any limits required by other statutory guidance on investments);
5. Requirements for independent and expert advice and scrutiny arrangements (while business cases may provide some of this material, the information contained in them will need to be periodically re-evaluated to inform the Council's overall strategy);
6. State compliance with paragraph 51 of the Prudential Code in relation to investments for commercial purposes, in particular the requirement that a council must not borrow to invest primarily for financial return.

As this TMSS and AIS deals solely with treasury management investments, the categories of service delivery and commercial investments will be addressed as part of the Capital Strategy and Investment Strategy.

1.0 Introduction

1.1 Policy Statement and Background

1.1.1 Treasury Management Policy Statement

- The Council defines its treasury management activities as the management of the organisation's borrowing, investments and cash flows, including its banking, money market and capital market transactions, the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks.
- The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation and any financial instruments entered into to manage these risks.
- The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable, comprehensive performance measurement techniques within the context of effective risk management.

1.1.2 Background

The Council is required to operate a balanced revenue budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low-risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that it can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet risk or cost objectives.

The contribution the treasury management function makes to the Council is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and

balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

CIPFA defines treasury management as:

“The management of the local council’s borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day-to-day treasury management activities.

1.2 Reporting Requirements

1.2.1 Capital Strategy

The CIPFA 2021 Prudential and Treasury Management Codes require all local authorities to prepare a Capital Strategy report which will provide the following:

-

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of the strategy is to ensure that all the Council’s elected members fully understand the overall long-term policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite.

1.2.2 Treasury Management Reporting

The Council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.

a. **Prudential and treasury indicators and treasury strategy** (this report) - The first, and most important report is forward looking and covers: -

- the capital plans, (including prudential indicators)
- a minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time)
- the Treasury Management Strategy, (how the investments and borrowings are to be organised), including treasury indicators; and

- an Annual Investment Strategy, (the parameters on how investments are to be managed)
- b. **A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision. In addition, this Council will receive quarterly update reports.
 - c. **An annual treasury report** – This is a backward-looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the Full Council. This role is undertaken by the Overview and Scrutiny Panel (Performance and Growth).

Quarterly reports – In addition to the three major reports detailed above, from 2023/24 quarterly reporting (end of June/end of December) is also required. However, these additional reports do not have to be reported to Full Council/Board but do require to be adequately scrutinised. This role is undertaken by the Overview and Scrutiny Panel (Performance and Growth). (The reports, specifically, should comprise updated Treasury/Prudential Indicators.)

1.3 Treasury Management Strategy for 2024/25

The strategy for 2024/25 covers two main areas:

Capital issues

- the capital expenditure plans and the associated prudential indicators
- the minimum revenue provision (MRP) policy (separate appendix)

Treasury management issues

- the current treasury position
- treasury indicators which limit the treasury risk and activities of the Council
- prospects for interest rates
- the borrowing strategy
- policy on borrowing in advance of need
- debt rescheduling
- the investment strategy
- creditworthiness policy; and
- the policy on use of external service providers

These elements cover the requirements of the Local Government Act 2003, DLUHC Investment Guidance, DLUHC MRP Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code.

1.4 Training

The CIPFA Treasury Management Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny.

Furthermore, pages 47 and 48 of the Code state that they expect “all organisations to have a formal and comprehensive knowledge and skills or training policy for the effective acquisition and retention of treasury management knowledge and skills for those responsible for management, delivery, governance and decision making. The scale and nature of this will depend on the size and complexity of the organisation’s treasury management needs.

As a minimum, authorities should carry out the following to monitor and review knowledge and skills:

- Prepare tailored learning plans for treasury management officers and councillors.
- Require treasury management officers and councillors to undertake self-assessment against the required competencies.
- Have regular communication with officers and councillors, encouraging them to highlight training needs on an ongoing basis.”

In further support of the revised training requirements, CIPFA’s Better Governance Forum and Treasury Management Network have produced a ‘self-assessment by members responsible for the scrutiny of treasury management’, which is available from the CIPFA website to download.

The training needs of treasury management officers are periodically reviewed. A formal record of the training received by officers central to the Treasury function will be maintained as part of the officer’s CPD record.

1.5 Treasury Management Consultants

The Council uses Link Group, Link Treasury Services Limited as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

It also recognises that there is value in employing external providers of treasury management services to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

2. THE CAPITAL PRUDENTIAL INDICATORS 2024/25 – 2026/27

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist councillors' overview and confirm capital expenditure plans are prudent, affordable and sustainable.

2.1 Capital Expenditure and Financing

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts: -

Capital expenditure £000s	2022/23 Actual	2023/24 Forecast	2024/25 Budget	2025/26 Budget	2026/27 Budget
Property, Plant and Equipment	2,526	4,050	6,603	2,888	1,313
Investment Property	29	2,857	0	0	0
Intangible Assets	60	556	243	20	70
REFCUS	7,441	11,467	19,110	4,306	4,306
Infrastructure Assets	139	3	17	0	0
Community Assets	0	501	0	0	0
Loans	0	100	100	0	0
Total	10,195	19,534	26,073	7,214	5,689

⁽¹⁾REFCUS is Revenue Expenditure Financed from Capital Under Statute, this would include DFGs and other grants given.

Other long-term liabilities - the above financing need excludes other long-term liabilities, such as leasing arrangements that already include borrowing instruments.

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Financing of capital expenditure £000s	2022/23 Actual	2023/24 Forecast	2024/25 Budget	2025/26 Budget	2026/27 Budget
Capital receipts	662	440	300	250	200
Capital grants	1,710	8,426	17,410	1,501	1,501
Capital reserves	3,370	4,615	3,228	2,706	2,706
S106	15	0	0	0	0
MRP	2,556	2,660	3,006	3,204	3,525
Total Financing	8,313	16,141	23,944	7,661	7,932
Internal Borrowing	1,882	3,393	2,129	(447)	(2,243)
Total	10,195	19,534	26,073	7,214	5,689

2.2 The Council's Borrowing Need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used.

The CFR includes any other long-term liabilities (e.g. finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of schemes include a borrowing facility provided by the lease provider and so the Council is not required to separately borrow for these schemes. The Council currently has £0.6m of such schemes within the CFR.

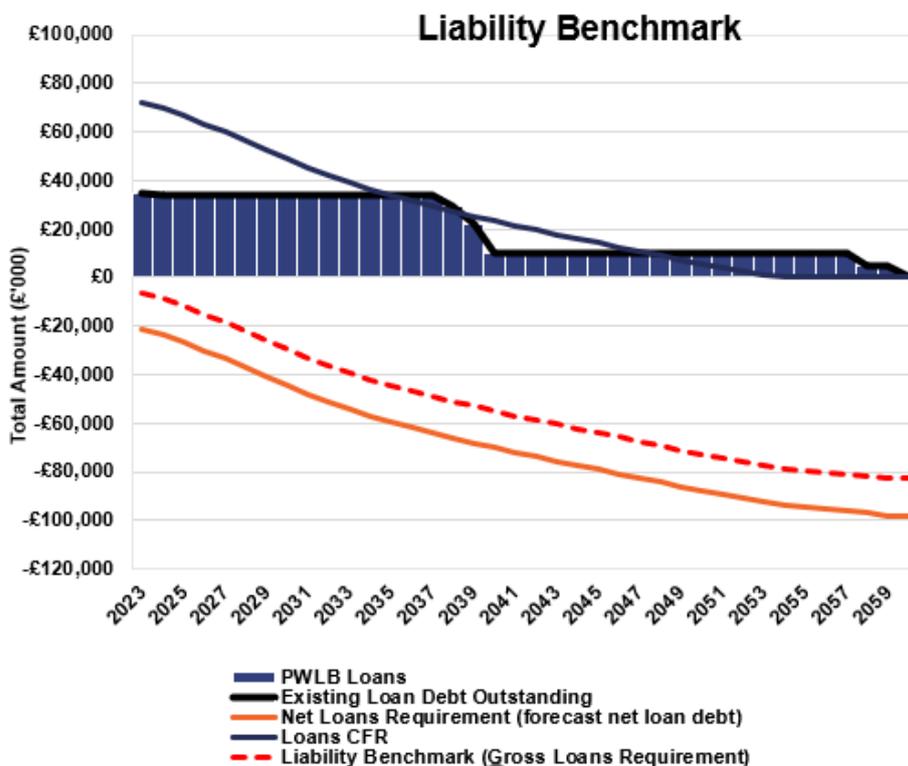
The Council is asked to approve the CFR projections below:

£000s	2022/23 Actual	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
Capital Financing Requirement					
General Fund	72,260	75,653	77,783	77,336	75,093
Total CFR	72,260	75,653	77,783	77,336	75,093
Movement in CFR	1,882	3,393	2,129	(447)	(2,243)

Movement in CFR represented by					
Net financing need for the year (above)	4,439	6,053	5,135	2,757	1,282
Less MRP/VRP and other financing movements	(2,557)	(2,660)	(3,006)	(3,204)	(3,525)
Movement in CFR	1,882	3,393	2,129	(447)	(2,243)

2.3 Liability Benchmark

The Council is required to estimate and measure the Liability Benchmark (LB) for the forthcoming financial year and the following two financial years, as a minimum.



There are four components to the LB: -

1. **Existing loan debt outstanding:** the Council's existing loans that are still outstanding in future years.
2. **Loans CFR:** this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP. This includes only current borrowing not future unplanned borrowing.
3. **Net loans requirement:** this will show the Council's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.
4. **Liability benchmark (or gross loans requirement):** this equals net loans requirement plus short-term liquidity allowance. In practice this is the amount required to pay the regular precept payments.

The Council is currently in an under-borrowed position (external borrowing is less than the CFR, internal borrowing is being used ie reserves and working capital to fund capital expenditure), this according to the liability benchmark will

continue until the mid 2030s, although as plans evolve the CFR will likely move outwards. The CFR is being gradually reduced by application of the minimum revenue provision (MRP) charge to revenue, although as new expenditure plans are made the CFR line will reduce at a slower rate, and will not in reality reach zero.

The cash available to invest will increase as the MRP builds up in the cash balances. The liability benchmark line (dotted) is the cash available to invest less a liquidity buffer to meet any immediate cashflow needs.

2.4 Core Funds and Expected Investment Balances

The application of resources (e.g., capital receipts, reserves) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (e.g., asset sales). Detailed below are estimates of the year-end balances for each resource and anticipated day-to-day cash flow balances.

Year End Resources £000s	2022/23 Actual	2023/24 Forecast	2024/25 Budget	2025/26 Budget	2026/27 Budget
General Fund Balance	2,175	2,175	2,175	2,175	2,175
Earmarked Reserves	28,940	32,978	32,599	32,009	31,395
Capital Receipts Reserve	4,527	4,527	4,527	4,527	4,527
Capital Grants Unapplied	1,650	1,650	1,650	1,650	1,650
CIL Reserve	54,989	54,989	54,989	54,989	54,989
Total core funds	92,281	96,319	95,940	95,350	94,736
Balance Sheet Resources (Working capital) ⁽¹⁾	(5,692)	(5,000)	(5,000)	(5,000)	(5,000)
Under/over borrowing	(37,896)	(41,383)	(43,523)	(43,082)	(40,839)
Expected investments	48,693	49,936	47,417	47,268	48,897

⁽¹⁾Working capital balances shown are estimated year-end; these may be higher mid-year

3. BORROWING

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's Capital Strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury and prudential indicators, the current and projected debt positions, and the Annual Investment Strategy.

3.1 Current Portfolio Position

The overall treasury management portfolio as at 31/3/2023 and for the position as at 31/12/2023 are shown below for both borrowing and investments.

TREASURY PORTFOLIO				
	actual 31.3.23	actual 31.3.23	current 31.12.23	current 31.12.23
	£000	%	£000	%
Treasury investments				
Banks	1,121	2	481	1
DMADF (H.M.Treasury)	40,000	72	56,350	74
Money Market Funds	10,400	19	15,600	20
Property Fund	4,000	7	4,000	5
Total treasury investments	55,521	100	76,431	100
Treasury external borrowing				
Local Authorities	0	0	0	0
PWLB	34,338	99.92	34,255	99.94
Salix	26	0.08	22	0.06
Total external borrowing	34,364	100	34,277	100
Net treasury investments / (borrowing)	21,157		42,154	

The Council's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

£m	2022/23 Actual	2023/24 Forecast	2024/25 Budget	2025/26 Budget	2026/27 Budget
External Debt					
Debt at 1 April	38.9	35.0	34.9	34.9	34.9
Expected change in Debt	(4.5)	(0.1)	0.0	0.0	0.0
Other long-term liabilities (OLTL)	0.6				
Expected change in OLTL	0.0	0.0	0.0	0.0	0.0
Actual gross debt at 31 March	35.0	34.9	34.9	34.9	34.9
The Capital Financing Requirement	72.3	75.6	77.8	77.3	75.1
Under / (over) borrowing	37.3	40.7	42.9	42.4	40.2

Within the range of prudential indicators there are several key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short-term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2024/25 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Director of Finance and Resources reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes account of current commitments, existing plans and the proposals in this budget report.

3.2 Treasury Indicators: Limits to Borrowing Activity

The Operational Boundary. This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

Operational Boundary £m	2023/24 Limit	2024/25 Limit	2025/26 Limit	2026/27 Limit
General Debt including other long-term liabilities ⁽¹⁾	70	75	75	75
Loans	15	15	15	15
CIS	30	25	25	25
Total	115	115	115	115

⁽¹⁾This limit has been introduced to allow for assets that may be added to the balance sheet because of the new accounting standard IFRS16, this is not extra expenditure but a new accounting treatment for existing leased assets

The Authorised Limit for external debt. This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the Full Council. It reflects the level of external debt which, while not desired, could be afforded in the short-term, but is not sustainable in the longer-term.

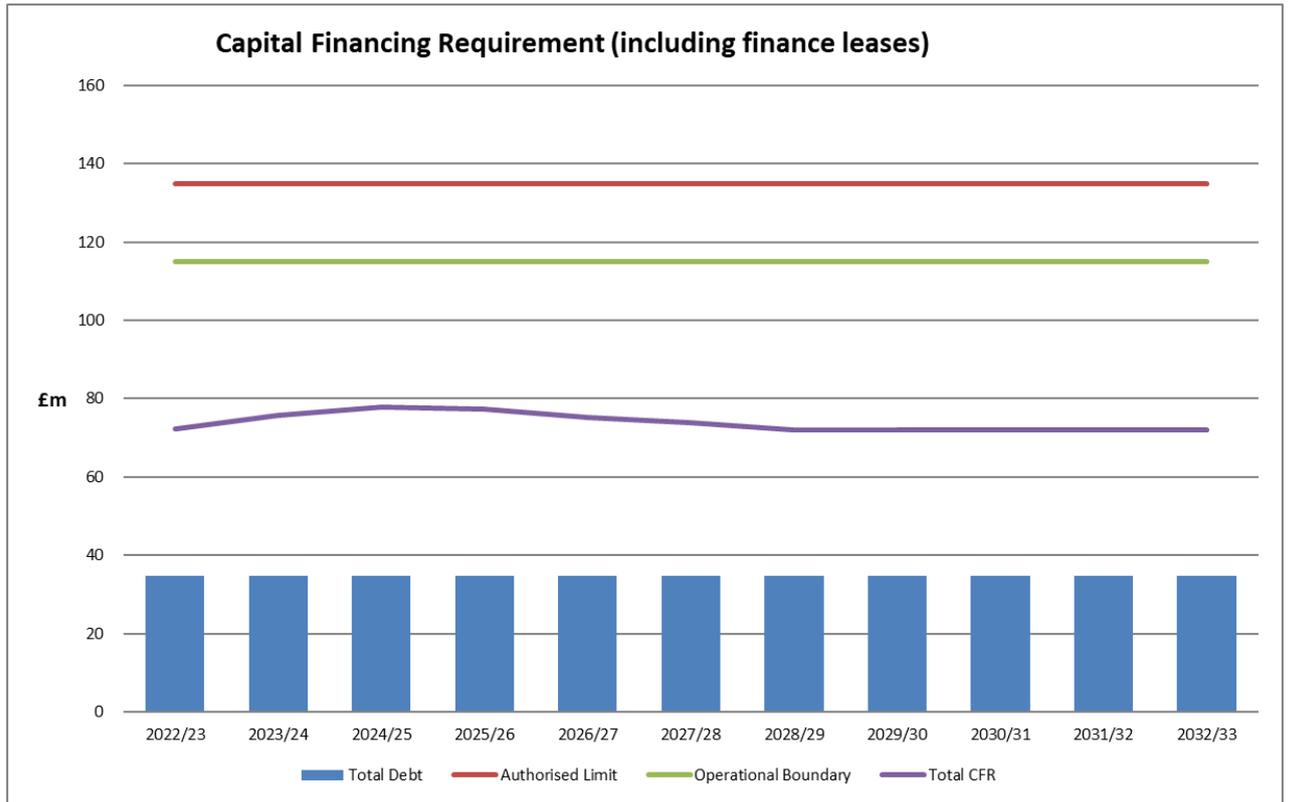
- This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all local council plans, or those of a specific council, although this power has not yet been exercised.
- The Council is asked to approve the following Authorised Limit:

Authorised Limit £m	2023/24 Limit	2024/25 Limit	2025/26 Limit	2026/27 Limit
General Debt including other long-term liabilities ⁽¹⁾	80	95	95	95
Loans	20	15	15	15
CIS	35	25	25	25
Total	135	135	135	135

⁽¹⁾This limit has been introduced to allow for assets that may be added to the balance sheet because of the new accounting standard IFRS16, this is not extra expenditure but a new accounting treatment for existing leased assets

Prudential Indicator Graph CFR and Authorised/Operational Limit

CAPITAL FINANCING REQUIREMENT including finance leases											
	Actual	Est									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	£m										
GF CFR	72.3	75.7	77.8	77.3	75.1	74.0	72.1	72.1	72.1	72.1	72.1
Total CFR	72.3	75.7	77.8	77.3	75.1	74.0	72.1	72.1	72.1	72.1	72.1
External Borrowing	34.4	34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3
Other long term liabilities	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Total Debt	34.9	34.8									
Authorised Limit	135.0	135.0	135.0	135.0	135.0	135.0	135.0	135.0	135.0	135.0	135.0
Operational Boundary	115.0	115.0	115.0	115.0	115.0	115.0	115.0	115.0	115.0	115.0	115.0



There may be some movement upwards in the CFR as a result of the changes in account regulations in relation to leases. The changes require leases where the Council is a lessee to be accounted for on the balance sheet from 2024/25, whereas previously they were just a revenue charge. The expectation is that the amount will not be significant.

3.3 Interest Rate Forecasts

The Council has appointed Link Group as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. Link provided the following forecasts on 08 January 2024. These are forecasts for Bank Rate, average earnings and PWLB certainty rates, gilt yields plus 80 bps.

Link Group Interest Rate View 08.01.24													
	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27
BANK RATE	5.25	5.25	4.75	4.25	3.75	3.25	3.00	3.00	3.00	3.00	3.00	3.00	3.00
3 month ave earnings	5.30	5.30	4.80	4.30	3.80	3.30	3.00	3.00	3.00	3.00	3.00	3.00	3.00
6 month ave earnings	5.20	5.10	4.60	4.10	3.70	3.30	3.10	3.10	3.10	3.10	3.10	3.10	3.10
12 month ave earnings	5.00	4.90	4.40	3.90	3.60	3.20	3.10	3.10	3.10	3.10	3.10	3.20	3.20
5 yr PWLB	4.50	4.40	4.30	4.20	4.10	4.00	3.80	3.70	3.60	3.60	3.50	3.50	3.50
10 yr PWLB	4.70	4.50	4.40	4.30	4.20	4.10	4.00	3.90	3.80	3.70	3.70	3.70	3.70
25 yr PWLB	5.20	5.10	4.90	4.80	4.60	4.40	4.30	4.20	4.20	4.10	4.10	4.10	4.10
50 yr PWLB	5.00	4.90	4.70	4.60	4.40	4.20	4.10	4.00	4.00	3.90	3.90	3.90	3.90

Additional notes by Link on this forecast table: -

- Our central forecast for interest rates was previously updated on 7 November and reflected a view that the MPC would be keen to further demonstrate its anti-inflation credentials by keeping Bank Rate at 5.25% until at least the second half of 2024. We expect rate cuts to start when both the CPI inflation and wage/employment data are supportive of such a move, and when there is a likelihood of the overall economy enduring at least a slowdown or mild recession over the coming months (although most recent GDP releases have surprised with their on-going robustness).
- Naturally, timing on this matter will remain one of fine judgment: cut too soon, and inflationary pressures may well build up further; cut too late and any downturn or recession may be prolonged.
- In the upcoming months, our forecasts will be guided not only by economic data releases and clarifications from the MPC over its monetary policies and the Government over its fiscal policies, but also international factors such as policy development in the US and Europe, the provision of fresh support packages to support the faltering recovery in China as well as the on-going conflict between Russia and Ukraine, and Gaza and Israel.

PWLB RATES

- The short and medium part of the gilt curve has rallied since the start of November as markets price in a quicker reduction in Bank Rate through 2024 and 2025 than held sway back then. This reflects market confidence in inflation falling back in a similar manner to that already seen in the US and the Euro-zone. At the time of writing there is c70 basis points difference between the 5 and 50 year parts of the curve.

The balance of risks to the UK economy: -

- The overall balance of risks to economic growth in the UK is even.

Downside risks to current forecasts for UK gilt yields and PWLB rates include: -

- **Labour and supply shortages** prove more enduring and disruptive and depress economic activity (accepting that in the near-term this is also an upside risk to inflation and, thus, could keep gilt yields high for longer).
- **The Bank of England** has increased Bank Rate too fast and too far over recent months, and subsequently brings about a deeper and longer UK recession than we currently anticipate.
- **Geopolitical risks**, for example in Ukraine/Russia, the Middle East, China/Taiwan/US, Iran and North Korea, which could lead to increasing safe-haven flows.

Upside risks to current forecasts for UK gilt yields and PWLB rates: -

- Despite the tightening in Bank Rate to 5.25%, the Bank of England allows inflationary pressures to remain elevated for a long period within the UK economy, which then necessitates Bank Rate staying higher for longer than we currently project.
- **The pound weakens** because of a lack of confidence in the UK Government's pre-election fiscal policies, resulting in investors pricing in a risk premium for holding UK sovereign debt.
- Projected **gilt issuance, inclusive of natural maturities and quantitative tightening**, could be too much for the markets to comfortably digest without higher yields compensating.

LINK GROUP FORECASTS

We expect the MPC will keep Bank Rate at 5.25% until the second half of 2024, to combat on-going inflationary and wage pressures, even if they have dampened somewhat of late. We do not think that the MPC will increase Bank Rate above 5.25%.

Gilt yields and PWLB rates

The overall longer-run trend is for gilt yields and PWLB rates to fall back over the timeline of our forecasts, as inflation continues to fall through 2024.

The target borrowing rates are set **two years forward** (as we expect rates to fall back) and the current PWLB (certainty) borrowing rates are set out below:

PWLB debt	Current borrowing rate as at 08.01.24 p.m.	Target borrowing rate now (end of Q4 2025)	Target borrowing rate previous (end of Q3 2025)
5 years	4.53%	3.70%	3.80%
10 years	4.67%	3.90%	3.80%
25 years	5.19%	4.20%	4.20%
50 years	4.97%	4.00%	4.00%

Borrowing advice: Our long-term (beyond 10 years) forecast for Bank Rate remains at 3% and reflects Capital Economics' research that suggests AI and general improvements in productivity will be supportive of a higher neutral interest rate. As all PWLB certainty rates are currently significantly above this level, borrowing strategies will need to be reviewed in that context. Overall, better value can be obtained at the shorter end of the curve and short-dated fixed Local Authority to Local Authority monies should be considered. Temporary borrowing rates will remain elevated for some time to come but may prove the best option whilst the market continues to factor in Bank Rate reductions for 2024 and later.

Our suggested budgeted earnings rates for investments up to about three months' duration in each financial year are set out below.

Average earnings in each year	Now	Previously
2023/24 (residual)	5.30%	5.30%
2024/25	4.55%	4.70%
2025/26	3.10%	3.20%
2026/27	3.00%	3.00%
2027/28	3.25%	3.25%
2028/29	3.25%	3.25%
Years 6 to 10	3.25%	3.25%
Years 10+	3.25%	3.25%

As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts.

Our interest rate forecast for Bank Rate is in steps of 25 bps, whereas PWLB forecasts have been rounded to the nearest 10 bps and are central forecasts within bands of + / - 25 bps. Naturally, we continue to monitor events and will update our forecasts as and when appropriate.

3.4 Borrowing Strategy

One of the main functions of the treasury management service is the funding of the Council's capital plans. Capital plans provide a guide to the borrowing need of the Council and help ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short term loans or using longer term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.

The Council's main objective when borrowing money is to strike an appropriate balance between securing low interest costs and achieving cost certainty over the period for which funds are required. Given the significant cuts to public expenditure and, in particular, to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the long term stability of the debt portfolio.

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need, (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels once prevailing inflation concerns are addressed by tighter near-term monetary policy. That is, Bank Rate remains elevated through to the second half of 2024.

Against this background and the risks within the economic forecast, caution will be adopted with the 2024/25 treasury operations. The Director of Finance and Resources will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances, if there were a requirement to borrow then;

- if it was felt that there was a significant risk of a sharp fall in borrowing rates, then borrowing will be postponed.
- if it was felt that there was a significant risk of a much sharper rise in borrowing rates than that currently forecast, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

3.5 Policy on Borrowing in Advance of Need

The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

3.6 Rescheduling

Rescheduling of current borrowing in the Council’s debt portfolio may be considered whilst premature redemption rates remain elevated but only if there is surplus cash available to facilitate any repayment, or rebalancing of the portfolio to provide more certainty is considered appropriate.

If rescheduling is to be undertaken, it will be reported to the Cabinet and Council at the earliest meeting following its action.

3.7 New Financial Institutions as a Source of Borrowing and / or Types of Borrowing

Currently the PWLB Certainty Rate is set at gilts + 80 basis points. However, consideration may still need to be given to sourcing funding from the following sources for the following reasons:

- Local authorities (primarily shorter dated maturities out to 3 years or so – generally still cheaper than the Certainty Rate).
- Financial institutions (primarily insurance companies and pension funds but also some banks, out of forward dates where the objective is to avoid a “cost of carry” or to achieve refinancing certainty over the next few years).

The Council’s treasury advisors, Link, will keep the Council informed as to the relative merits of each of these alternative funding sources.

3.8 Approved Sources of Long and Short-term Borrowing

On Balance Sheet	Fixed	Variable
PWLB	●	●
UK Municipal Bond Agency	●	●
Local Authorities	●	●
Banks	●	●
Pension Funds	●	●
Insurance Companies	●	●
UK Infrastructure Bank	●	●
Market (long-term)	●	●

Market (temporary)	●	●
Market (LOBOs)	●	●
Stock Issues	●	●
Local Temporary Borrowing	●	●
Local Bonds	●	
Local Authority Bills	●	●
Overdraft		●
Negotiable Bonds	●	●
Internal (capital receipts & revenue balances)	●	●
Commercial Paper	●	
Medium Term Notes	●	
Finance Leases	●	●

4 ANNUAL INVESTMENT STRATEGY

4.1 Investment Policy – Management of Risk

The Department of Levelling Up, Housing and Communities (DLUHC) and CIPFA have extended the meaning of ‘investments’ to include both financial and non-financial investments. This report deals solely with treasury (financial) investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets and service investments, are covered in the Investment Strategy.

The Council’s investment policy has regard to the following: -

- DLUHC’s Guidance on Local Government Investments (“the Guidance”)
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 (“the Code”)
- CIPFA Treasury Management Guidance Notes 2021

The Council’s investment priorities will be security first, portfolio liquidity second and then yield (return). The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with regard to the Council’s risk appetite.

In the current economic climate, it is considered appropriate to maintain a degree of liquidity to cover cash flow needs but to also consider “laddering” (staggered maturity dates to allow for reinvestment, potentially at a higher rate if rates are moving upwards) investments for periods up to 12 months with high credit rated financial institutions, whilst investment rates remain elevated, as well as wider range fund options.

The above guidance from the DLUHC and CIPFA places a high priority on the management of risk. This Council has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

1. Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short-term and long-term ratings.
2. **Other information:** ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings.
3. **Other information sources** used will include the financial press, share price and other such information pertaining to the financial sector in order

to establish the most robust scrutiny process on the suitability of potential investment counterparties.

4. This Council has defined the list of **types** of investment instruments that the treasury management team are authorised to use. There are two lists in Appendix 5.4 under the categories of 'specified' and 'non-specified' investments.

Specified investments are those with a high level of credit quality and subject to a maturity limit of one year or have less than a year left to run to maturity, if, originally they were classified as being non-specified investments solely due to the maturity period exceeding one year.

Non-specified investments are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.

5. **Non-specified and loan investment limits.** The Council has determined that it will set a limit to the maximum exposure of the total treasury management investment portfolio to non-specified treasury management investments of £10m.
6. **Lending limits**, (amounts and maturity), for each counterparty will be set through applying the matrix table in paragraph 4.2. Although lower limits may be applied in times of market stress.
7. This Council will set a limit for its investments which are invested for **longer than 365 days**, (see paragraph 4.4).
8. Investments will only be placed with counterparties from countries with a specified minimum **sovereign rating**, (see paragraph 4.3).
9. This Council has engaged **external consultants**, (see paragraph 1.5), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this Council in the context of the expected level of cash balances and need for liquidity throughout the year.
10. All investments will be denominated in **sterling**.
11. As a result of the change in accounting standards for 2023/24 under IFRS 9, this Council will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the MHCLG, concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years ending 31.3.23. More recently, a further extension to the over-ride to 31.3.25 has been agreed by Government.

However, this Council will also pursue **value for money** in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance, (see paragraph 4.5). Regular monitoring of investment performance will be carried out during the year.

Changes in risk management policy from last year.

Some limits have been increased due to the expected high cash balances in 2024/25, this allows further investment in the high quality counterparties already in use. As inflation and interest rates are expected to fall or at least remain steady in 2024/25 there will be less stress in the market allowing for more confidence in placing larger investments with selected counterparties.

The limit placed on Local Council investments has been increased back up to £4m (prior to 2023/24 limit) from £2m, but investments will be subject to due diligence on financial statements and advice from Link.

Bank investment limit has increased from £2m to £4m, this is so that access to a wider range of green funds and ESG investments is available, where counterparties impose a minimum investment limit above £2m.

Money market fund limits have been increased from £4m to £5m to reflect the wider spread of counterparties when compared to single counterparty investments e.g., banks. In addition this will allow for further investment if DMO interest rates fall faster than general market rates.

4.2 Creditworthiness Policy

This Council applies the creditworthiness service provided by the Link Group. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard & Poor's. The credit ratings of counterparties are supplemented with the following overlays: -

1. "watches" and "outlooks" from credit rating agencies;
2. CDS spreads that may give early warning of changes in credit ratings;
3. sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, and any assigned Watches and Outlooks, in a weighted scoring system which is then combined with an overlay of CDS spreads. The end-product of this is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will, therefore, use counterparties within the following durational bands;

- Yellow 5 years *
- Dark pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.25
- Light pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.5
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

The Link creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically, the minimum credit ratings criteria the Council uses will be a short-term rating (Fitch or equivalent) of F1 and a long-term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances, consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored as updates are received and taken into account for future investing. The Council is alerted to changes to ratings of all three agencies through its use of the Link creditworthiness service.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Council will be advised of information in movements in Credit Default Swap spreads against the iTraxx European Senior Financials benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. In addition, this Council will also use market data and market information, as well as information on any external support for banks to help support its decision-making process.

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

	Colour (and long-term rating where applicable)	Monetary Limit	Time limit
Banks⁽¹⁾	Yellow	£4m	5 years
Banks	Purple	£4m	2 years
Banks	Orange	£4m	1 year
Banks – part nationalised	Blue	£4m	1 year
Banks	Red	£4m	6 months
Banks	Green	£4m	100 days
Banks	No Colour	Not to be used	
Council’s banker (if “No Colour”)	No Colour	£4m	1 day
Building Societies	Orange	£1m	1 Year
DMADF	UK sovereign rating	Unlimited	5 Years DMO limit is currently 6 months
Other Government Entities	UK sovereign rating	£5m	5 Years
Local authorities	n/a	£4m	1 year
Housing associations	Colour bands	£1m	As per colour band up to 1 year
	Fund rating ⁽²⁾	Monetary Limit	Time Limit
Money Market Funds CNAV	AAA	£5m	liquid
Money Market Funds LVNAV	AAA	£5m	liquid
Money Market Funds VNAV	AAA	£5m	liquid
Ultra-Short Dated Bond Funds with a credit score of 1.25	Dark Pink / AAA	£2m	liquid

Ultra-Short Dated Bond Funds with a credit score of 1.50	Light Pink / AAA	£2m	liquid
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(1) Please note: the yellow colour category is for UK Government debt, or its equivalent, money market funds and collateralised deposits where the collateral is UK Government debt – see appendix 5.4.

(2) Please note: “fund” ratings are different to individual counterparty ratings (ie the counterparties the funds are invested with), coming under either specific “MMF” or “Bond Fund” rating criteria.

Creditworthiness.

Significant levels of downgrades to Short and Long-Term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to Outlooks. Nonetheless, when setting minimum sovereign debt ratings, this Council will not set a minimum rating for the UK.

CDS prices

Although bank CDS prices, (these are market indicators of credit risk), spiked upwards in the autumn of 2022, they have returned to more average levels since then. However, sentiment can easily shift, so it will remain important to undertake continual monitoring of all aspects of risk and return in the current circumstances. Link monitor CDS prices as part of their creditworthiness service to local authorities and the Council has access to this information via its Link-provided Passport portal.

4.3 Limits

Due care will be taken to consider the exposure of the Council’s total investment portfolio to non-specified investments, countries, groups and sectors.

- a. **Non-specified treasury management investment limit.** The Council has determined that it will limit the maximum total exposure of treasury management investments to non-specified treasury management investments as being £10m of the total treasury management investment portfolio.
- b. **Country limit.** The Council has determined that it will only use approved counterparties from the UK, and from countries with a **minimum sovereign credit rating of AA- from fitch or equivalent** . The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix 5.5. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

Other limits. In addition: -

- no more than £2m will be placed with any non-UK country at any time (this applies to direct investments - MMFs may have exposure in excess of this)
- limits in place above will apply to a group of companies/institutions
- sector limits will be monitored regularly for appropriateness

4.4 Investment Strategy

In-house funds. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e., rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. The current shape of the yield curve suggests that is the case at present, but there is the prospect of Bank Rate having peaked in the second half of 2023 and possibly reducing as early as the second half of 2024 so an agile investment strategy would be appropriate to optimise returns.

Accordingly, while most cash balances are required to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer-term investments will be carefully assessed.

Investment returns expectations.

The current forecast shown in paragraph 3.3, includes a forecast for Bank Rate to have peaked at 5.25%.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows: -

Average earnings in each year	
2023/24 (residual)	5.30%
2024/25	4.55%
2025/26	3.10%
2026/27	3.00%
2027/28	3.25%
Years 6 to 10	3.25%
Years 10+	3.25%

As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts.

Investment treasury indicator and limit - total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment and are based on the availability of funds after each year-end.

The Council is asked to approve the following treasury indicator and limit: -

Upper limit for principal sums invested for longer than 365 days			
£m	2024/25	2025/26	2026/27
Principal sums invested for longer than 365 days	10.0	9.0	8.0
Current investments as at 31/12/2023 in excess of 1 year maturing in each year	4.0	4.0	4.0

4.5 Investment Performance and Risk Benchmarking

Through the normal reporting cycle the following indicators will be reported:

- Portfolio risk score
- Average credit rating
- Weighted average maturity
- Interest rate risk
- Rate of return

Security – The target for average credit rating is A-. This is the value weighted average credit rating of the investment portfolio.

Liquidity – The target is £15m of cash available for unexpected payments, over a 3 month rolling period.

Interest rate risk – The upper limit on the 1 year revenue impact of a 1% rise or fall in interest rates. The target is £630,000.

4.6 End of Year Investment Report

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

5. Annexes

1. Capital prudential and treasury indicators
2. Interest rate forecasts
3. Economic background
4. Treasury management practice 1 – credit and counterparty risk management
5. Approved countries for investments
6. Treasury management scheme of delegation
7. The treasury management role of the section 151 officer
8. Glossary

5.1 THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2024/25 – 2026/27

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

5.1.1 Capital Expenditure

Capital expenditure £m	2022/23 Actual	2023/24 Forecast	2024/25 Budget	2025/26 Budget	2026/27 Budget
Property, Plant and Equipment	2,526	4,050	6,603	2,888	1,313
Investment Property	29	2,857	0	0	0
Intangible Assets	60	556	243	20	70
REFCUS	7,441	11,467	19,110	4,306	4,306
Infrastructure Assets	139	3	17	0	0
Community Assets	0	501	0	0	0
Loans	0	100	100	0	0
Total	10,195	19,534	26,073	7,214	5,689

⁽¹⁾REFCUS is Revenue Expenditure Financed from Capital Under Statute, this would include DFGs and other grants given.

5.1.2 Affordability Prudential Indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators: -

Ratio of Financing Costs to Net Revenue Stream

This indicator identifies the trend in the cost of capital, (borrowing and other long-term obligation costs net of investment income), against the net revenue stream.

	2022/23 Actual	2023/24 Forecast	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
Net Revenue Stream	17,303	22,510	25,413	26,432	24,205
Financing Costs	2,103	1,047	2,344	2,842	3,411
Total	12%	5%	9%	11%	14%

The estimates of financing costs include current commitments and the proposals in this budget report.

5.1.3 Maturity Structure of Borrowing

Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large, fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits: -

Maturity structure of fixed interest rate borrowing 2024/25		
	Lower	Upper
Under 12 months	0%	80%
12 months to 2 years	0%	80%
2 years to 5 years	0%	80%
5 years to 10 years	0%	100%
10 years to 20 years	0%	100%
20 years to 30 years	0%	100%
30 years to 40 years	0%	100%
40 years to 50 years	0%	100%
Maturity structure of variable interest rate borrowing 2024/25		
	Lower	Upper
Under 12 months	0%	80%
12 months to 2 years	0%	80%
2 years to 5 years	0%	80%
5 years to 10 years	0%	100%
10 years to 20 years	0%	100%
20 years to 30 years	0%	100%
30 years to 40 years	0%	100%
40 years to 50 years	0%	100%

5.1.4. Control of Interest Rate Exposure

Please see paragraphs 3.3, 3.4 and 4.4.

5.2 INTEREST RATE FORECASTS 2023-2026

Link Group Interest Rate View 08.01.24													
	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27
BANK RATE	5.25	5.25	4.75	4.25	3.75	3.25	3.00	3.00	3.00	3.00	3.00	3.00	3.00
3 month ave earnings	5.30	5.30	4.80	4.30	3.80	3.30	3.00	3.00	3.00	3.00	3.00	3.00	3.00
6 month ave earnings	5.20	5.10	4.60	4.10	3.70	3.30	3.10	3.10	3.10	3.10	3.10	3.10	3.10
12 month ave earnings	5.00	4.90	4.40	3.90	3.60	3.20	3.10	3.10	3.10	3.10	3.10	3.20	3.20
5 yr PWLB	4.50	4.40	4.30	4.20	4.10	4.00	3.80	3.70	3.60	3.60	3.50	3.50	3.50
10 yr PWLB	4.70	4.50	4.40	4.30	4.20	4.10	4.00	3.90	3.80	3.70	3.70	3.70	3.70
25 yr PWLB	5.20	5.10	4.90	4.80	4.60	4.40	4.30	4.20	4.20	4.10	4.10	4.10	4.10
50 yr PWLB	5.00	4.90	4.70	4.60	4.40	4.20	4.10	4.00	4.00	3.90	3.90	3.90	3.90

PWLB forecasts are based on PWLB certainty rates.

5.3 ECONOMIC BACKGROUND

- The third quarter of 2023/24 saw:
 - A 0.3% month on month decline in real GDP in October, potentially partly due to unseasonably wet weather, but also due to the ongoing drag from higher interest rates. Growth for the second quarter, ending 30th September, was revised downwards to -0.1% and growth on an annual basis was also revised downwards, to 0.3%;
 - A sharp fall in wage growth, with the headline 3 month year on year rate declining from 8.0% in September to 7.2% in October, although the ONS “experimental” rate of unemployment has remained low at 4.2%;
 - CPI inflation continuing on its downward trajectory, from 8.7% in April to 4.6% in October, then again to 3.9% in November;
 - Core CPI inflation decreasing from April and May’s 31 years’ high of 7.1% to 5.1% in November, the lowest rate since January 2022;
 - The Bank of England holding Bank Rate at 5.25% in November and December;
 - A steady fall in 10-year gilt yields as investors revised their interest rate expectations lower.
- The revision of GDP data in Q2 to a 0.1% quarter on quarter fall may mean the mildest of recessions has begun. Indeed, real GDP in October fell 0.3% month on month which does suggest that the economy may stagnate again in Q3. The weakness in October may partly be due to the unseasonably wet weather. As the weakness was broad based it may also be the case that the ongoing drag from higher interest rates is more than offsetting any boost from the rise in real wages.
- However, the rise in the flash composite activity Purchasing Managers Index, from 50.7 in November to 51.7 in December, did increase the chances of the economy avoiding a contraction in Q3. The improvement was entirely driven by the increase in the services activity balance from 50.9 to 52.7. (Scores above 50 point to expansion in the economy, although only tepid in this instance.) The press release noted that this was primarily driven by a revival in consumer demand in the technological and financial services sectors. This chimes with the further improvement in the GfK measure of consumer confidence in December, from -24 to -22. The services PMI is now consistent with non-retail services output growing by 0.5% quarter on quarter in Q3, but this is in stark contrast to the manufacturing sector where the output balance slumped from 49.2 to 45.9 and, at face value, the output balance is consistent with a 1.5% quarter on quarter fall in manufacturing output in Q3.
- The 0.3% month on month fall in retail sales volumes in October means that after contracting by 1.0% quarter on quarter (which was downwardly revised from -0.8% quarter on quarter) in Q2, retail activity remained weak at the start of Q3. That suggests higher interest rates are taking a bigger toll on real consumer spending.
- Higher interest rates have filtered through the financial channels and weakened the housing market but, overall, it remains surprisingly resilient with the Halifax house price index recently pointing to a 1.7% year on year increase whilst Nationwide’s December data pointed to a -1.8% year on year decrease. However,

the full weakness in real consumer spending and real business investment has yet to come as currently it is estimated that around two thirds to a half of the impact of higher interest rates on household interest payments has yet to be felt.

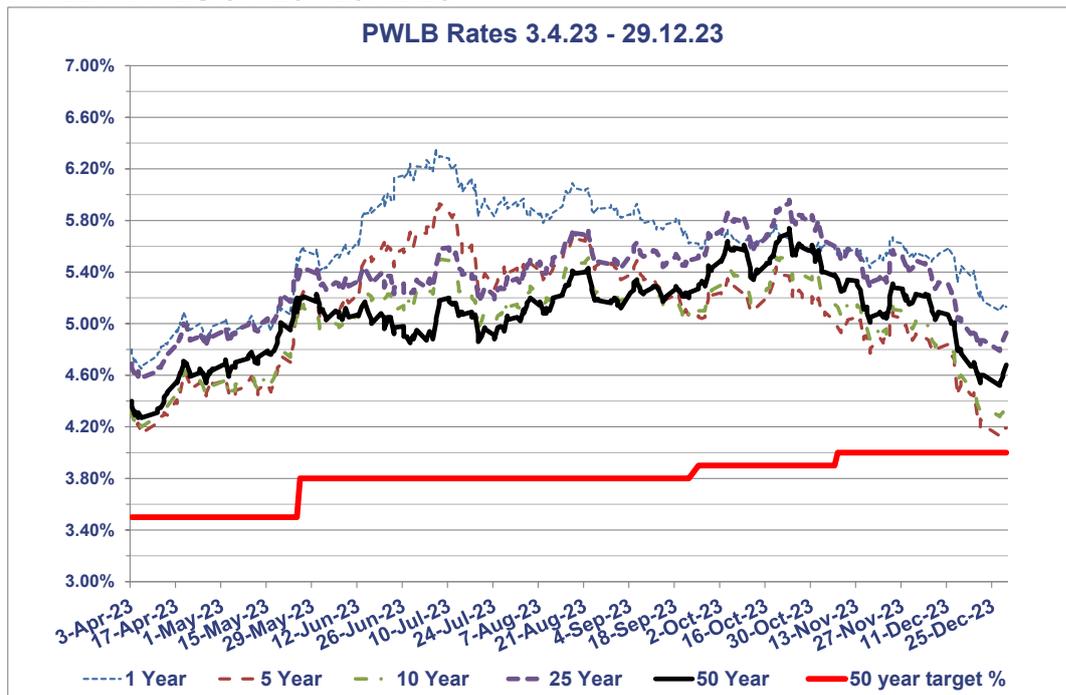
- Overall, we expect real GDP growth to remain subdued throughout 2024 as the drag from higher interest rates is protracted but a fading of the cost-of-living crisis and interest rate cuts in the second half of 2024 will support a recovery in GDP growth in 2025.
- The labour market remains tight by historical standards, but the sharp fall in wage growth seen in October will reinforce the growing belief in markets that interest rates will be cut mid-2024. Wage growth eased in October much faster than the consensus expected. Total earnings fell by 1.6% month on month, which meant the headline 3 monthly year on year rate eased from 8.0% in September to 7.2% in October. This news will be welcomed by the Bank of England. Indeed, the timelier three-month annualised rate of average earnings growth fell from +2.4% to -1.2%. Excluding bonuses, it fell from 5.3% to 2.0%. Furthermore, one of the Bank's key barometers of inflation persistence, regular private sector pay growth, dropped from 7.9% 3monthly year on year to 7.3%, which leaves it comfortably on track to fall to 7.2% by December, as predicted by the Bank in November.
- The fall in wage growth occurred despite labour demand being stronger in October than expected. The three-month change in employment eased only a touch from +52,000 in September to +50,000 in October. But resilient labour demand was offset by a further 63,000 rise in the supply of workers in the three months to October. That meant labour supply exceeded its pre-pandemic level for the first time, and the unemployment rate remained at 4.2% in October. In the three months to November, the number of job vacancies fell for the 17th month in a row, from around 959,000 in October to around 949,000. That has reduced the vacancy to unemployment ratio as demand for labour eases relative to supply, which may support a further easing in wage growth in the coming months.
- CPI inflation fell from 6.7% in September to 4.6% in October, and then again to 3.9% in November. Both these falls were bigger than expected and there are clear signs of easing in domestic inflationary pressures. The fall in core CPI inflation from 5.7% to 5.1% in November was bigger than expected (consensus forecast 5.6%). That's the lowest rate since January 2022. Some of the decline in core inflation was due to the global influence of core goods inflation, which slowed from 4.3% to 3.3%. But some of it was due to services inflation falling from 6.6% to 6.3%. The Bank views the latter as a key barometer of the persistence of inflation and it came in further below the Bank's forecast of 6.9% in its November Monetary Policy Report. This will give the Bank more confidence that services inflation is now on a firmly downward path.
- The Bank of England sprung no surprises with its December monetary policy committee (MPC) meeting, leaving interest rates at 5.25% for the third time in a row and pushing back against the prospect of near-term interest rate cuts. The Bank continued to sound hawkish, with the MPC maintaining its tightening bias saying that "further tightening in monetary policy would be required if there were evidence of more persistent inflationary pressures". And it stuck to the familiar script, saying that policy will be "sufficiently restrictive for sufficiently long" and that "monetary policy is likely to need to be restrictive for an extended period of time".

In other words, the message is that the MPC is not yet willing to endorse investors' expectations that rates will be cut as soon as May 2024.

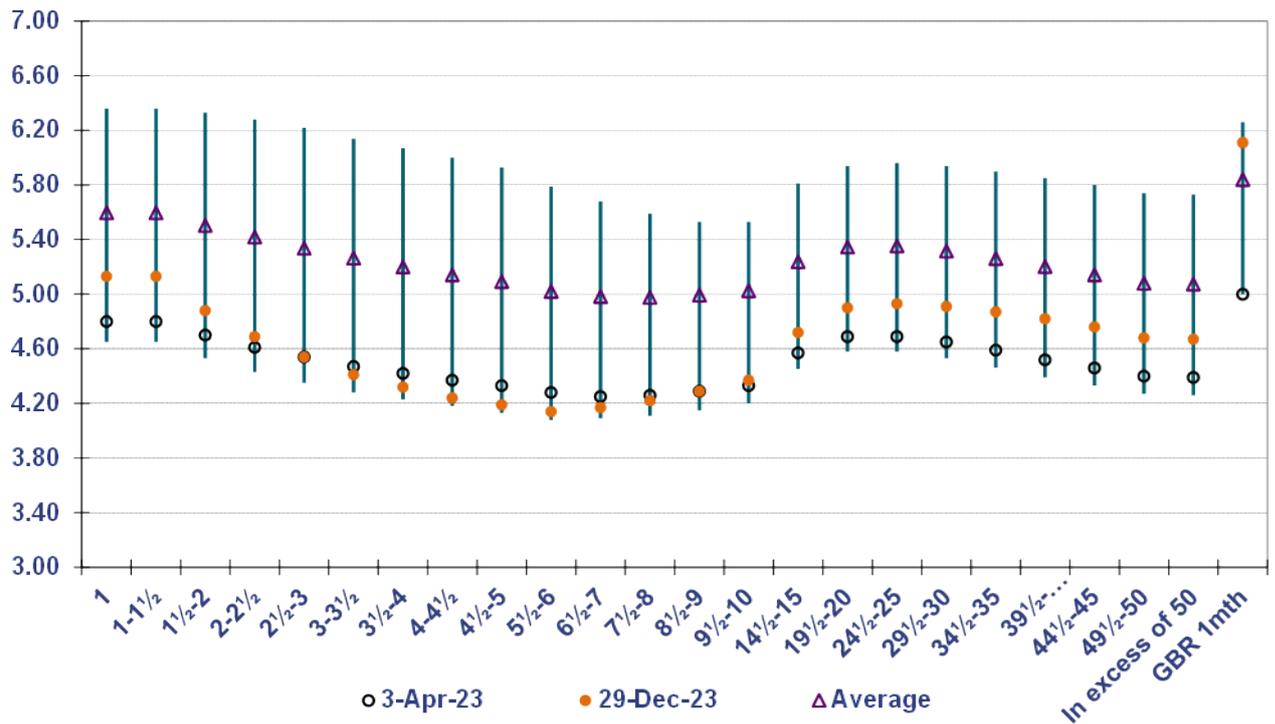
- Looking ahead, our colleagues at Capital Economics forecast that the recent downward trends in CPI and core inflation will stall over the next few months before starting to decline more decisively again in February. That explains why we think the Bank of England won't feel comfortable cutting interest rates until H2 2024.
- The fall in UK market interest rate expectations in December has driven most of the decline in 10-year gilt yields, which have fallen in line with 10-year US Treasury and euro-zone yields. 10-year gilt yields have fallen from 4.68% in October 2023 to around 3.70% in early January, with further declines likely if the falling inflation story is maintained.
- Investors' growing expectations that the Fed will cut interest rates soon has led to an improvement in risk sentiment, which has boosted the pound and other risky assets. In addition, the rise in the pound, from \$1.21 in November to \$1.27 now, has also been supported by the recent relative decline in UK wholesale gas prices.
- The further fall in 10-year real gilt yields in December has supported the recent rise in the FTSE 100. That said, the index remains 5% below its record high in February 2023. This modest rise in equities appears to have been mostly driven by strong performances in the industrials and rate-sensitive technology sectors. But UK equities have continued to underperform US and euro-zone equities. The FTSE 100 has risen by 2.2% in December, while the S&P 500 has risen by 3.8%. This is partly due to lower energy prices, which have been a relatively bigger drag on the FTSE 100, due to the index's high concentration of energy companies.

In the chart below, the rise in gilt yields across the curve in the first half of 2023/24, and therein PWLB rates, is clear to see, prior to the end of year rally based on a mix of supportive domestic and international factors.

PWLB RATES 3.4.23 - 29.12.23



PWLB Certainty Rate Variations 3.4.23 to 29.12.23



HIGH/LOW/AVERAGE PWLB RATES FOR 3.4.23 – 29.12.23

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	4.65%	4.13%	4.20%	4.58%	4.27%
Date	06/04/2023	27/12/2023	06/04/2023	06/04/2023	05/04/2023
High	6.36%	5.93%	5.53%	5.96%	5.74%
Date	06/07/2023	07/07/2023	23/10/2023	23/10/2023	23/10/2023
Average	5.60%	5.09%	5.03%	5.35%	5.08%
Spread	1.71%	1.80%	1.33%	1.38%	1.47%

MPC meetings 2nd November and 14th December 2023

- On 2nd November, the Bank of England’s Monetary Policy Committee (MPC) voted to keep Bank Rate on hold at 5.25%, and on 14th December reiterated that view. Both increases reflected a split vote, the latter by 6 votes to 3, with the minority grouping voting for an increase of 0.25% as concerns about “sticky” inflation remained in place.
- Nonetheless, with UK CPI inflation now at 3.9%, and core inflating beginning to moderate (5.1%), markets are voicing a view that rate cuts should begin in Q1 2024/25, some way ahead of the indications from MPC members. Of course, the data will be the ultimate determinant, so upcoming publications of employment, wages and inflation numbers will be of particular importance, and on-going volatility in Bank Rate expectations and the gilt yield curve can be expected.
- In addition, what happens outside of the UK is also critical to movement in gilt yields. The US FOMC has kept short-term rates in the range of 5.25%-5.50%, whilst the ECB has moved its Deposit rate to a probable peak of 4%. Markets currently expect both central banks to start cutting rates in 2024.

5.4 TREASURY MANAGEMENT PRACTICE (TMP1) – CREDIT AND COUNTERPARTY RISK MANAGEMENT

SPECIFIED INVESTMENTS: All such investments will be sterling denominated, with **maturities up to a maximum of 1 year**, meeting the minimum ‘high’ quality criteria where applicable. (Non-specified investments which would be specified investments apart from originally being for a period longer than 12 months, will be classified as being specified once the remaining period to maturity falls to under twelve months.)

NON-SPECIFIED INVESTMENTS: These are any investments which do not meet the specified investment criteria. A maximum of £10m will be held in aggregate in non-specified investment.

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made, it will fall into one of the above categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

Specified Investments	Minimum credit criteria / colour band	£ limit per institution	Maximum maturity period
DMADF – UK Government	Yellow	Unlimited	5 Years (6 months max. is set by the DMO ⁽¹⁾ currently)
UK Gilts	Yellow	£2m	1 year
UK Treasury Bills	Yellow	£2m	364 days (max. is set by the DMO*)
Bonds issued by multilateral development banks	Yellow	£2m	1 year
Money Market Funds CNAV	AAA	£5m	Liquid
Money Market Funds LNAV	AAA	£5m	Liquid
Money Market Funds VNAV	AAA	£5m	Liquid
Ultra-Short Dated Bond Funds with a credit score of 1.25	Dark Pink/AAA	£2m	Liquid
Ultra-Short Dated Bond Funds with a credit score of 1.5	Light Pink/AAA	£2m	Liquid

Local Authorities	Yellow	£4m	1 year
Term Deposits with Housing Associations	Blue Orange Red Green No Colour	£1m	12 months 12 months 6 months 100 days Not for use
Term Deposits with Banks	Blue Orange Red Green No Colour	£4m	12 months 12 months 6 months 100 days Not for use
Term Deposits Building Societies	Orange Red Green No Colour	£1m	12 months 6 months 100 days Not for use
CDs or Corporate Bonds with Banks and Building Societies	Blue Orange Red Green No Colour	£4m	12 months 12 months 6 months 100 days Not for use
Collective Investment Schemes structured as Open-Ended Investment Companies (OEICs)			
Gilt Funds	UK sovereign rating	£2m	1 Year

(1) DMO – is the Debt Management Office of HM Treasury

Accounting treatment of investments. The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by this Council. To ensure that the Council is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

Non-Specified Investments	Minimum Credit Criteria	£ Limit per institution	Max. maturity period
Maturities of any period			
Property Funds - the use of these investments may constitute capital expenditure, if this is the case the investment will be an application of capital resources	Yellow	£5m	Based on cash flow modelling
Maturities in excess of 1 year			
Term Deposits – local authorities	Purple	£4m	2 years
Term Deposits – banks	Purple	£4m	2 years

Term Deposits - building societies	Purple	£1m	2 years
UK Gilts	Yellow	£2m	2 years

Environmental, Social & Governance (ESG) Considerations

The CIPFA Treasury Management Code 2021 now requires ESG considerations to be incorporated into Treasury Management Practice 1, it states as follows “The organisation's credit and counterparty policies should set out its policy and practices relating to environmental, social and governance (ESG) investment considerations. This is a developing area, and it is not implied that the organisation's ESG policy will currently include ESG scoring or other real-time ESG criteria at individual investment level, ESG issues are increasingly significant for investors and investment managers. This is better developed in equity and bond markets than for short-term cash deposits, and there is a diversity of market approaches to ESG classification and analysis. This means that a consistent and developed approach to ESG for public service organisations is currently difficult. Organisations are therefore recommended to consider their credit and counterparty policies in light of ESG information and develop their own ESG investment policies and treasury management practices consistent with their organisation's own relevant policies, such as environmental and climate change policies.”

The prime consideration when assessing the suitability of counterparties and investments will continue to be Security, Liquidity and then Yield, in that order, followed by where appropriate ESG factors. The Council does not currently invest in bond or equity markets, therefore there is currently a lack of data available on which to base ESG considerations relevant to the Council's investments. The main ratings agencies (Fitch, Standard and Poors, Moodys) are increasingly including ESG risks alongside more traditional financial risk metrics when assessing counterparty ratings. Therefore ESG risks are already being incorporated into investment decisions by the use of credit ratings for investment decisions. It should also be noted that in general the banks and investment institutions the Council uses meet either the UN Principles for Responsible Banking or the UN Principles for Responsible Investments.

The Council's treasury advisors, Link, also continue to look at ways in which ESG factors can be incorporated into their creditworthiness assessment service for counterparties, and they have advised clients that they will review the options and will update clients as progress is made. The current focus for investing is on the governance segment of ESG as good governance is suggestive of good financial processes and controls, and therefore a good investment prospect.

5.5 APPROVED COUNTRIES FOR INVESTMENTS

This list is based on those countries which have sovereign ratings of AA- or higher, (the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link creditworthiness service.

This list is for direct investments, it is possible money market funds may be partly invested in countries outside this list as part of their strategy to spread risk, across many counterparties.

Based on lowest available rating

AAA

- Australia
- Denmark
- Germany
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Canada
- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)

AA-

- Belgium
- France
- Qatar
- **U.K.**

5.6 TREASURY MANAGEMENT SCHEME OF DELEGATION

(i) Full Council

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.
- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- receiving and reviewing regular monitoring reports and acting on recommendations;

(ii) Overview and Scrutiny Panel (Performance and Growth)

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

(iii) Cabinet

- receiving and reviewing regular monitoring reports and acting on recommendations;

5.7 THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER

The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.
- preparation of a Capital Strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long-term timeframe.
- ensuring that the Capital Strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money.
- ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the Council.
- ensure that the Council has appropriate legal powers to undertake expenditure on non-financial assets and their financing.
- ensuring the proportionality of all investments so that the Council does not undertake a level of investing which exposes the Council to an excessive level of risk compared to its financial resources.
- ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long-term liabilities.
- provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees.
- ensuring that members are adequately informed and understand the risk exposures taken on by the Council.
- ensuring that the Council has adequate expertise, either in house or externally provided, to carry out the above.
- creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following (TM Code p54): -
 - *Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios;*
 - *Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments;*

- *Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making;*
- *Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken;*
- *Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.*

5.8 GLOSSARY

Bail in Risk

Bail in risk arises from the failure of a bank. Bondholders or investors in the bank would be expected to suffer losses on their investments, as opposed to the bank being bailed out by government.

Bank Equity Buffer

The mandatory capital that financial institutions are required to hold, in order to provide a cushion against financial downturns, to ensure the institution can continue to meet its liquidity requirements.

Bank Rate

The official interest rate of the Bank of England, this rate is charged by the bank on loans to commercial banks.

Bank Stress Tests

Tests carried out by the European Central Bank on 51 banks across the EU. The tests put banks under a number of scenarios and analyse how the bank's capital holds up under each of the scenarios. The scenarios include a sharp rise in bond yields, a low growth environment, rising debt, and adverse action in the unregulated financial sector.

Basis Point

1/100th of 1% i.e., 0.01%. 10 basis points is 0.1%.

Bonds

A bond is a form of loan, the holder of the bond is entitled to a fixed rate of interest (coupon) at fixed intervals. The bond has a fixed life and can be traded.

Call Account

A bank account that offers a rate of return and the funds are available to withdraw on a daily basis.

Capital Financing Requirement (CFR)

The CFR is a measure of the capital expenditure incurred historically but has yet to be financed; by for example capital receipts or grants funding. The current CFR balance is therefore financed by external borrowing, and internal borrowing (i.e., use of working capital on the balance sheet – creditors, cash etc).

Certificate of Deposit

Evidence of a deposit with a financial institution repayable on a fixed date. They are negotiable instruments, and have a secondary market, and can be sold before maturity.

Collar (Money Market Fund)

The fund "collar" forms part of the valuation mechanism for the fund. LVNAV funds allow investors to purchase and redeem shares at a constant NAV calculated to 2 decimal places, i.e., £1.00. This is achieved by the fund using amortised cost for valuation purposes, subject to the variation against the marked-to-market NAV being no greater

than 20 basis points (0.2%). (This compares to current Prime CNAV funds which round to 50 basis points, or 0.5%, of the NAV.)

Constant Net Asset Value (CNAV)

Constant Net Asset Value refers to funds which use amortised cost accounting to value all of their assets. They aim to maintain a Net Asset Value (NAV), or value of a share of the fund at £1 and calculate their price to 2 decimal places.

Counterparty

Another organisation with which the Council has entered into a financial transaction with, for example, invested with or borrowed from.

Credit Default Swaps (CDS)

A financial agreement that the seller of the CDS will compensate the buyer in the event of a loan default. The seller insures the buyer against a loan defaulting.

Credit Ratings

A credit rating is the evaluation of a credit risk of a debtor and predicting their ability to pay back the debt. The rating represents an evaluation of a credit rating agency of the qualitative and quantitative information, this result in a score, denoted usually by the letters A to D and including +/-.

DMADF

The Debt Management Account Deposit Facility. This is run by the UK's Debt Management Office and provides investors with the ability to invest with UK central government.

ECB

The European Central Bank, one of the institutions that makes up the EU. Its main function is to maintain price stability across the Eurozone.

ESG

Environmental, society, and governance investing, makes reference to a set of standards for an organisation's behaviour, which can be used by a socially aware investor to make investment decisions. Environmental factors include how an organisation safeguards the environment, social criteria look at how the organisation manages its relationships with the community, employees, suppliers, and customers, and governance deals with leadership, internal controls and audits.

Federal Reserve (Fed)

The central bank of the United States.

Forward Deal

The act of agreeing today to deposit/loan funds for an agreed time limit at an agreed date and rate.

Gilts

Bonds issued by the Government.

Link Group

The Council's treasury advisors, who took over from Arlingclose in March 2023.

Liquidity

The degree to which an asset can be bought or sold quickly.

LVNAV Money Market Fund

Low volatility net asset value. The fund will have at least 10% of its assets maturing on a daily basis and at least 30% of assets maturing on a weekly basis.

MiFID

Markets in Financial Instruments Directive, is a regulation that increases the transparency across the EU's financial markets and standardises the regulatory disclosures required. In force since 2008.

Minimum Revenue Provision (MRP)

An amount set aside from revenue to repay debt.

Money Market Funds

An open-ended mutual fund that invests in short-term debt securities. A deposit will earn a rate of interest, whilst maintaining the net asset value of the investment. Deposits are generally available for withdrawal on the day.

Public Works Loans Board (PWLB)

The PWLB is an agency of the Treasury, it lends to public bodies at fixed rates for periods up to 50 years. Interest rates are determined by gilt yields.

REFCUS

Revenue Expenditure Funded from Capital Under Statute. Expenditure which would normally be considered revenue expenditure, but has been statutorily defined as capital expenditure, including the giving of a loan, grant or other financial assistance to any person, whether for use by that person or by a third party, towards expenditure which would, if incurred by the council, be capital expenditure. Or expenditure incurred on the acquisition, production or construction of assets for use by, or disposal to, a person other than the council which would be capital expenditure if those assets were acquired, produced or constructed for use by the council.

SONIA

Sterling overnight index average interest rate. On each London business day, SONIA is measured as the trimmed mean, rounded to four decimal places, of interest rates paid on eligible sterling denominated deposit transactions.

Transactional Banking

Use of a bank for day-to-day banking requirement, e.g., provision of current accounts, deposit accounts and on-line banking.

UN Principles for Responsible Banking

Are a unique framework for ensuring that signatory banks' strategy and practice align with the vision society has set out for its future in the Sustainable Development Goals and the Paris Climate Agreement.

The framework consists of 6 Principles designed to bring purpose, vision and ambition to sustainable finance. They were created in 2019 through a partnership between founding banks and the United Nations. Signatory banks commit to embedding these 6 principles across all business areas, at the strategic, portfolio and transactional levels.

- Principle 1: Alignment, align business strategy with individual's goals as expressed in the sustainable development goals, the Paris Climate Agreement and national and regional frameworks.
- Principle 2: Impact and Target Setting, increase positive impacts and reduce negative impacts on, and managing the risks to people and environment.
- Principle 3: Clients and Customers, work with clients and customers to encourage sustainable practices and enable economic activities that create shared prosperity.
- Principle 4: Stakeholders, engage with stakeholders to achieve society's goals.
- Principle 5: Governance and Culture, implement the commitment to these principles through effective governance.
- Principle 6: Transparency and Accountability, periodic review of the implementation of these principles, and be transparent about and accountable for the positive and negative impacts, and the contribution to society's goals.

A 3-step process guides signatories through implementing their commitment:

1. Impact Analysis: identifying the most significant impacts of products and services on the societies, economies and environments that the bank operates in.
2. Target Setting: setting and achieving measurable targets in a banks' areas of most significant impact.
3. Reporting: publicly report on progress on implementing the Principles, being transparent about impacts and contributions.

UN Principles for Responsible Investments

The 6 principles for responsible investments offer possible actions for incorporating ESG issues into investment practice.

The principles that the signatories sign up to are;

- **Principle 1:** We will incorporate ESG issues into investment analysis and decision-making processes.
- **Principle 2:** We will be active owners and incorporate ESG issues into our ownership policies and practices.
- **Principle 3:** We will seek appropriate disclosure on ESG issues by the entities in which we invest.
- **Principle 4:** We will promote acceptance and implementation of the Principles within the investment industry.
- **Principle 5:** We will work together to enhance our effectiveness in implementing the Principles.
- **Principle 6:** We will each report on our activities and progress towards implementing the Principles.

The Principles for Responsible Investment were developed by an international group of institutional investors reflecting the increasing relevance of environmental, social and corporate governance issues to investment practices. The process was convened by the United Nations Secretary-General.

Capital Strategy 2024/25

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Annex A Risks Inherent in the Council's Investments in Commercial Property

1.0 Introduction

1.1 Introduction

The capital strategy provides a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability.

Decisions made this year on capital and treasury management will have financial consequences for the Council for many years into the future. They are therefore subject to both a national regulatory framework and to local policy framework, summarised in this report.

2.0 Capital Expenditure and Financing

2.1 Capital Expenditure

Capital expenditure is where the Council spends money on assets, such as property or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies (REFCUS), and loans and grants to other bodies enabling them to buy assets. For details of the Council's policy on capitalisation, see the Council's Code of Financial Management and accounting policies.

In 2024/25, the Council is planning capital expenditure of £26.1m, and for future years is summarised below:

Prudential Indicator Capital Expenditure Estimate	2022/23 Actual £000s	2023/24 Forecast⁽¹⁾ £000s	2024/25 Budget £000s	2025/26 Budget £000s	2026/27 Budget £000s
General Fund	10,195	19,534	26,073	7,214	5,689
Total	10,195	19,534	26,073	7,214	5,689

⁽¹⁾ Q2 forecast

The main capital projects in 2024/25 include Market Towns Programme (£12.5m), Disabled Facilities Grants (£1.7m), and Vehicle Fleet Replacement (£2.3m), Hinchingsbrooke Country Park (£2.7m), CIL grants (£3.2m) and the Housing Fund (£1.7m)

2.2 Governance

Service managers bid annually through the "New Ideas" programme to include new projects in the Council's capital programme. Continuation of replacement schemes

such as fleet replacement, or IT hardware/software are considered for inclusion by the s151 Officer. Schemes where external funding is available or a return on investment is made, will be considered more favourably.

Major capital projects will be monitored through its lifecycle by the Project Works Board (or its equivalent).

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing and leasing). The planned financing of the above expenditure is as follows:

Capital Financing	2022/23 Actual £000s	2023/24 Forecast⁽¹⁾ £000s	2024/25 Budget £000s	2025/26 Budget £000s	2026/27 Budget £000s
External sources	5,095	12,641	20,638	4,207	4,207
Own resources	3,218	3,500	3,306	3,454	3,725
Internal Borrowing/Debt	1,882	3,393	2,129	(447)	(2,243)
Total	10,195	19,534	26,073	7,214	5,689

⁽¹⁾ Q2 forecast

Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets (capital receipts) may be used to replace debt finance. Planned MRP and use of capital receipts are as follows:

Replacement of prior years' debt finance	2022/23 Actual £000s	2023/24 Forecast £000s	2024/25 Budget £000s	2025/26 Budget £000s	2026/27 Budget £000s
MRP and Capital Receipts	3,218	3,100	3,306	3,454	3,725

The Council's full minimum revenue provision statement is at Appendix 4.

The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to increase by £2.1m during 2024/25. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Prudential Indicator Estimate of Capital Financing Requirement	2022/23 Actual £000s	2023/24 Forecast⁽¹⁾ £000s	2024/25 Budget £000s	2025/26 Budget £000s	2026/27 Budget £000s
General Fund services	72,260	75,653	77,783	77,336	75,093
Total CFR	72,260	75,653	77,783	77,336	75,093

⁽¹⁾ Q2 forecast

2.3 Asset management

To ensure that capital assets continue to be of long-term use, the Council has strategies to manage assets held by services.

2.4 Asset disposals

When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. Repayments of capital grants, loans and investments also generate capital receipts. The Council plans to receive £0.3m of capital receipts in the coming financial year and following years as follows:

Capital Receipts	2022/23 Actual £000s	2023/24 Forecast⁽¹⁾ £000s	2024/25 Budget £000s	2025/26 Budget £000s	2026/27 Budget £000s
Asset sales ⁽²⁾	484	350	300	250	200
Loans repaid	178	90	0	0	0
Total	662	440	300	250	200

⁽¹⁾ Q2 forecast

⁽²⁾ Includes right to buy clawback which ceases in 2028/29

3.0 Borrowing, debt and investments

3.1 Treasury Management

Treasury management is concerned with keeping sufficient, but not excessive, cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by short-term borrowing. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital expenditure which reduces overall borrowing.

Due to decisions taken in the past, the Council currently (December 2023) has £34.3m borrowing at an average interest rate of 2.8%, and £76.4m treasury investments (bank, MMFs, DMO, property fund) at an average rate of 5.20%

3.2 Borrowing strategy

The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between short-term loans (currently available at around 3.60%) and long-term fixed rate loans where the future cost is known but higher (currently 4.6% to 4.9% for 20 years).

The Council does not borrow to invest for the primary purpose of financial return and therefore retains full access to the Public Works Loans Board.

Projected levels of the Council's total outstanding long-term external debt (which comprises borrowing, and leases are shown below, compared with the capital financing requirement (see above).

Prudential Indicator Gross Debt and the CFR	2022/23 Actual £000s	2023/24 Forecast⁽¹⁾ £000s	2024/25 Budget £000s	2025/26 Budget £000s	2026/27 Budget £000s
Debt	34,400	34,271	34,262	34,255	34,255
Leases	600	600	600	600	600
Total	35,000	34,871	34,862	34,855	34,855
Capital Financing Requirement	72,260	75,653	77,783	77,336	75,093

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Council expects to comply with this in the medium term.

3.3 Liability benchmark

To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes that cash and investment balances are kept to £10m at each year-end. This benchmark is currently £(6.1m) and is forecast to rise to £(22.1)m in 2027/28.

Borrowing and the Liability Benchmark	2023/24 Forecast £000s	2024/25 Budget £000s	2025/26 Budget £000s	2026/27 Budget £000s	2027/28 Budget £000s
Outstanding borrowing	34,271	34,262	34,255	34,255	34,255
Liability benchmark	(8,780)	(11,785)	(14,989)	(18,514)	(22,058)

The table shows that the Council expects to reduce its borrowing towards the liability benchmark over the long-term. It is not expected to reduce to the benchmark because fixed borrowing that took place in the past (and was required at that time), and the Council's current high levels of balance sheet resources (reserves and working capital).

3.4 Affordable borrowing limit

The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit.

Prudential Indicators: Authorised limit and Operational Boundary for external debt	2023/24 Limit £m	2024/25 Limit £m
Authorised limit – General	80	95
Authorised limit – Loans	20	15
Authorised limit – CIS	35	25
Authorised limit – total external debt	135	135
Operational boundary – General	70	75
Authorised limit – Loans	15	15
Authorised limit – CIS	30	25
Operational boundary – total external debt	115	115

Further details on borrowing are in detailed in the Treasury Management Strategy.

3.5 Treasury Investment strategy

Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The Council's policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that could be held for longer terms is generally invested in the DMO. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back but with a longer notice period.

Treasury management investments	2022/23 Actual £000s	2023/24 Forecast ⁽¹⁾ £000s	2024/25 Budget £000s	2025/26 Budget £000s	2026/27 Budget £000s
Near-term investments	51,521	50,000	45,000	35,000	25,000
Longer-term investments	4,000	4,000	4,000	4,000	4,000
Total	55,521	54,000	49,000	39,000	29,000

Further details on treasury investments are in the Council's Treasury Management Strategy 2024/25.

3.6 Risk Management and Governance

The effective management and control of risk are prime objectives of the Council's treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.

The treasury management prudential indicators are included in the Treasury Management Strategy

Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Director of Finance and Corporate Resources and staff, who must act in line with the treasury management strategy approved by Council. Quarterly reports on treasury management activity are presented to Overview and Scrutiny Panel, Cabinet, and Council. The Overview and Scrutiny Panel (Performance and Growth) is responsible for scrutinising treasury management reporting.

4.0 Investments for Service Purposes

4.1 Service Investments

The Council has made investments to assist local public services, including making loans to local organisations. In light of the public service objective, the Council is willing to take more risk than with treasury investments, however it still plans for such investments to break-even and/or generate a surplus.

4.2 Governance

Decisions on service investments are made by the relevant service manager in consultation with the Director of Finance and Corporate Resources, and must meet the criteria and limits laid down in the Treasury Management Strategy. Most loans and shares are capital expenditure, and purchases will therefore also be approved as part of the capital programme.

Further details on service investments are in the Investment Strategy.

5.0 Commercial Activities

5.1 Purpose of commercial activity

The Council has invested in commercial property, the total commercial investments are valued at £70.9m (31/03/2023) with the largest being Tri-link, Wakefield at £14.7m. The total portfolio provides a gross yield (rental income/valuation) of 7.58% for 2022/23.

5.2 Risk Management

With financial return being the main objective, the Council accepts higher risk on commercial investment than with treasury investments. The principal risk exposures include see also Appendix A for further description and mitigation.

- Declining capital values risk
- Rising borrowing costs risk
- Illiquidity of assets risk
- Void risk
- Economic environment risk
- Regulatory risk
- Policy risk
- Resource risk

In order that commercial investments remain proportionate to the size of the Council, these are subject to a 6% gross yield, and contingency plans are in place should expected yields not materialise.

5.3 Governance

Decisions on commercial investments are made by the Director of Finance and Corporate Resources, in line with the criteria and limits approved by Council in the Treasury Management, Capital and Investment Strategies. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved as part of the capital programme.

Further details on commercial investments and limits on their use are in the Investment Strategy

Further details on the risk management of commercial investments are in the Appendix.

Prudential Indicator:	2022/23	2023/24	2024/25	2025/26	2026/27
Net Income from Commercial and	Actual	Forecast⁽¹⁾	Budget	Budget	Budget
	£000s	£000s	£000s	£000s	£000s

service investments to net revenue stream					
Total net income from service and commercial investments ⁽¹⁾	4,269	2,774	3,450	3,667	3,735
Net revenue stream	17,303	22,510	25,413	26,432	24,205
Proportion of net revenue stream	25%	12%	14%	14%	15%

⁽¹⁾This includes CCLA property fund, loans to local organisations, and commercial estates.

6.0 Liabilities and Guarantees

6.1 Liabilities

In addition to debt of £34.3m as at 31st December 2023, the Council has also set aside as at 31st March 2023 £1.3m to cover risks from NDR Appeals Provision. The Council is also at risk of having to pay for contingent liabilities of £3.2m as at 31st March 2023, including Contaminated Land (£2.6m) and Municipal Mutual Insurance Liquidation (£0.7m). The Council has not put aside any money because the requirement to pay will only materialise if a future event outside the control of the Council occurs.

6.2 Risk Management and Governance

Decisions on incurring new discretionary liabilities are taken by service managers in consultation with the Director of Finance and Corporate Resources. The risk of liabilities crystallising and requiring payment is monitored by the Finance team. New liabilities are reported to the Director of Finance and Corporate Resources for approval and notification and inclusion in the statement of accounts.

Further details on liabilities are included in the 2022/23 statement of accounts.

7.0 Revenue Budget Implications

7.1 Minimum Revenue Provision

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e., the amount funded from Council Tax, business rates and general government grants.

Prudential Indicator: Proportion of financing costs to net revenue stream	2022/23 Actual £000s	2023/24 Forecast⁽¹⁾ £000s	2024/25 Budget £000s	2025/26 Budget £000s	2026/27 Budget £000s
Net revenue stream	17,303	22,510	25,413	26,432	24,205
Financing costs (£m)	2,103	1,047	2,344	2,842	3,411
Proportion of net revenue stream	12%	5%	9%	11%	14%

Further details on the revenue implications of capital expenditure are set out in the 2024/25 MTFS.

7.2 Sustainability

Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years can extend for up to 50 years into the future. The Director of Finance and Corporate Resources is satisfied that the proposed capital programme is prudent, affordable and sustainable, on the basis that;

- Services have been involved in the process to identify future capital requirements.
- MRP has been calculated according to the approved policy.
- A business plan will need to be produced for each significant project before it commences.
- Large capital projects will be monitored by the Project Programme Board (where appropriate).
- Capital receipt projections are prudent and based on historic experience.
- The costs of borrowing have been built into the budget and MTFS.

8.0 Knowledge and Skills

8.1 Qualifications

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example both the Director of Finance and Corporate Resources and the Finance Manager are qualified accountants. The Council can provide junior staff with funding to study relevant professional qualifications including CIPFA and AAT.

Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs treasury management advisers and uses other consultants as specialist tasks are identified. This approach is more cost effective than employing

such staff directly and ensures that the Council has access to knowledge and skills commensurate with its risk appetite. The Council's Code of Procurement sets out the regulatory and legal framework for procuring professional services.

Annex A

Risks inherent in the Council's investments in commercial property

	Risk	Description of risk	Mitigation
A	Falling capital value	Reduction in the market value of the property	<p>Commission regular condition surveys</p> <p>Ensure maintenance is carried out (including tenant repairs)</p> <p>Perform regular maintenance</p> <p>Plan capital improvements</p> <p>Monitor general market movements, if falling consider divestment of some of the portfolio</p> <p>Use active asset management including negotiation leases before terminations to maintain asset values</p>
B	Rising borrowing costs	Increase in the cost of servicing loan interest	Only use fixed rate borrowing
C	Illiquidity of assets	Assets cannot be sold in the short-term	<p>Keep sufficient funds in short-term investments</p> <p>Keep funds in the CCLA property fund, which is property based but is available to sell quicker than property</p> <p>Keep open channels to short-term borrowing</p> <p>Seek relationships with other local authorities that have surplus cash</p> <p>Maintain properties to make them more desirable if a sale is required</p>
D	Void risk	Empty properties reduce rental income	<p>Market empty properties on an active basis</p> <p>Keep close contact with tenants so their intentions are known</p> <p>Monitor tenant covenant</p>

E	Economic environment risk	General economic condition worsen leading to reduced demand for commercial properties	Diversify the portfolio geographically and by type (retail, commercial, industrial)
F	Regulatory risks	Changes to legislation or accounting regulations effect the operation of the CIS	Maintain awareness of the direction of Government and Treasury policies. Influence policy direction through nation groups, e.g. CIPFA, LGA, s151. Respond to consultations on relevant regulation changes
G	Policy risks	Changes to Council priorities lead to lack of corporate support for the CIS	Influence corporate policy through officer forums Maintain relationships with political leadership Market the CIS internally to ensure the strategy is understood Integrate the CIS income streams into the budget
H	Resource risk	Lack of resource in terms of skills and time	Pay market salaries to recruit and retain the people with the right skills and experience Provide training to keep skills up to date Have sufficient budget to buy in professional skills and advice when required Provide member commercial investment training

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Investment Strategy 2024/25

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Annex A Commercial Investment Property Listing

1.0 Introduction

The Council invests its money for three broad purposes:

- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
- to support local public services by lending to or buying shares in other organisations (**service investments**), and
- to earn investment income (known as **commercial investments** where this is the main purpose).

This investment strategy meets the requirements of statutory guidance issued by the government in December 2021, and focuses on the second and third of these categories.

2.0 Treasury Management Investments

The Council typically receives its income in cash (e.g., from taxes and grants) before it pays for its expenditure in cash (e.g., through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £25.0m and £55.0m during the 2024/25 financial year.

2.1 Contribution

The contribution that these investments make to the objectives of the Council is to support effective treasury management activities.

2.2 Further Details

Full details of the Council's policies and its plan for 2024/25 for treasury management investments are covered in a separate document, the Treasury Management Strategy.

3.0 Service Investments: Loans

3.1 Contribution

The Council has lent to local organisations to support local public services and stimulate local economic growth.

Urban and Civic Loan – A loan was provided to Urban and Civic to fast forward the construction of Incubator II on the Enterprise Zone at Alconbury.

3.2 Security

The main risk when making service loans is that the borrower will be unable to repay the principal loaned and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the Council, upper limits on the outstanding loans to each category of borrower have been set as follows:

Borrower	31/03/2023 Actual £000s	31/12/2023 Actual £000s	2024/25 Limit £000s
Cambridge Regional College	88	0	Not split across categories
Huntingdon Gymnastics Club	4	0	
Urban and Civic Ltd	1,984	1,984	
Somersham Parish Council	5	4	
Improvement Loans (DFGs)	300	273	
Employee Loans	8	8	
Rental Deposits	28	28	
Total	2,417	2,297	15,000

Accounting standards require the Council to set aside loss allowance for loans, reflecting the likelihood of non-payment. However, the Council makes every reasonable effort to collect the full sum loaned and has appropriate credit control arrangements in place to recover overdue repayments.

3.3 Risk assessment

The Council assesses the risk of loss before entering into and whilst holding service loans by:

1. A robust acquisition due diligence process and subsequent approvals
2. Liability management (reviews of debt levels and terms)
3. Counterparty risk (financial exposures, potential defaults, changing business plans, credit rating)
4. Market factors (with periodic advice from appropriate professionals)
5. State Aid considerations
6. Use of professional treasury and financial advisors

The Dun and Bradstreet Credit Reports are used to provide credit reports on the borrowers. The reports provide the following:

- Risk Assessment
- Trade Payments
- Legal Events

- Corporate Linkage
- Company Profile
- Financials
- Registry Info

The credit reports have a tracking feature which notifies the Council regarding any updates on a borrower’s credit. Other sources such as Companies House and news sites provide the Council with extra information to assess and monitor risk.

4.0 Service Investments: Shares

4.1 Contribution

The Council will invest in the shares of its subsidiaries, to support local public services and stimulate local economic growth. The Council will be the sole shareholder of its subsidiary HDC Ventures Limited. The purpose of HDC Ventures is to enable the Council to participate in commercial trading activities.

4.2 Security

One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered. In order to limit this risk, upper limits on the sum invested in each category of shares have been set as follows.

Shares Held	31/12/2023 Invested £000s	31/12/2023 Gain/Loss £000s	31/12/2023 Value £000s	2024/25 Limit £000s
Subsidiary	0	0	0	1,000
Total	0	0	0	1,000

4.3 Risk assessment

The risk will be assessed as the company matures and contracts are developed.

4.4 Liquidity

Each investment will be considered by Cabinet and the maximum period set will be on a case-by-case basis.

4.5 Non-specified Investments

The Council has limited the amount that can be invested in non-specified investments, this limit is £10m. The investments are categorised as non-specified because the term of the investment is or likely to be longer than 1 year. There is more detail in the Treasury Management Strategy (TMP1).

5.0 Commercial Investments: Property

MHCLG defines property to be an investment if it is held primarily or partially to generate a profit.

5.1 Contribution

The Council faces considerable financial challenges over the medium term. To achieve financial sustainability, the Commercial Investment Strategy was approved. The Council invests in local and regional UK commercial property with the intention of income generation which will help fund public services. For fulling listing of properties see Annex A.

Commercial Investment Property (Summary)	31/03/2022 Value £000s	31/12/2023 Gain/(Loss) £000s	31/03/2023 Value £000s
Legacy Properties;			
Huntingdon	24,796	(3,197)	21,599
St Ives	1,564	(149)	1,415
St Neots	7,605	(291)	7,314
	33,965	(3,637)	30,328
CIS Properties			
2 Stonehill	2,338	143	2,481
80 Wilbury Way	1,775	98	1,873
Shawlands Retail Park	5,523	532	6,055
1400 & 1500 Parkway	4,150	(113)	4,037
Rowley Arts Centre, St Neots	3,303	3,338	6,641
Little End Road, St Neots	3,290	31	3,321
Tri-link, Wakefield	14,200	548	14,748
Alms Close	1,522	(75)	1,447
	36,101	4,502	40,603
Total	70,066	865	70,931

5.2 Security

In accordance with government guidance, the Council considers a property investment to be secure if in the long-term its accounting valuation is generally at or higher than its purchase price.

A fair value assessment of the Council's investment property portfolio is made on an annual basis.

5.3 Risk assessment

The Council assesses the risk of loss before entering into and whilst holding property investments. The strategic objectives of the Commercial Investment Strategy are designed to mitigate risk by:

- Having the fundamental aim of an income rather than capital return (although the latter is part of the strategy).
- Adopting a portfolio approach so as to avoid concentration of risk in any one property, tenant or risk type.

In addition, CIS risk will be managed having regard to the following factors:

1. A robust acquisition due diligence process and subsequent approvals
2. Asset management plans and on-going reviews
3. Liability management (reviews of debt levels and terms)
4. Tenants' assessments (financial exposures, potential defaults, changing business plans, credit rating)
5. Portfolio factors including occupancy levels, operating costs.
6. Delivery partners (suitability, performance levels and financial stability)
7. Market factors (with periodic advice from appropriate professionals)
8. State Aid considerations
9. Professional advisors

External advisors are used when appropriate e.g., to undertake independent valuations prior to acquisition, asset valuation or when there is a lack of expertise in-house regarding an industry.

The Dun and Bradstreet Credit Reporter are used to provide credit reports on the tenants. The reports provide the following:

- Risk Assessment
- Trade Payments
- Legal Events
- Corporate Linkage
- Company Profile
- Financials
- Registry Info

The credit reports have a tracking feature which notifies the Council regarding any updates on a tenant's credit. Other sources such as Companies House and news sites provide the Council with extra information to assess and monitor risk.

5.4 Liquidity

Compared with other investment types, property is relatively difficult to sell and convert to cash at very short notice. To ensure that the invested funds can be accessed or liquidated, the Council will review investments regularly to ensure rental income is maximised (through rent reviews and lease renewals) and undertake asset management (re-letting, repairs, improvements etc) to ensure any proceeds from sale are maximised if assets are liquidated. Regular review of the property investment market will identify potential changes in market conditions and identify optimum opportunities to sell assets.

6.0 Loan Commitments and Financial Guarantees

Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Council. At this moment in time the Council does not have any financial guarantees.

7.0 Proportionality

The Council is dependent on profit generating investment activity to achieve a balanced revenue budget. The table below shows the extent to which the expenditure planned to meet the service delivery objectives and/or place making role of the Council is dependent on achieving the expected net profit from investments over the lifecycle of the Medium-Term Financial Strategy. Should it fail to achieve the expected net profit, the Council's contingency plans for continuing to provide these services, are to use reserves where necessary to offset any negative variances in the final outturn. Unallocated general fund balances and budget surplus reserve can be used in case of a downturn in investment income to meet any detrimental effect.

Proportionality of Investments	2022/23 Actual £000s	2023/24 Forecast £000s	2024/25 Budget £000s	2025/26 Budget £000s	2026/27 Budget £000s
Gross service expenditure	83,412	82,619	81,168	78,839	75,936
Net Investment income	4,269	2,774	3,450	3,667	3,735
Proportion	5%	3%	4%	5%	5%

8.0 Borrowing in Advance of Need

Government guidance is that Councils must not borrow more than or in advance of their needs purely in order to profit from the investment of the extra sums borrowed.

The Council has previously borrowed to invest in commercial property however the Council now expects not to invest in property in future purely for yield.

9.0 Capacity, Skills and Culture

9.1 Elected members and statutory officers

Through formal Treasury and Capital Management Group meetings, members are provided with updates on:

- The property investment market.
- Performance of current property assets – income growth, capital values, voids and debt.
- Review of investment opportunities investigated.
- Analysis of the investment portfolio by value, location, and property type.

More informal and regular updates are provided on the progress of individual key transactions, opportunities and market changes.

Key staff are appropriately professionally qualified, maintain annual CPD and maintain professional networks with other investors and advisors.

9.2 Commercial Deals

The Commercial Estates and Finance teams work closely to ensure the core principles of the prudential framework are maintained, co-authoring guidance notes and reviewing any revision to published guidelines.

9.3 Corporate governance

The Commercial Investment Strategy has published delegated Council levels and process for investment decisions, these are adhered to.

The Treasury and Capital Management Group are consulted early on any investment opportunities and provided with regular progress reports in addition to formal approval reports and a further report on due diligence findings prior to formal commitments. A report to Cabinet in relation to the purchase is made before the deal is finally completed.

10.0 Investment Indicators

The Council has set the following quantitative indicators to allow elected members and the public to assess the Council's total risk exposure as a result of its investment decisions.

10.1 Total risk exposure

The first indicator shows the Council's total exposure to potential investment losses. This includes amounts the Council is contractually committed to lend but have yet to be drawn down and guarantees the Council has issued over third-party loans.

Investment Exposure	31/03/2023 Actual £000s	31/03/2024 Forecast £000s	31/03/2025 Forecast £000s
Treasury management investments	51,521	40,000	45,000
Service investments: Loans	2,080	2,000	2,000
Service investments: Shares	0	0	100
Property Fund	4,000	4,000	4,000
Commercial investments: Property	70,931	70,931	70,931
Total Investments	128,532	116,931	122,031
Commitments to lend	0	0	0
Guarantees issued on loans	0	0	0
Total Exposure	128,532	116,931	122,031

10.2 How investments are funded

Government guidance is that these indicators should include how investments are funded. Since the Council does not normally associate particular assets with particular liabilities, this guidance is difficult to comply with. However, the following investments could be described as being funded by borrowing. The remainder of the Council's investments are funded by usable reserves and income received in advance of expenditure.

Investments Funded by Borrowing	31/03/2023 Actual £000s	31/03/2024 Forecast £000s	31/03/2024 Forecast £000s
Treasury management investments	0	0	0
Service investments: Loans	83	0	0
Service investments: Shares	0	0	0
Commercial investments: Property	24,255	24,255	24,255
Total Funded by Borrowing	24,338	24,255	24,255

10.3 Rate of return received

This indicator compares the investment income received to the purchase price of the investment. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Investment Yields	2022/23 Actual %	2023/24 Forecast %	2024/25 Forecast %
Treasury management investments	3.8	2.5	2.5
Property Fund	4.0	5.0	6.0
Service investments: Loans	4.2	3.0	2.5
Commercial investments: Property	7.6	5.9	6.7
All Investments (simple average)	4.9	4.1	4.4

10.4 Commercial Investment Indicators

Commercial Investment Indicators	2022/23 Actual	2023/24 Forecast	2024/25 Forecast
Interest Cover Ratio	2.9	1.7	2.1
Loan to Value Ratio	104.9%	104.9%	104.9%
Gross Rent Multiplier	14.3	12.7	13.6

Interest cover ratio is used to measure how readily a business can pay the interest due on loans. The higher the number, the increased likelihood that the interest will be paid. The reduction from 2022/23 to 2023/24 is due to the Fareham units being vacant. Loan to value is the value of the loan to the value of the property. If the percentage is over 100% that means the value of loan is more than the value of the property. Gross rent multiplier is the value of a property compared to its annual rental income the lower the number the more attractive the investment is.

Commercial Investment Property Listing

Annex A

Commercial Investment Property	31/03/2022 Value £000s	31/12/2023 Gain/(Loss) £000s	31/03/2023 Value £000s
Legacy Properties;			
Huntingdon			
Cinema and Shops	329	211	540
Oak Drive Shops	906	71	977
Mayfield Road Shops	888	(138)	750
Pub Site Sapley Square	150	43	193
Oak Tree Health Centre	14,074	(2,288)	11,786
Clifton Road Industrial Units	2,065	(240)	1,825
Alms Close Industrial Units	1,706	(253)	1,453
Land Clifton Road	137	7	144
Land St Peters Road	4,075	(1,145)	2,930
Land Redwongs Way	406	(26)	380
Phoenix Court Units	60	561	621
	24,796	(3,197)	21,599
St Ives			
Library Row Shops	482	50	532
Enterprise Centre	1,082	(199)	883
	1,564	(149)	1,415
St Neots			
Queens Gardens Shops	482	(52)	430
Naseby Gardens Shops	293	(20)	273
Leys Road Shops	146	(29)	117
Cambridge Street Shops	128	12	140
Cambridge Street Warehouse and Yard	790	(71)	719
Levellers Lane Industrial Units	5,092	128	5,220
Caravan Site Rush Meadows	555	(298)	257
Café Riverside Park	119	39	158
	7,605	(291)	7,314
Total	33,965	(3,637)	30,328
CIS Properties			
2 Stonehill, Huntingdon	2,338	143	2,481
80 Wilbury Way, Hitchin	1,775	98	1,873
Shawlands Retail Park, Sudbury	5,523	532	6,055
1400 & 1500 Parkway, Fareham	4,150	(113)	4,037
Rowley Arts Centre, St Neots	3,303	3,338	6,641
Little End Road, St Neots	3,290	31	3,321
Tri-link, Wakefield	14,200	548	14,748
Alms Close, Huntingdon	1,522	(75)	1,447
	36,101	4,502	40,603
Total	70,066	865	70,931

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MINIMUM REVENUE PROVISION STATEMENT 2024/25**1.0 Introduction**

- 1.1 Under Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, where the Council has financed capital expenditure by borrowing it is required to make a provision each year through a revenue charge (MRP).

The Council is required to calculate a prudent provision of MRP which ensures that the outstanding debt liability is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits. The MRP Guidance (2018) gives four ready-made options for calculating MRP, but the Council can use any other reasonable basis that it can justify as prudent.

The MRP policy statement requires full Council approval in advance of each financial year.

- 1.2 The broad aim of the DLUHC Guidance is to ensure that capital expenditure is financed over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits.
- 1.3 The Council has two MRP policies reflecting the range of capital financing options required for different service scenarios.

2.0 MRP Policy - General

- 2.1 The following statement incorporates options recommended in the Guidance;

- 2.2 From 1st April 2008 for all unsupported borrowing the MRP policy will be;

Asset life method (annuity) – MRP will be based on the estimated life of the assets;

- 2.3 Capital expenditure incurred during 2024/25 will not be subject to an MRP charge until 2025/26. Or in the year after the asset becomes operational for instance if the asset is added to the Assets Under Construction category of property, plant and equipment.
- 2.4 The Council will apply the asset life method for any expenditure capitalised under a Capitalisation Direction.
- 2.5 MRP in respect of assets acquired under Finance Leases or PFI will be charged at an amount equal to the principal element of the annual repayment

3.0 MRP Policy - Loans to Third Parties

- 3.1 For capital expenditure on loans to third parties where the principal element of the loan is being repaid in annual instalments, the capital receipts arising from the principal loan repayments will be used to reduce the CFR instead of MRP.
- 3.2 Where no principal repayment is made in a given year, MRP will be charged at a rate in line with the life of the assets funded by the loan.
- 3.2 In November 2021 DLUHC started a consultation on changes to the capital framework – minimum revenue provision, the consultation ended in February 2022. The consultation suggested that the provision to not make an MRP provision when loans are advanced under the capital accounting regulations may be removed. If this is the case then this policy will not be used, and the general MRP policy will be used instead.

Flexible Use of Capital Receipts Strategy 2024/25

1.0 Introduction

As part of the November 2015 Spending Review, the Government announced that it would introduce flexibility for the period of the Spending Review for local authorities to use capital receipts from the sale of non-housing assets to fund the revenue costs of service reform and transformation. Guidance on the use of this flexibility was issued in March 2016 which applied to the financial years 2016/17 through to 2019/20. It was subsequently extended to 2021/22 and has now been extended again for 3 years from 2022-23 until 31st March 2025.

Ordinarily only expenditure qualifying as capital may be funded from capital receipts.

2.0 The Guidance

The guidance issued by the Secretary of State under section 15(1)(a) of the Local Government Act 2003 specified that;

- Local authorities will only be able to use capital receipts from the sale of property, plant and equipment received in the years in which this flexibility is offered. They may not use their existing stock of capital receipts to finance the revenue costs of reform.
- Local authorities cannot borrow to finance the revenue costs of the service reforms.
- The expenditure for which the flexibility can be applied should be the up-front (set up or implementation) costs that will generate future ongoing savings and/or transform service delivery to reduce costs or to improve the quality of service delivery in future years. The ongoing revenue costs of the new processes or arrangements cannot be classified as qualifying expenditure.
- The key determining criteria to use when deciding whether expenditure can be funded by the new capital receipts flexibility is that it is forecast to generate ongoing savings to an authority's net service expenditure.
- In using the flexibility, the Council will have due regard to the requirements of the Prudential Code, the CIPFA Local Authority Accounting Code of Practice and the current edition of the Treasury Management in Public Services Code of Practice.

- The Council is also required to prepare a “Flexible use of capital receipts strategy” before the start of the year to be approved by Council which can be part of budget report to Council.

The guidance sets out examples of qualifying expenditure which includes;

- Sharing back-office and administrative services with one or more other Council or public sector bodies;
- Investment in service reform feasibility work, e.g., setting up pilot schemes;
- Collaboration between local authorities and central government departments to free up land for economic use;
- Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation;
- Sharing Chief-Executives, management teams or staffing structures;
- Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;
- Aggregating procurement on common goods and services where possible, either as part of local arrangements or using Crown Commercial Services or regional procurement hubs or Professional Buying Organisations;
- Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training;
- Setting up commercial or alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others);
- Integrating public facing services across two or more public sector bodies (for example children’s social care, trading standards) to generate savings or to transform service delivery.

In August 2022 the DLUHC issued a letter to local authorities to amend the guidance. The letter issued makes it clear that capital receipts can only be used flexibly, where the Council does not retain any control over the asset that has been sold. This prevents a local authority from selling an asset to, for instance, a subsidiary company or joint arrangement, and subsequently use the capital receipt flexibly but also retain some control over the asset.

3.0 The Council's Proposals

The Council intends to use flexibility over capital receipts to support the following transformational projects: **Not applicable**

The Council currently has no plans to use capital receipts for transformational purposes, if circumstances change then a revised strategy will be produced and approved.

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Corporate Performance Report, 2023/24 Quarter 3

Meeting/Date: Overview and Scrutiny (Performance and Growth) Panel, 31 January 2024

Executive Portfolio: Councillor Stephen Ferguson, Executive Councillor for Customer Services

Report by: Business Intelligence and Performance Manager
Performance and Data Analyst

Ward(s) affected: All

RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on details of delivery of Corporate Plan actions, operational performance measures and projects from the Cabinet report attached.

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Corporate Performance Report, Quarter 3 2023/24
Meeting/Date:	Cabinet, 6 February 2024
Executive Portfolio:	Councillor Stephen Ferguson, Executive Councillor for Customer Services
Report by:	Business Intelligence & Performance Manager Performance and Data Analyst
Ward(s) affected:	All

Executive Summary:

The purpose of this report is to brief Members on progress with Corporate Plan actions and operational performance measure results and forecasts as at the end of Quarter 3 (October to December 2023). The Corporate Performance Report attached also provides updates on corporate project delivery.

Recommendations:

The Cabinet is invited to consider and comment on progress and performance during Quarter 3, as summarised in the Corporate Performance Report attached and detailed in Appendices A, B and C.

1. PURPOSE

- 1.1 The purpose of this report is to present an update on delivery of the Corporate Plan and project delivery during Quarter 3 (October to December 2023).

2. BACKGROUND

- 2.1 The Council's Corporate Plan 2023-2028 was approved at the Council meeting in March 2023. The performance data in the attached Corporate Performance Report and its appendices relates to the performance measures and actions selected for 2023/24.
- 2.3 Performance data has been collected in accordance with standardised procedures.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of Cabinet and the Overview and Scrutiny (Performance and Growth) Panel have an important role in the Council's Performance Management Framework and a process of regular review of performance data has been established. The focus is on delivery against our strategic outcomes and regular reporting should enable Scrutiny to maintain a strategic overview. Their comments will be shared with Cabinet following the Overview and Scrutiny Panel's meeting on 31 January 2024.
- 3.2 Progress on Corporate Plan actions and operational performance measures is reported quarterly. The **Corporate Performance Report** attached summarises progress and performance by outcome. The report is focused on outcomes, with a single page summary followed by tables and pie charts summarising the status of actions, performance measures and projects linked to the outcome. A full list is also provided for each outcome which shows the status reported for each action, performance measure and project linked to that outcome as at Q3.
- 3.3 Further detail is also available in appendices to the Corporate Performance Report. **Appendix A** provides updates on actions from responsible officers, covering both progress against planned delivery and the impact that has had on the outcome. **Appendix B** provides updates on performance measures, showing performance this year broken down by month and how this compares to targets, intervention levels and last year's performance, where possible. This is provided via graphs to make such comparisons simpler and provide a visual indicator of direction of travel. For those who may need to use screen readers to access the information, an accessible table version is available online here: www.huntingdonshire.gov.uk/media/sz4n3emd/q3-accessibility-compliant-pi-spreadsheet.xlsx. **Appendix C** provides details of the status of projects.
- 3.4 The Corporate Performance Report has been developed further since the Quarter 1 report was reviewed by Members. For actions and projects, a 'Direction of Travel' indicates how the latest RAG status compares to the status reported last quarter. Where the status is worse than previously a down arrow is shown (↓), where the status is unchanged a sideways arrow is shown (↔) and where the status is better than previously an up arrow is shown (↑). For example, an action reported as Amber at the end of Quarter 2 and Green at the end of Quarter 3 would have a ↑ direction of travel.

3.4 The following table summarises overall progress in delivering actions for 2023/24:

Status of Key Actions	Number	Percentage
Green (on track)	38	83%
Amber (within acceptable variance)	8	17%
Red (behind schedule)	0	0%

Note: actions being delivered through projects/programmes are not included in this table as their status is being reported via project reporting mechanisms instead and this avoids any double counting.

3.5 The latest statuses for operational performance measures at the end of December are summarised here:

Latest performance measure results	Number	Percentage
Green (achieved)	21	75%
Amber (within acceptable variance)	6	21%
Red (below acceptable variance)	1	4%

Forecast outturn statuses for operational performance measures are summarised here:

Forecast year-end performance measure results	Number	Percentage
Green (achieved)	23	82%
Amber (within acceptable variance)	4	14%
Red (below acceptable variance)	1	4%

3.6 The statuses of all corporate projects at the end of December are shown in the following table.

Corporate project status	Number	Percentage
Green (progress on track)	12	63%
Amber (progress behind schedule, project may be recoverable)	7	37%
Red (significantly behind schedule, serious risks/issues)	0	0%

Details of all projects can be found in **Appendix C**. One new project has been added this quarter - the 'Rural Prosperity Fund' under 'Forward-Thinking Economic Growth'.

4. COMMENTS OF OVERVIEW & SCRUTINY PANELS

4.1 The Overview and Scrutiny (Performance & Growth) Panel is due to receive this report at its meeting on 31 January 2024. Comments from the Panel will be shared with Cabinet following the Overview and Scrutiny Panel's meeting.

5. RECOMMENDATIONS

5.1 The Cabinet is invited to consider and comment on progress and performance during Quarter 3 and the status of current projects, as summarised in the **Corporate Performance Report** and detailed in **Appendices A, B and C**.

6. LIST OF APPENDICES INCLUDED

Appendix 1 - Corporate Performance Report, Quarter 3, 2023/24

Appendix A – Progress on Corporate Plan Actions, Quarter 3, 2023/24

Appendix B – Operational Performance Measure Graphs, Quarter 3, 2023/24

Appendix C – Project Performance, December 2023

CONTACT OFFICERS

Corporate Performance Report

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Project Performance (Appendix C)

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Performance Report Quarter 3 - 2023/24

Do - Enable - Influence



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Status of actions, performance indicators and projects linked to this outcome	23

Outcome 1: Improving the happiness and wellbeing of residents

We want the highest possible quality of life for the people of Huntingdonshire. It will be a place which attracts employers and visitors and somewhere residents are proud to call home. We will be evidence based, responsive and support the foundations of a good life. This includes personal independence, prosperity, social connection, community and good health.



The scope of the refresh of our Community Strategy has been agreed and an outline draft has been produced for Portfolio Holder review. The approach will encompass community, health and wealth and will consider a Huntingdonshire approach to 'Community Wealth Building'.

Progress made with the 'new movers' pilot scheme will see a new Council Tax account leaflet distributed from Q4, aiming to support positive outcomes for new arrivals to Huntingdonshire.

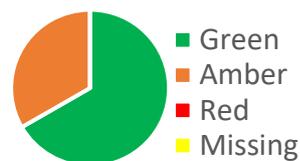
Work with partners to secure transport improvements includes ongoing work with the Cambridgeshire and Peterborough Combined Authority (CPCA) in relation to Bus Strategy and St Ives Improvements (a subset of work associated with the A141). There are also packages of works to improve Non-Motorised User opportunities in and around St Ives and to explore opportunities for a bus interchange in the Ramsey area to include active travel opportunities as part of rural connectivity improvements.

Our One Leisure Active Lifestyles and Sports Development programmes have continued to see high levels of attendance, with numbers above target and higher than recorded in recent years. These programmes continue to deliver high numbers of preventative interventions at scale for wider population groups as well as in a more targeted manner. Active Lifestyles courses starting from January can be found [here](#) and a decision tree has been developed to help adults identify physical activity opportunities appropriate for their age group, health conditions and current activity levels.

Admission levels at One Leisure Facilities remain below target but have improved, with the forecast deficit against the 23/24 target now reduced to 27k (from nearly 40k at Q2). The total number of admissions to the end of Q3 was almost 10% higher than at the same point last year.

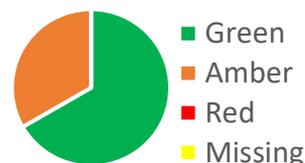
Performance Summary:

Status of actions	Number	%
Green (on track)	6	67%
Amber (within acceptable variance)	3	33%
Red (behind schedule)	0	0%

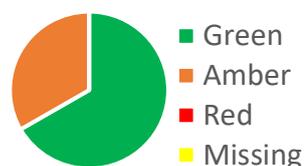


Note: 1 action is being reported on through a project/programme.

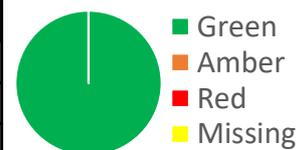
Operational PI latest status	Number	%
Green (achieved)	2	67%
Amber (within acceptable variance)	1	33%
Red (below acceptable variance)	0	0%



Operational PI year-end forecast status	Number	%
Green (achieved)	2	67%
Amber (within acceptable variance)	1	33%
Red (below acceptable variance)	0	0%



Corporate project status	Number	%
Green (progress on track)	1	100%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risks/issues)	0	0%



Action	Direction of Travel	Latest Status
1. Refresh Huntingdonshire's Community Strategy via a new Residents Outcome Strategy – linking Community and Health, building on the Place Strategy findings.	↔	G
3. Run a pilot with new movers to the area which seeks to support positive outcomes from residents' first arrival in Huntingdonshire.	↑	G
4. Listen to local residents and respond to their input on service delivery.	↔	G
5. Formally build assessments of the impact on the Corporate Plan priorities into Council decision making.	↔	A
6. Refresh our Social Value Procurement Policy and work with other local anchor institutions to encourage them to do the same.	↔	A
7. Work via the Integrated Care System to seek to embed an approach which places a focus on activity in the long-term interests of residents in ways of working across system partners.	↓	A
8. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.	↑	G
9. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.	↔	G
10. Explore a campaign which seeks to extol the virtues of spending local and being physically active. Reviewing the benefits that places like Preston, Wigan and East Ayrshire have gained from this approach.	↑	G

Note: action 2 is being reported on through a project/programme (see 'UK Shared Prosperity Fund Programme' under the 'Forward-Thinking Economic Growth' outcome).

Operational Performance Indicator status	Latest Status	Forecast Status
1a. Number of attendances at One Leisure Active Lifestyles programmes	G	G
1b. Number of attendances at Sports Development activities and programmes	G	G
2. Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions)	A	A

Project/Programme	Direction of Travel	Latest Status
Community Health Prevention	↔	G

Outcome 2: Keeping people out of crisis



We will identify the root causes that lead people into crises and find ways to prevent them. We will do this through our own actions. We will also work in partnership with residents, businesses, community groups, charities and our public sector partners.

Our Wider Determinants of Health model-based approach to improving the quality of life for local people recognises the importance of providing support to those on low incomes. Improvements made by the Benefits team have led to reductions in the time taken to process both new claims and changes of circumstances, although we are expecting to fall just short of our year-end target for changes of circumstances. The approval of a new Council Tax Support Scheme from April will lead to further reduction in time taken as fewer changes of circumstances will need to be processed and, more importantly, will see higher levels of financial support provided to approx. 4,000 lower-income households.

The status of the action to pilot activity to use Council debt data to target support before people enter crisis has recovered from Amber to Green as this is now expected to launch in Q4.

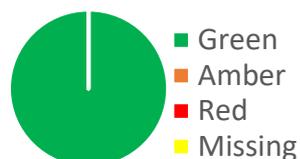
The number of home improvements completed through Disabled Facilities Grant funding continues to be affected by factors outside our immediate control, with previous delays resulting from time taken to obtain consent for works from Places For People still affecting performance figures. However, progress has been made for new cases and many of the works currently underway so results should improve in future. We are currently reporting a 10% improvement in the time taken to complete works compared to Q3 last year.

The number of households housed through the housing register and Home-Link scheme continues to exceed both this year's target and last year's performance (over 20% up on each of these at the end of Q3).

To support our work with partners to promote safety, funding from the Office of the Police and Crime Commissioner has been secured by the Community Safety Partnership to recruit a new Problem Solving Officer to work directly with residents and Town/Parish and District Councillors. This will provide additional resource and a point of contact to help identify and respond quickly to issues before they escalate.

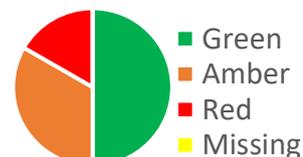
Performance Summary:

Status of actions	Number	%
Green (on track)	5	100%
Amber (within acceptable variance)	0	0%
Red (behind schedule)	0	0%

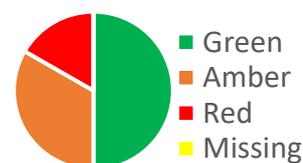


Note: 2 actions are being reported on through projects/programmes.

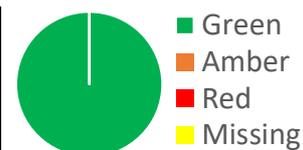
Operational PI latest status	Number	%
Green (achieved)	3	50%
Amber (within acceptable variance)	2	33%
Red (below acceptable variance)	1	17%



Operational PI year-end forecast status	Number	%
Green (achieved)	3	50%
Amber (within acceptable variance)	2	33%
Red (below acceptable variance)	1	17%



Corporate project status	Number	%
Green (progress on track)	1	100%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risks/issues)	0	0%



Action	Direction of Travel	Latest Status
12. Develop proposals to pilot activity to use Council debt data to target support before people enter crisis.	↑	G
13. Recognise that community sector partners are often the first point of call for those in a community, and as such we will work with community groups to explore appetite and define shared ways of working.	↔	G
15. Work with partners to explore options as to how we use early warning signs as opportunities to seek to offer support, with a view to preventing needs escalating.	↔	G
16. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.	↔	G
17. Work proactively with partners to promote safety and address issues at the earliest opportunity.	↔	G

Note: actions 11 & 14 are being reported on through projects/programmes (see 'Financial Vulnerability For Residents Programme' below and 'Community Health Prevention' under 'Improving the Happiness and Wellbeing of Residents')

Operational Performance Indicator status	Latest Status	Forecast Status
3. The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay at hospital due to a Disabled Facilities Grant (DFG)	R	R
4. Average time (in weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants	A	A
5. Average number of days to process new claims for Housing Benefit and Council Tax Support	G	G
6. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support	A	A
7. Number of homelessness preventions achieved	G	G
8. Number of households housed through the housing register and Home-Link scheme	G	G

Project/Programme	Direction of Travel	Latest Status
Financial Vulnerability For Residents Programme	↔	G

Outcome 3: Helping people in crisis

Where a crisis has already happened, we will work holistically to understand the issues, the cause of these issues and what opportunities exist to address them. We will seek to prevent multiple personal crises becoming entrenched and unmanageable by addressing root causes.



During Q3, the Home Office closed The Dolphin Hotel as a location for housing asylum seekers, with all occupants relocated outside Huntingdonshire. The District Council continues to support hundreds of Ukrainian families, eight Afghan families and a small number of asylum seekers housed by the Home Office in private rented accommodation. Support goes beyond just practical help, with events such as Christmas celebrations (hosted in the Civic Suite and including an appearance from Santa) helping to promote community cohesion.

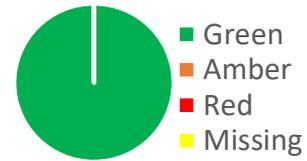


The Integrated Care System's Outcomes Framework has now been agreed. We will continue to raise our desire to build financial, social and physical solutions in crisis management through our ongoing interactions with partners.

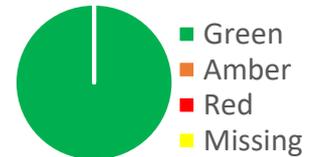
The number of households in Temporary Accommodation was lower at the end of December than at the end of September and remains better than target. There were eight fewer households in Temporary Accommodation at the end of 2023 compared to the end of 2022.

Performance Summary:

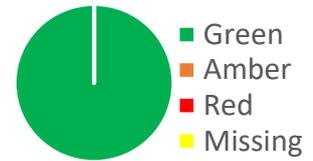
Status of actions	Number	%
Green (on track)	5	100%
Amber (within acceptable variance)	0	0%
Red (behind schedule)	0	0%



Operational PI latest status	Number	%
Green (achieved)	1	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%



Operational PI year-end forecast status	Number	%
Green (achieved)	1	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%



Action	Direction of Travel	Latest Status
18. Continue to support those impacted via the cost-of-living crisis via a partnership approach which seeks to deal with not just the presenting issue, but wherever possible the cause of it.	↔	G
19. Continue to support refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home.	↔	G
20. Formally propose to partners that we build financial, social and physical solutions into crisis management. Reducing the likelihood of crises repeating in the future.	↔	G
21. Continue to champion WeAreHuntingdonshire.org and other cross cutting sources of information to deliver services that are convenient for the resident rather than structured around the organisation delivering them.	↔	G
22. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.	↔	G

Operational Performance Indicator status	Latest Status	Forecast Status
9. Number of households in Temporary Accommodation	G	G

Outcome 4: Improving Housing



We want everyone to live in a safe, high quality home regardless of health, stage of life, family structure, income and tenure type. Homes should be energy efficient and allow people to live healthy and prosperous lives. New homes should be zero carbon ready and encourage sustainable travel.

Most actions for improving housing are on track and some (such as the refresh of the Housing Strategy and Tenancy Strategy) have already been completed, as reported in the first two quarters of 23/24.

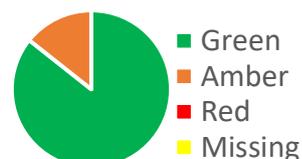
In November 2023, a Registered Providers Conference was held by HDC. The conference was attended by partners, including the main stock holding associations, and enabled discussions and exploration around a range of opportunities such as retrofit and carbon reduction. However, the action relating to our work with registered providers to improve conditions through regeneration schemes changed status from Green to Amber in the last quarter. Work has paused due to partner staffing changes and the project is expected to be reconsidered by them in quarter one of 2024/25.

A strong performance has been maintained in the delivery of additional homes in the district, which is evidenced by the performance measure being on track to exceed the year-end target and exceed the number delivered last year. The outcome of this is that more residents will be able to take advantage of the lifelong benefits having a decent home can provide. Affordable home delivery has been particularly strong, with 544 new affordable homes delivered by the end of December – above the year-end target and higher than reported for the whole of last year (which was the highest number we have reported in ten years). Delivery of affordable housing through our own surplus sites (Longhurst Contract project) remains at an Amber status while planning concerns are being resolved.

While the percentage of major planning applications processed on target has fallen since the last quarter, this was due to a small number of backlog cases being determined in December where permission was refused (2 out of 4 cases) and the service is still forecasting to recover to Green status by the year-end. The total number of planning applications processed over 26 weeks old (where there is no extension of time in place) at the end of the quarter has reduced as a result of focused work by the service in December. Performance is well ahead of the target set for this year (74 applications against a target of 100).

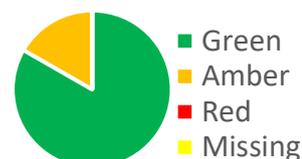
Performance Summary:

Status of actions	Number	%
Green (on track)	6	86%
Amber (within acceptable variance)	1	14%
Red (behind schedule)	0	0%

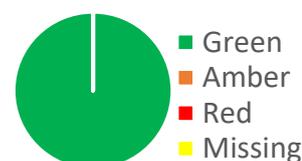


Note: 1 action is being reported on through a project/programme.

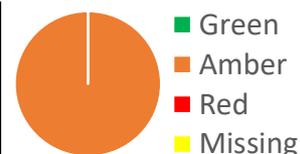
Operational PI latest status	Number	%
Green (achieved)	5	83%
Amber (within acceptable variance)	1	17%
Red (below acceptable variance)	0	0%



Operational PI year-end forecast status	Number	%
Green (achieved)	6	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%



Corporate project status	Number	%
Green (progress on track)	0	0%
Amber (behind schedule, project may be recoverable)	1	100%
Red (significantly behind schedule, serious risks/issues)	0	0%



Action	Direction of Travel	Latest Status
23. Complete Mid Term Review of the Housing Strategy. The Housing Strategy was completed in 2020, this review will enable us to take into account recent studies of need and Census data.	↔	G
24. Adopt First Homes Position Statement. Until the update of the Local Plan is completed it is necessary to complete a position statement on First Homes.	↔	G
25. Adopt new Tenancy Strategy to support people to live healthy and independent lives.	↔	G
27. Maintain the level of new housing delivery, which meets the needs of Huntingdonshire residents, including the type of home and tenure (open market and social housing).	↔	G
28. Work in partnership to look at best practice and funding to improve housing conditions, including retrofit programmes in social and private housing.	↔	G
29. Work with Registered Providers to improve conditions in existing accommodation through regeneration schemes.	↓	A
30. Work with Health and Social Care Providers to explore future models of housing, support and care enabling people to live independently for longer.	↔	G

Note: action 26 is being reported on through a project/programme (see 'Longhurst Contract - HDC Surplus Sites (Affordable Housing)' below).

Operational Performance Indicator status	Latest Status	Forecast Status
10. Net change in number of homes with a Council Tax banding	G	G
11. Number of new affordable homes delivered	G	G
12. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period)	A	G
13. Percentage of planning applications processed on target – minor or other (within 8 weeks or agreed extended period)	G	G
14. Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period)	G	G
15. Number of planning applications over 26 weeks old where there is no current extension of time in place	G	G

Project/Programme	Direction of Travel	Latest Status
Longhurst Contract - HDC Surplus Sites (Affordable Housing)	↔	A

Outcome 5: Forward-thinking economic growth

We want our local economy to attract businesses that prioritise reducing their carbon footprint. A place where businesses choose to start up, grow and invest in high value jobs so they and our residents and high streets, can flourish and thrive. Local people should be able to develop their skills to take advantage of these opportunities, with businesses and education providers working more closely together to deliver an inclusive economy.



The first quarterly meeting arranged by Economic Development to share and exchange information and gain feedback on local market intelligence with a variety of service industries took place in October 2023. Positive feedback was received from attendees and future meetings have been scheduled to build on this success.

Further work has also been completed around inward investment, with a CEO breakfast roundtable held to hear views and feedback on the business environment, market opportunities and challenges.

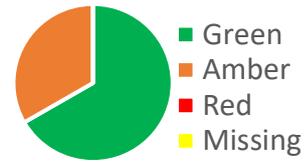
While four actions are on track, two remain at an Amber status since the last quarter. Scoping of data and intelligence for the refresh of the Huntingdonshire Economic Growth Strategy was completed in Q2, with the latest commentary reporting that the updated version will be commissioned during 2024. The other action with Amber status concerned work with partners to review future demand for Further Education provision in the St Neots area and development of the Local Skills Implementation Plan. The Amber status reflects external factors outside our control, such as capacity and resource constraints for partners.

The Local Plan project remains on track, with assessment and sustainability appraisal of potential development sites continuing. This will inform engagement activity planned for spring 2024.

Both the Market Towns Programme and UK Shared Prosperity Fund Programme continue to have an Amber status, although many of the projects within these programmes are on track. Further details of progress with projects under these programmes can be found in Appendix C. A new Rural Prosperity Funds programme is also reporting an Amber status although work on initiating its community and local business focused projects is underway.

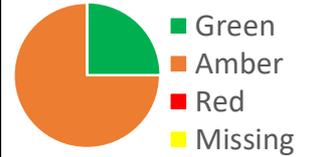
Performance Summary:

Status of actions	Number	%
Green (on track)	4	67%
Amber (within acceptable variance)	2	33%
Red (behind schedule)	0	0%



Note: 3 actions are being reported on through projects/programmes.

Corporate project status	Number	%
Green (progress on track)	1	25%
Amber (behind schedule, project may be recoverable)	3	75%
Red (significantly behind schedule, serious risks/issues)	0	0%



Action	Direction of Travel	Latest Status
31. Promote Huntingdonshire as a destination for high value inward investment, prioritising businesses that are proactively reducing their carbon emissions. Annual report on activity produced.	↔	G
33. Scope the refresh of the Huntingdonshire Economic Growth Strategy and produce quarterly economic insights report.	↔	A
36. Work with intermediaries, professional service networks, investors and developers to understand the health of the economy, develop responses and attract investment.	↔	G
37. Work with the CPCA and partners to complete a review of the future demand for Further Education (FE) provision in the St. Neots area and development of the Local Skills Implementation Plan, prioritising connections between FE provision and local employers aligned to core growth sectors.	↔	A
38. Influence the implementation of the CPCA Economic Growth Strategy and commissioning of future business support provision.	↔	G
39. Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies.	↔	G

Note: actions 32, 34 & 35 are being reported on through projects/programmes (see 'UK Shared Prosperity Fund programme', 'Market Town Programme' and 'Local Plan' below).

Project/Programme	Direction of Travel	Latest Status
UK Shared Prosperity Fund programme	↔	A
Market Towns Programme	↔	A
Local Plan	↔	G
Rural Prosperity Fund	N/a	A

Outcome 6: Lowering our carbon emissions



We will take positive action to reduce carbon emissions and become a net zero carbon Council by 2040. We will enable and encourage local people and businesses to reduce carbon emissions and increase biodiversity across Huntingdonshire.

Significant progress was made this quarter through the Climate Conversation, where we applied all elements of our 'do, enable and influence' approach at a stakeholder and community event in November 2023.

The event was organised and hosted by HDC, attended by Town and Parish Councils, Environmental and Community Groups and local businesses and provided an engaging space to communicate progress, knowledge and information about local projects. Feedback from the event is influencing our activity, for example by establishing that a Climate Hub would be more effective than our planned action of piloting Community Carbon Reduction Plans. It is anticipated that we will review interest in Community Carbon Reduction Plans again as part of our Climate Conversation work in 2024.

Work internally to review our assets to improve energy efficiency and reduce the carbon impact of our buildings includes the completion of a full business case for investment in additional solar panels, ready to apply for the next round of government funding. The business case developed has been based on a comprehensive survey funded from a government scheme.

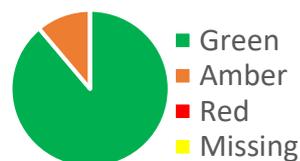
Our drivers in the Waste service continue to drive fleet vehicles efficiently, with their performance measured via the Energy Efficiency Driving Index score. The cumulative score since April 2023 has been consistently recorded as above the target set and was 83% against a target of 80% at the end of December.

One action for this outcome has changed to an Amber status at the end of Q3. While work with Anglia Ruskin University to develop the Council's procurement policy to incorporate greater focus on social and environmental impacts has continued, a draft of the policy is now expected in Q4.

Progress on the Biodiversity For All project has led to the project status changing to Green. This has included opening a pilot round of grant funding available to community groups and Parish Councils and preparation of updates on our strategic land management sites due to be reported to Cabinet in spring 2024.

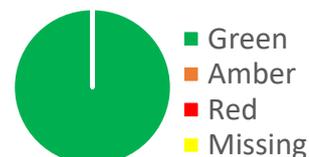
Performance Summary:

Status of actions	Number	%
Green (on track)	8	89%
Amber (within acceptable variance)	1	11%
Red (behind schedule)	0	0%

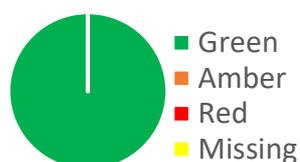


Note: 3 actions are being reported on through projects/programmes.

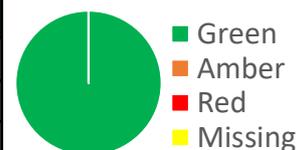
Operational PI latest status	Number	%
Green (achieved)	1	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%



Operational PI year-end forecast status	Number	%
Green (achieved)	1	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%



Corporate project status	Number	%
Green (progress on track)	1	100%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risks/issues)	0	0%



Action	Direction of Travel	Latest Status
40. Review our assets to improve energy efficiency and reduce the carbon impact of our buildings.	↔	G
41. Deliver Fleet Review Plan for lower carbon alternatives for service delivery.	↔	G
42. Deliver Energy Strategy.	↔	G
43. Establish Climate Conversation to openly account against the Climate Action Plan, listen to feedback from local people, evaluate priorities, develop actions towards Environmental Innovation (Place Strategy).	↔	G
45. Deliver Electric Vehicle Charging Strategy.	↔	G
46. Pilot Community Carbon Reduction Plans.	↔	G
49. Develop the Council's procurement rules to further embed social and environmental value.	↓	A
50. Expand the current Green Business Awards Scheme, celebrating best practice and sharing knowledge.	↔	G
51. Deliver Huntingdonshire Plan for Nature and contribute to the Local Nature Recovery Strategy to guide greater biodiversity and nature restoration in the district.	↔	G

Note: actions 44, 47 & 48 are being reported on through projects/programmes (see 'Local Plan' and 'UK Shared Prosperity Fund programme' under the 'Forward-Thinking Economic Growth' outcome and the 'Biodiversity For All' project below).

Operational Performance Indicator status	Latest Status	Forecast Status
16. Efficiency of vehicle fleet driving – Energy Efficient Driving Index score for the Waste service	G	G

Project/Programme	Direction of Travel	Latest Status
Biodiversity For All	↑	G

Outcome 7: Delivering good quality, high value-for-money services

Around 80% of our resources are aligned to business as usual (BAU) service delivery and this priority focuses on delivering good quality, high value for money services with good control and compliance with statutory functions. We will continue to provide a wide range of existing statutory and important services and seek to improve their efficiency and effectiveness.



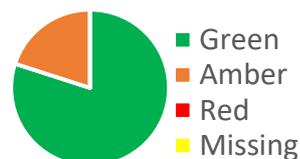
A new Performance Management Framework was adopted in November and we are continuing to monitor the development of new Best Value guidance and the Office for Local Government (Oflog). The Performance Management Framework sets out roles and responsibilities that sit with different groups of staff and Members and emphasises the need to seek continuous improvement.

The latest results for operational performance measures show we are doing better than last year for 19 of the 26 measures we have historic monthly/quarterly data for (73%). Performance against targets across our operational performance measures remains high, with 21 out of 28 (75%) meeting or exceeding quarterly targets at the end of December and 23 (82%) forecast to meet or exceed year-end targets. Where results are below target, we are working to resolve issues as evidenced by previous examples such as our Council Tax collection rate - now performing above target following process improvements and a decision to move to more frequent recovery action.

Several projects under this outcome have been completed or substantially delivered, including upgrades to the HR system, allocation of funding under the 2023/24 Council Tax Support Fund, a new Council Tax Support Scheme (approved by Council in December) and the award of payments under the Additional Funding for Energy Bill Rebate project. While the majority are on track at the end of Q3, we are now reporting an Amber status for the Planning Improvement Programme, where there have been delays in delivery due to resource availability, and the Customer Services Improvement Programme, where recruitment of a Customer Change Director has not been successful and alternative solutions are being considered. The project status for Hinchbrook Country Park has been changed from Red at Q2 to Amber at Q3, with new timelines now set for re-submission of the planning application in July 2024 and completion of improvement works now due in spring 2026.

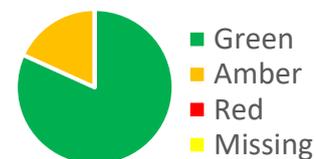
Performance Summary:

Status of actions	Number	%
Green (on track)	4	80%
Amber (within acceptable variance)	1	20%
Red (behind schedule)	0	0%

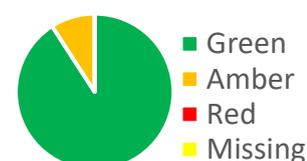


Note: 8 actions are being reported on through projects/programmes.

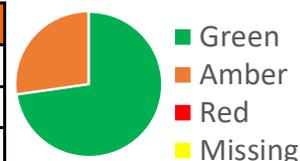
Operational PI latest status	Number	%
Green (achieved)	9	82%
Amber (within acceptable variance)	2	18%
Red (below acceptable variance)	0	0%



Operational PI year-end forecast status	Number	%
Green (achieved)	10	91%
Amber (within acceptable variance)	1	9%
Red (below acceptable variance)	0	0%



Corporate project status	Number	%
Green (progress on track)	8	73%
Amber (behind schedule, project may be recoverable)	3	27%
Red (significantly behind schedule, serious risks/issues)	0	0%



Action	Direction of Travel	Latest Status
52. Refresh our Commercial Investment strategy to develop proposals for future strategic investments.	↔	A
54. Refresh of operational performance management to deliver improvement and provide consistent and transparent tracking of what we do and how we do it.	↔	G
63. Do these things well to enable local people to thrive and take new opportunities.	↔	G
64. Enable our outstanding volunteers in our parks, nature reserves and elsewhere to continue to improve the quality of those spaces.	↔	G
65. Our well-run Council will act as a model for our peers.	↔	G

Note: actions 53 and 55-62 are being reported on through projects/programmes (see 'Workforce Strategy', 'Customer Services Improvement Programme', 'Council Tax Support Scheme Review', 'Additional Funding for Energy Bill Rebate', 'Planning Improvement programme', 'Green Bins Project', 'Civil Parking Enforcement', 'Hinchingbrooke Country Park' and 'Riverside Park St. Neots' below).

Operational Performance Indicator status	Latest Status	Forecast Status
17a. Percentage of household waste reused/recycled/composted	A	G
17b. Collected household waste per person (kilograms)	G	G
18. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations	G	G
19. Number of missed bins	G	G
20. The number of programmed food safety inspections undertaken	G	G
21. Percentage of calls to Call Centre answered	A	A
22. Average wait time for customers calling the Call Centre	G	G
23. Council Tax collection rate	G	G
24. Business Rates collection rate	G	G
25. Staff sickness days lost per full time equivalent (FTE)	G	G
26. Staff turnover	G	G

Project/Programme	Direction of Travel	Latest Status
Riverside Park St. Neots	↔	G
Civil Parking Enforcement	↔	G
Hinchingbrooke Country Park	↑	A
Additional Funding for Energy Bill Rebate	↔	G
Planning Improvement programme	↓	A
Green Bins Project	↔	G
Council Tax Support Scheme Review	↔	G
Council Tax Support Fund (2023/24)	↔	G
Customer Services Improvement Programme	↓	A
HR System	↔	G
Workforce Strategy	↔	G

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Appendix A: Progress on Corporate Plan Actions



Outcome: Improving the happiness and wellbeing of residents

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
1. Refresh Huntingdonshire's Community Strategy via a new Residents Outcome Strategy – linking Community and Health, building on the Place Strategy findings.	CLlr Pitt	Scope agreed with portfolio member. Approach will encompass 'Community, Health & Wealth' and consider a Huntingdonshire approach to Community wealth building. Outline draft produced and sent to portfolio member for comment. Completion date dependent on appetite/ requirement for deliberative democracy input into process.	↔	G	Need to consider interface with social value in procurement work.
2. Deliver the skills and employment workstream of the UK shared prosperity programme.	CLlr Pitt	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 3 can be found in Appendix C (Projects and Programmes update). See 'UK Shared Prosperity Fund Programme' under the Forward-Thinking Economic Growth outcome. This work also provides a contribution to Action 12.			

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
3. Run a pilot with new movers to the area which seeks to support positive outcomes from residents' first arrival in Huntingdonshire.	Cllr Pitt	IT microsite agreed with specific quick-response (QR) code. Suite of offer including One Leisure use agreed. Initial design of leaflet produced. Revenues & Benefits have confirmed leaflets can be sent with new Council Tax account documentation. Evidence suggests such an approach is not useful as part of new tenancy process in social accommodation. We are reviewing this aspect of the action.	↑	G	New Council Tax account leaflet to commence distribution on an ongoing basis from Q4.
4. Listen to local residents and respond to their input on service delivery.	Cllr Conboy	A short online survey was carried out in November on the Let's Talk Huntingdonshire website which sought the views of residents on the council's priorities within the Corporate Plan. There was around 280 responses to the survey which was open for around two weeks.	↔	G	The findings from the survey will help inform potential actions for the Corporate Plan refresh in early 2024.



Outcome: Improving the happiness and wellbeing of residents

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
5. Formally build assessments of the impact on the Corporate Plan priorities into Council decision making.	Cllr Hassall	An updated tool to assess against Corporate Plan priorities has been piloted with Cabinet in considering ideas for new projects. This is ready to be developed into a working model for Strategic Board in Q4.	↔	A	The tool has helped in prioritising and filtering a broad set of ideas into ones that will have strategic benefit, achievability and directly contribute to the delivery of the Corporate Plan. This screening has ensured appropriate allocation of time and effort to develop ideas in more detail through the Council's new ideas process.
6. Refresh our Social Value Procurement Policy and work with other local anchor institutions to encourage them to do the same.	Cllr Mickelburgh	Work has continued with Anglia Ruskin University to develop the Council's Procurement policy to incorporate greater focus on social and environmental impacts whilst still achieving value for money. A draft of the policy is planned for Q4.	↔	A	Training will be delivered alongside the reviewed Procurement policy introduction to provide a consistent message.



Outcome: Improving the happiness and wellbeing of residents

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
7. Work via the Integrated Care System to seek to embed an approach which places a focus on activity in the long-term interests of residents in ways of working across system partners.	Cllr Pitt	Delivery underway and progress monitored by specific project board. Delivery will continue until end of June 2024 (one year from commencement). Funding can be rolled forward.	↓	A	Amber status relates to current delivery trajectory against bid targets. Remedial actions being considered by project board, including deployment of uncommitted resource.
8. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.	Cllr Wakeford	Strategic infrastructure covered in action 39. Ongoing work in relation to Bus Strategy with Cambridgeshire and Peterborough Combined Authority (CPCA). Active engagement with CPCA on St. Ives Improvements (which is a subset of work associated with the A141) and includes packages of works to improve Non Motorised Users (NMU) opportunities in and around St. Ives. In addition, opportunities for a bus interchange in Ramsey area being explored with CPCA to include active	↑	G	Renewed focus on improving affordable bus connectivity to and within Huntingdonshire. This is alongside maximising opportunities to improve active travel routes connecting residents to education, jobs and services, offering a healthy and convenient alternative to the use of the private motor vehicle.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
		travel opportunities as part of rural connectivity.			
9. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.	Cllr Conboy	The journey groups are progressing, health embedded and inclusive economy are making progress, and following the Climate Conversation, we are on the cusp of being able to commence the launch of the Environmental Innovation steering group with potential steering group members identified for the inaugural meeting. Work is underway to develop a festival of Huntingdonshire during 2024 and Overview and Scrutiny input is being sought in January. This is a direct action in response to the request for more Councillor collaboration on Huntingdonshire Futures. The feedback will help develop a co-creation plan which will be completed in Q4.	↔	G	The Festival of Huntingdonshire will now be launched in connection with Huntingdonshire Day instead of taking place on Huntingdonshire Day, which reflects the input from Councillors. Given the deeper co-creation of the Festival, the start of the Environmental Innovation Journey will be delayed until Q1 2024/25.
10. Explore a campaign which seeks to extol the virtues of spending local and being physically active. Reviewing the benefits that places like Preston, Wigan and	Cllr Taylor	We have reviewed the work of others and the progress to date on the Corporate Plan and Place Strategy. Clear links to resident outcomes, employment and the role of anchor tenants	↑	G	Campaign will be included as part of the refresh of the Community Strategy.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
East Ayrshire have gained from this approach.					



Outcome: Keeping people out of crisis

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
11. Resource and lead a key change programme which reviews the way we support residents in need across a range of local providers. This will see us work with partners to review and define ways of working, particularly around financial distress. Seeking to develop more holistic support which address root	Cllr Pitt	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 3 can be found in Appendix C (Projects and Programmes update). See 'Financial Vulnerability For Residents Programme' under the 'Keeping People Out of Crisis' outcome.			

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
causes and prevent issues escalating.					
12. Develop proposals to pilot activity to use Council debt data to target support before people enter crisis.	Cllr Ferguson	Final Corporate Leadership Team and Cabinet agreement and text message provider identified. Expected launch in Q4.	↑	G	Similar position to Quarter 2 update - no impact change.



Outcome: Keeping people out of crisis

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
13. Recognise that community sector partners are often the first point of call for those in a community, and as such we will work with community groups to explore appetite and define	Cllr Pitt	Community based delivery forms an integral part of delivery of Action 7. Also we are redesigning 'We Are Huntingdonshire' to provide easier access to support from our Residents Advice & Information team.	↔	G	Ongoing support to our 'Do, Enable and Influence' approach at HDC.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
shared ways of working.					
14. Deliver our health inequalities project in partnership with our community and continue to work with health to seek funding opportunities and identify ways to maximise the contribution of our leisure service to health improvements.	Cllr Pitt	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 3 can be found in Appendix C (Projects and Programmes update). See 'Community Health Prevention' under the 'Improving the Happiness and Wellbeing of Residents' outcome.			



Outcome: Keeping people out of crisis

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
15. Work with partners to explore options as to how we use early warning signs as	Cllr Pitt	Refer to previous updates. We Are Huntingdonshire (WAH) update underway - complete for public facing	↔	G	Broadening access to high quality information and support for both the public and VCS partners.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
opportunities to seek to offer support, with a view to preventing needs escalating.		section, now underway for VCS partners section.			
16. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.	Cllr Wakeford	This is a two year action with work profiled for 2024/25. A member workshop has been set up to identify the priority sites for active travel studies and the council has been in contact with Sustrans and Active Travel England so that the studies can be scoped and undertaken in 2024/25.	↔	G	Given other immediate priorities most of the funding for the studies has been shifted to 2024/25 as this is when the studies will be undertaken.
17. Work proactively with partners to promote safety and address issues at the earliest opportunity.	Cllr Pitt	The CSP has continued to meet and representation has been widened to ensure all partners are represented. The Partnership agreed to apply to the OPCC for funding for a Problem Solving Officer, this has been approved and the post is out to advert. This is for a 14 month contract to work directly with residents, Town and Parish Councillors as well as Members.	↔	G	The recruitment of a Problem Solving Officer will bring additional resource to the Partnership. This will result in a point of contact at a low level for communities as well as Councillors, to be able to identify issues and respond quickly before they escalate.



Outcome: Helping people in crisis

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
18. Continue to support those impacted via the cost-of-living crisis via a partnership approach which seeks to deal with not just the presenting issue, but wherever possible the cause of it.	Cllr Pitt	Closely aligned with action 15. Training and promotion of the Social Solutions tool is ongoing and we are updating it as part of the review and update of 'We Are Huntingdonshire'. We are closely working with the Cambridgeshire County Council to understand the impact of the national withdrawal of Household Support Fund at the end of the financial year (ongoing).	↔	G	Better aligning our offers to respond to the continuing nature of the cost of living crisis during a period where the support landscape is changing.
19. Continue to support refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home.	Cllr Pitt	HDC is supporting Ukrainian families, Afghan entrants to the UK and asylum seekers placed in Huntingdonshire by the Home Office. We work closely with our community and local partners and in Q3 the Home Office closed The Dolphin Hotel as a location to house asylum seekers and moved all the occupants to locations outside the district.	↔	G	There are 300+ Ukrainian guests, 8 Afghan families and a small number of asylum seekers housed by the Home Office in private rented accommodation within the District. All have been supported well by the District Council and our communities.



Outcome: Helping people in crisis

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
20. Formally propose to partners that we build financial, social and physical solutions into crisis management. Reducing the likelihood of crises repeating in the future.	Cllr Pitt	Transfer to a business as usual (BAU) approach now the Integrated Care System Outcomes Framework has been agreed. Continue to raise through Integrated Neighbourhood Boards, Place Board and other partnership structures.	↔	G	Ongoing shift towards greater partnership working, recognising the defined functions and responsibilities various partner organisations have, but understanding that crisis can be best managed and prevented by working together to address causes as well as crisis itself. This requires ever closer partnerships and our work is enabling that.



Outcome: Helping people in crisis

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
21. Continue to champion WeAreHuntingdonshire	Cllr Pitt	Ever more closely aligned with Actions 15 and 18. Championing WAH continues (e.g. adverts in Warm Spaces	↔	G	Ongoing shift towards greater partnership working, recognising the defined functions and responsibilities

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
.org and other cross cutting sources of information to deliver services that are convenient for the resident rather than structured around the organisation delivering them.		handbook to be published in Jan 2024). Partner section of WAH has been reviewed and is being updated.			various partner organisations have, but understanding that crisis can be best managed and prevented by working together to address causes as well as crisis itself. This requires ever closer partnerships and our work is enabling that.
22. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.	Cllr Conboy	The journey groups are progressing, health embedded and inclusive economy are making progress, and following the Climate Conversation, we are on the cusp of being able to commence the launch of the Environmental Innovation steering group with potential steering group members identified for the inaugural meeting. Work is underway to develop a festival of Huntingdonshire during 2024 and Overview and Scrutiny input is being sought in January. This is a direct action in response to the request for more Councillor collaboration on Huntingdonshire Futures. The feedback will help develop a co-creation plan which will be completed in Q4.	↔	G	The Festival of Huntingdonshire will now be launched in connection with Huntingdonshire Day instead of taking place on Huntingdonshire Day, which reflects the input from Councillors. Given the deeper co-creation of the Festival, the start of the Environmental Innovation Journey will be delayed until Q1 2024/25.



Outcome: Improving Housing

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
23. Complete Mid Term Review of the Housing Strategy. The Housing Strategy was completed in 2020, this review will enable us to take into account recent studies of need and Census data.	Cllr Wakeford	The Mid Term Review of the Housing Strategy was agreed by Cabinet on the 20th June 2023.	↔	G	The review has enabled us to align our housing activities with the Corporate Plan and understand the most up to date data to support delivery. This strategy has been shared with our Registered Provider (RP) partners.
24. Adopt First Homes Position Statement. Until the update of the Local Plan is completed it is necessary to complete a position statement on First Homes.	Cllr Wakeford	The First Homes Position Statement was agreed by Cabinet on the 20th June 2023.	↔	G	This enables the Council to influence the delivery of First Homes in the district. Our first site in Spaldwick has had the benefit of this approach and has protected the rented element on site. Development Management officers are aware of the position statement. So far there seems to have been little interest in this tenure from developers in the district.
25. Adopt new Tenancy Strategy to support people to live healthy and independent lives.	Cllr Wakeford	The Tenancy Strategy was adopted at Cabinet in July 2023.	↔	G	The Strategy provides guidance on how the Council expect tenancies to be managed in the district and aims to influence Registered Providers (RPs)

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
					approach in their tenancy policies. This Strategy will be referenced in the RP Forum in November 2023.
26. Maximise use of Council owned sites to deliver housing, for example working with the Longhurst Group.	Cllr Wakeford	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 3 can be found in Appendix C (Projects and Programmes update). See 'Affordable Housing Project' under the 'Improving Housing' outcome.			



Outcome: Improving Housing

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
27. Maintain the level of new housing delivery, which meets the needs of Huntingdonshire residents, including the type of home and tenure (open market and social housing).	Cllr Wakeford	Work is ongoing with our partner Housing Association to maintain the delivery of new homes to meet our yearly target mad we continue to engage with them on a quarterly basis to ensure this is achieved. We are also providing timely advice on potential new schemes that will look to deliver homes over the next two years.	↔	G	The delivery of new homes is essential to meet the need for affordable housing in the district, demand cannot be met purely by the re-let of existing stock owned by Housing Associations.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
28. Work in partnership to look at best practice and funding to improve housing conditions, including retrofit programmes in social and private housing.	Cllr Wakeford	Officers have previously shared the recently adopted policies that have been agreed at Cabinet with RPs, and at the beginning of November 2023 we held the first RP conference for a number of years. The conference was attended by the main stock holding associations and there was a presentation on the Internet of Things and the sensors that can help them to monitor conditions in their properties. This conference also enabled us to begin a deeper conversation about retrofit and carbon reduction with the Landlords present.	↔	G	As part of the Council's enabling role, we look to influence RPs' management of their homes. The recent RP conference has enabled the Council to share information on the Smarter Towns programme but also make them aware of the support the Council can offer in this area.



Outcome: Improving Housing

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
29. Work with Registered Providers to improve conditions in	Cllr Wakeford	Work has paused on the regeneration project due to staffing changes at Places for People (P4P). A meeting	↓	A	This will result in the demolition of existing unfit accommodation, with the provision of new affordable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
existing accommodation through regeneration schemes.		took place between their new Development Manager and our Regeneration and Housing Delivery Manager at the end of December 23. At a similar time, a meeting took place between our Chief Executive and the Corporate Director (People) and P4P's new Executive Director to discuss a variety of issues and the importance of this regeneration project was noted. This project is expected to be reconsidered by P4P in Q1 24/25.			housing which is not only built to current Building Regulations but will better meet the needs of the district. There is also the potential to provide a net increase in dwellings.
30. Work with Health and Social Care Providers to explore future models of housing, support and care enabling people to live independently for longer.	Cllr Wakeford	Work continues with Cambridgeshire County Council on the demand for specialist housing. We now have the completion of the demand profiles for older persons accommodation, and await a presentation by the commissioning team on demand Learning Disability & Mental Health in early December 23. The commissioning team now routinely attend Housing Board.	↔	G	The information provided by our County Council colleagues will not only highlight the type of housing required in the district, but it also supports the commissioning activity of the County Council.



Outcome: Forward-thinking Economic Growth

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
31. Promote Huntingdonshire as a destination for high value inward investment, prioritising businesses that are proactively reducing their carbon emissions. Annual report on activity produced.	Cllr Wakeford	Both the Invest and Made in Huntingdonshire workstreams continue. The focus for this quarter included hosting a CEO breakfast roundtable to hear views and feedback from companies on the business environment along with market opportunities and challenges. New inward investment enquiries and support existing investors to expand and to support with skills, funding and transportation enquiries.	↔	G	Case studies continue to showcase innovation and technology deployment across the district. New enquiries are being received from the retail sector for both new investment and support for cost of living and general market conditions.
32. Deliver Year 1 of a programme of UKSPF funded business support activities, including Green Business Grants and support for start-ups and small and medium-sized enterprises (SMEs) to grow.	Cllr Wakeford	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 3 can be found in Appendix C (Projects and Programmes update). See 'UK Shared Prosperity Fund programme' under the 'Forward-Thinking Economic Growth' outcome.			

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
33. Scope the refresh of the Huntingdonshire Economic Growth Strategy and produce quarterly economic insights report.	Cllr Wakeford	An overview of the progress on actions contained within the 2020 Ready to Recover document will be published in Q4. A refresh and updated Economic Growth Strategy will be commissioned during 2024.	↔	A	No immediate impact as this work is being planned and scoped.
34. Continue the delivery of the Market Town Programme, including completion of the Accelerated Programme, ongoing delivery of Future High Street projects in St. Neots, development of new Retail Hub activity in Ramsey, and delivery of UKSPF funded Vibrant Communities project.	Cllr Wakeford	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 3 can be found in Appendix C (Projects and Programmes update). See 'Market Town Programme' under the 'Forward-Thinking Economic Growth' outcome.			
35. Commence the update to the adopted Local Plan including refreshing the evidence base, starting community engagement and a call for sites.	Cllr Sanderson	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 3 can be found in Appendix C (Projects and Programmes update). See 'Local Plan' under the 'Forward-Thinking Economic Growth' outcome.			



Outcome: Forward-thinking Economic Growth

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
36. Work with intermediaries, professional service networks, investors and developers to understand the health of the economy, develop responses and attract investment.	Cllr Wakeford	Inaugural meeting held in October with 17 attendees from a variety of service industries. An overview of the Huntingdonshire Futures programme, Shared Prosperity Funding and Services from the Economic Development team were presented. A Q&A session was held to receive market feedback and share information on business environment through the specialisms of the organisations. A successful first event with positive feedback and a desire to work in partnership. Schedule of quarterly meetings now in place with a LinkedIn group to share ideas and opportunities in-between meetings.	↔	G	We received positive feedback and heard a desire to work in partnership from attendees at the first event. This will inform future quarterly meetings.



Outcome: Forward-thinking Economic Growth

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
37. Work with the CPCA and partners to complete a review of the future demand for Further Education (FE) provision in the St. Neots area and development of the Local Skills Implementation Plan, prioritising connections between FE provision and local employers aligned to core growth sectors.	Cllr Wakeford	Procurement has completed and awaiting standstill period before contractor can commence. This project is still rated Amber due to external factors outside of HDC's control (capacity and resource constraints at the CPCA). We are awaiting an update from CPCA as to the new Senior Responsible Officer (SRO) for Further Education (FE) Cold Spots work across Cambridgeshire owing to recent personnel changes.	↔	A	No immediate impact as this work has not yet commenced.
38. Influence the implementation of the CPCA Economic Growth Strategy and commissioning of future business support provision.	Cllr Wakeford	Economic Development are engaged with the CPCA on workstreams including Devolution 2, Visioning and State of the Region work. It is also a partner in a new Economic Advisory Group to shape the future priorities and funding opportunities linked to Devolution. Work is ongoing regarding	↔	G	No immediate impact as work is ongoing.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
		commissioning of future business support provision.			
39. Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies.	Cllr Wakeford	A141 monthly board meetings underway and broad corridor agreed to enable progression of live planning applications (Ermine St and Grange Farm). Developers engaged with CPCA. Member panel expected to be convened in Q4. This is alongside a programme of local improvements for St. Ives. Notwithstanding delay to original proposal in 2018, project is on track. A428 broke ground in December 2023 and quarterly strategic stakeholder meetings held including HDC & CCC members. Development Consent Order (DCO) requirements being engaged upon and determined collaboratively with the Greater Cambridge Shared Planning (GCSP) and CCC. East West Rail conversations ongoing and remains in pre-submission phase. Ongoing engagement with CPCA regarding Bus Strategy and integrated NMU (non-motorised users) including exploration of a travel hub to the north of the district (Ramsey area).	↔	G	The outcome of this work will inform opportunities to minimise reliance on the car, increase connectivity to and within Huntingdonshire to access services, education and jobs. In addition it will afford opportunities to improve healthy outcomes for residents through increased non-motorised options.



Outcome: Lowering our Carbon Emissions

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
40. Review our assets to improve energy efficiency and reduce the carbon impact of our buildings.	Cllr Davenport-Ray	An update on the progress towards lowering the Council's Carbon Emissions through utility use was delivered to Overview and Scrutiny on 4th January. The full business case for the investment in additional solar has been completed and is ready to apply for the next round of government funding. The business case developed has been based on a comprehensive survey funded from a government scheme.	↔	G	The work to develop the detailed business case will allow Council priorities for investment to be proposed. This work is allowing the options for investment to be explored to see if the improvements may be implemented earlier without relying on government funding to support the business case.
41. Deliver Fleet Review Plan for lower carbon alternatives for service delivery.	Cllr Davenport-Ray	Linked to the Hydrogenated Vegetable Oil (HVO) work - trial ending June 2024. Work to consider all fleet requirements with Energy Savings Trust completed. Work with Local Partnerships to shape options and timelines commencing. The Fleet Decarbonisation Plan will be reported in March 2025.	↔	G	There are no impacts to report at this stage.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
42. Deliver Energy Strategy.	Cllr Davenport-Ray	Quotations are being obtained and reviewed to assist with delivering the Buildings Energy Strategy. The detailed business case for investment in solar supports the writing of the strategy.	↔	G	Demonstrating a clear accountable Energy Strategy will deliver our carbon targets and demonstrate good practice.
43. Establish Climate Conversation to openly account against the Climate Action Plan, listen to feedback from local people, evaluate priorities, develop actions towards Environmental Innovation (Place Strategy).	Cllr Davenport-Ray	Stakeholder and Community Events held in November 2023. Attended by local Town and Parish Councils, local Environmental and Community Groups and local businesses to share an engaging space to communicate progress, knowledge, local projects and encourage and inspire others.	↔	G	The Climate Conversation has already facilitated a space for communities and businesses to learn from one another. HDC has proven credible climate leadership showing how we are taking action to 'Do' as well as 'Enable and Influence' our Partners to affect Climate Change positively and build resilience for Climate adaptation.
44. Review Local Plan (ensuring plan for Biodiversity Net Gain referencing the National Planning Policy Framework).	Cllr Davenport-Ray	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 3 can be found in Appendix C (Projects and Programmes update). See 'Local Plan' under the 'Forward-Thinking Economic Growth' outcome.			



Outcome: Lowering our Carbon Emissions

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
45. Deliver Electric Vehicle Charging Strategy.	Cllr Davenport-Ray	Draft Strategy in progress. Added into reporting cycle for Overview and Scrutiny and Cabinet meetings.	↔	G	Strategy will define HDC's role in EV Charging to provide focus and clarity.
46. Pilot Community Carbon Reduction Plans.	Cllr Davenport-Ray	Following the success of the Climate Conversation Event - feedback established a broader platform of information and guidance in the form of a Climate Hub would be more effective than Community Carbon reduction plans. Once delivered in 2024, we will review the interest in community carbon reduction plans as part of the 2024 Climate Conversation. This links with work in partnership with the Council to develop the Locally Determined Contribution for Net Zero in Huntingdonshire which will be delivered in 2024.	↔	G	Following the Climate Conversation 2023 we have responded to the community request for a solution to support their positive action in the form of a Climate Hub, which will better meet their current needs than trialling community carbon reduction plans.
47. Deliver Biodiversity for All (2023-2025) to enable community action and	Cllr Davenport-Ray	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 3 can be found in Appendix C (Projects and Programmes update). See 'Biodiversity for All' under the 'Lowering our Carbon Emissions' outcome.			

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
support green skills development.					
48. Commission Active Travel Studies (UKSPF) to influence/inform future investment priorities.	Cllr Wakeford	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 3 can be found in Appendix C (Projects and Programmes update). See 'UK Shared Prosperity Fund programme' under the 'Forward-Thinking Economic Growth' outcome.			



Outcome: Lowering our Carbon Emissions

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
49. Develop the Council's procurement rules to further embed social and environmental value.	Cllr Mickelburgh	Work has continued with Anglia Ruskin University (ARU) to develop the Procurement policy to incorporate greater focus on social and environmental impacts whilst still achieving value for money. A draft of the policy is planned for Q4.	↓	A	Training will be delivered alongside the reviewed Procurement policy introduction to provide a consistent message.
50. Expand the current Green Business Awards	Cllr Davenport-Ray	Continuing to build links with Economic Development services and connect up communities and	↔	G	Providing targeted climate and sustainability advice for businesses and links to schemes offered/help via

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
Scheme, celebrating best practice and sharing knowledge.		businesses with financial opportunities. The creation of our Online Climate Hub this year will feature an area dedicated to offering advice and useful links for local businesses. Economic Development will be helping to create the content for this section to make it as useful and impactful as possible. In addition to this, as part of our sustainable procurement work with ARU, we will be developing a toolkit for businesses to help them with sustainable procurement and replying to tenders whilst focusing on this.			the online Climate Hub will encourage all levels of businesses to progress in this area and help to create links between us and local businesses which can then be incorporate into the way that we move forward with the Green Business Awards scheme/climate business leaders group or a likewise project in the future.
51. Deliver Huntingdonshire Plan for Nature and contribute to the Local Nature Recovery Strategy to guide greater biodiversity and nature restoration in the district.	Cllr Davenport-Ray	The commissioned study on Huntingdonshire's priority landscapes remains in progress as planned with a draft due in Q4.	↔	G	The study will ensure that HDC takes account of biodiversity at a macro level for Huntingdonshire, supporting the delivery of the Local Nature Recovery Strategy for Cambridgeshire and Peterborough as well as providing a broad framework for our own Biodiversity work.



Outcome: Delivering good quality, high value-for-money services

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
52. Refresh our Commercial Investment strategy to develop proposals for future strategic investments.	Cllr Mickelburgh	As economic factors continue to vary significantly it has been decided to delay a review of the Commercial Investment Strategy (CIS) until factors have stabilise to avoid the strategy becoming out of date too quickly.	↔	A	Applicable reserves continue to be invested with the Debt Management Office (DMO) achieving a return similar to the aims of the existing CIS with a lower level of risk.
53. Deliver a renewed Workforce Strategy to prepare the Council for the changing skills needed in our future workforce and to ensure that we can continue to attract, retain and nurture talent.	Cllr Hassall	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 3 can be found in Appendix C (Projects and Programmes update). See 'Workforce Strategy' under the 'Delivering good quality, high value-for-money services' outcome.			
54. Refresh of operational performance management to deliver improvement and provide	Cllr Ferguson	The new Performance Management Framework was adopted in November. We continue to manage operational performance through key metrics used to identify performance issues or opportunities to improve	↔	G	Performance data on how new initiatives and BAU (business as usual) activity is contributing to Corporate Plan outcomes provides greater transparency and opportunity for scrutiny and identification of any

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
consistent and transparent tracking of what we do and how we do it.		performance. How we deliver continuous improvement is also being informed by new Best Value guidance and the work of the Office for Local Government (Oflog).			corrective actions needed. This is informing the Corporate Plan refresh, with proposals being developed to evolve and add actions where needed. Continuous improvement helps improve economy, efficiency and effectiveness in service delivery and outcomes for our district.
55. Undertake Customer Services improvement programme to ensure that our customers are always at the heart of what we do.	Cllr Ferguson	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 3 can be found in Appendix C (Projects and Programmes update). See 'Customer Services Improvement Programme' under the 'Delivering good quality, high value-for-money services' outcome.			
56. Deliver the Council Tax Support project to ensure we offer the best support to those that need it.	Cllr Ferguson	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 3 can be found in Appendix C (Projects and Programmes update). See 'Council Tax Support Scheme Review' under the 'Delivering good quality, high value-for-money services' outcome.			
57. Ensure that the Additional Funding for Energy Bill Rebate is delivered to those who are eligible.	Cllr Ferguson	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 3 can be found in Appendix C (Projects and Programmes update). See 'Additional Funding for Energy Bill Rebate' under the 'Delivering good quality, high value-for-money services' outcome.			
58. Undertake the Development Management	Cllr Sanderson	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 3 can be found in Appendix C (Projects and Programmes update).			

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
Improvement programme to improve the performance of the planning service.		See 'Planning Improvement programme' under the 'Delivering good quality, high value-for-money services' outcome.			
59. Implement the review of the collection of Green waste and develop proposals for the collection of food waste.	Cllr Taylor	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 3 can be found in Appendix C (Projects and Programmes update). See 'Green Bins Project' under the 'Delivering good quality, high value-for-money services' outcome.			
60. Progress delivery of Civil Parking Enforcement across the District to enforce on-street parking activity.	Cllr Taylor	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 3 can be found in Appendix C (Projects and Programmes update). See 'Civil Parking Enforcement' under the 'Delivering good quality, high value-for-money services' outcome.			
61. Deliver the enhancement of visitor facilities at Hinchingsbrooke Country Park.	Cllr Taylor	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 3 can be found in Appendix C (Projects and Programmes update). See 'Hinchingsbrooke Country Park' under the 'Delivering good quality, high value-for-money services' outcome.			
62. Upgrade path and cycleways at Riverside Park St. Neots.	Cllr Taylor	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 3 can be found in Appendix C (Projects and Programmes update). See 'Riverside Park St. Neots' under the 'Delivering good quality, high value-for-money services' outcome.			



Outcome: Delivering good quality, high value-for-money services

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
63. Do these things well to enable local people to thrive and take new opportunities.	Cllr Ferguson	This action refers to a range of identified projects. Overall progress on these is good and is reported to Members in the quarterly report.	↔	G	All of the projects are focused on our outcomes, with delivery driving achievement and each project specifying the benefits they will create.
64. Enable our outstanding volunteers in our parks, nature reserves and elsewhere to continue to improve the quality of those spaces.	Cllr Taylor	Teams have successfully worked alongside Volunteers and the Biodiversity for All team to deliver surveys locally. Santa's Grotto at Hinchingsbrooke Country Park over December 23 was again a success and resourced by several volunteers including a specific Special Educational Needs and Disability (SEND) session and a meal for vulnerable families.	↔	G	Direct impact to families of SEND children and vulnerable families to include them in activities and support their wellbeing. Volunteering continues to be a popular activity and a core resource for us delivering good quality and high value services across our open spaces.



Outcome: Delivering good quality, high value-for-money services

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 3	Direction of Travel	Latest Status	Impact as a Result of Action
65. Our well-run Council will act as a model for our peers.	Cllr Conboy	<p>Services continue to benchmark against others (for example Operations and One Leisure). Government have introduced Oflog (a national body to oversee local authority performance) and Officers intend to bring more information on this to O&S in January 24.</p> <p>Finally, HDC intends to undergo a Peer Review by the Local Government Association in 2024 and outline plans are being put in place for this.</p>	↔	G	<p>By benchmarking we can establish performance against others (e.g. our Council Tax collection rate is top quartile nationally) and where we have opportunities to improve we can learn from others.</p> <p>The value of Oflog is determined by the measures DLUHC selects, over which we have no control.</p>

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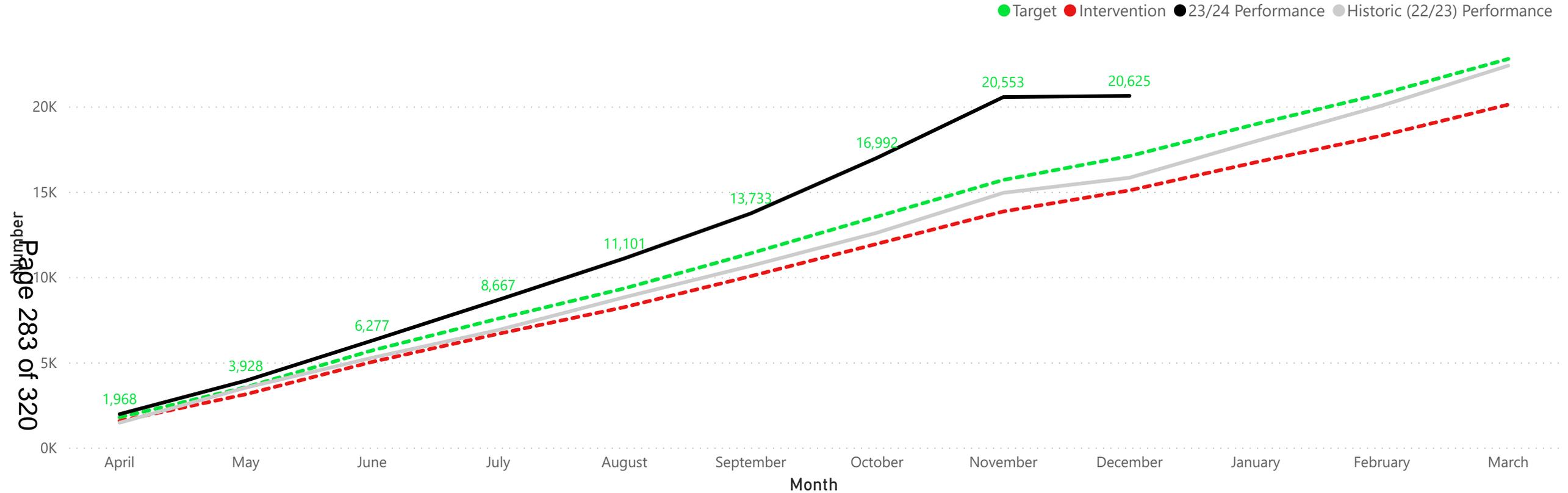
Appendix B: Operational Performance Measure Graphs, Quarter 2, 2023/24



Improving the happiness and wellbeing of residents	Latest Status	Outturn Status
PI1a Number of attendances at One Leisure Active Lifestyles programmes	G	G
PI1b Number of attendances at Sports Development activities and programmes	G	G
PI2 Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions)	A	A
Keeping people out of crisis	Latest Status	Outturn Status
PI3 The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay at hospital due to a Disabled Facilities Grant (DFG)	R	R
PI4 Average time (in weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants	A	A
PI5 Average number of days to process new claims for Housing Benefit and Council Tax Support	G	G
PI6 Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support	A	A
PI7 Number of homelessness preventions achieved	G	G
PI8 Number of households housed through the housing register and Home-Link scheme	G	G
Helping people in crisis	Latest Status	Outturn Status
PI9 Number of households in Temporary Accommodation (snapshot at end of each period)	G	G
Improving Housing	Latest Status	Outturn Status
PI10 Net change in number of homes with a Council Tax banding	G	G
PI11 Number of new affordable homes delivered (reported quarterly only)	G	G
PI12 Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period)	A	G
PI13 Percentage of planning applications processed on target – minor or other (within 8 weeks or agreed extended period)	G	G
PI14 Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period)	G	G
PI15 Number of planning applications over 26 weeks old where there is no current extension of time in place (total at end of each period)	G	G
Lowering our carbon emissions	Latest Status	Outturn Status
PI16 Efficiency of vehicle fleet driving – Energy Efficient Driving Index score for the Waste service	G	G
Delivering good quality, high value-for-money services	Latest Status	Outturn Status
PI17a Percentage of household waste reused/recycled/composted	A	G
PI17b Collected household waste per person (kilograms)	G	G
PI18 Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations	G	G
PI19 Number of missed bins	G	G
PI20 The number of programmed food safety inspections undertaken	G	G
PI21 Percentage of calls to Call Centre answered	A	A
PI22 Average wait time for customers calling the Call Centre	G	G
PI23 Council Tax collection rate	G	G
PI24 Business Rates collection rate	G	G
PI25 Staff sickness days lost per full time equivalent (FTE) (Rolling 12 month total)	G	G
PI26 Staff turnover (Rolling 12 month total)	G	G

Outcome: Improving the happiness and wellbeing of residents

PI 1a. Number of attendances at One Leisure Active Lifestyles programmes



Latest commentary from service:

December is a traditionally quiet month with classes taking a break over the holiday period. The team's customers are generally more susceptible to ill health over the winter and risk averse to attending when it is too cold or wet e.g. the pulmonary maintenance customers.

Attendances are more than 30% above the same stage last year and only 5% below the previous year best (18/19) pre-Covid when Wellbeing (Health) Walks were 50% better attended than they are now. The Cardiovascular Disease (CVD)/Frailty Integrated Care System (ICS) funded programme has seen attendances at around 1.5k and new courses starting in January for both this project and the Public Health funded Active for Health are very busy.

Latest year-end forecast:

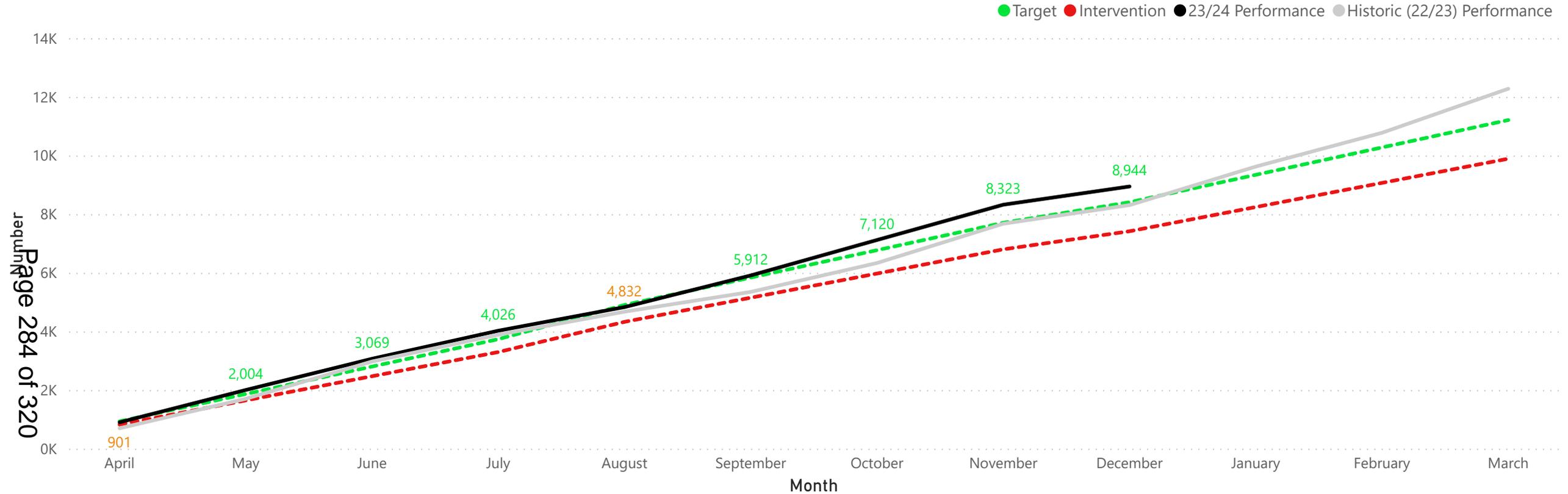
28,000

Latest projected outturn status:



Outcome: Improving the happiness and wellbeing of residents

PI 1b. Number of attendances at Sports Development activities and programmes



Latest commentary from service:

December is a quieter month as the schools take a well earned break and adult activities also pause over the holiday programme. The wet weather in December did not help attendances but overall the team are on target to meet the annual target and the number to the end of Q3 was more than 7.5% above the same point last year. The new Sports Development Officer started in role in January 2024 and is undertaking a full review of the programme including formulating a new plan for summer 2024.

Latest year-end forecast:

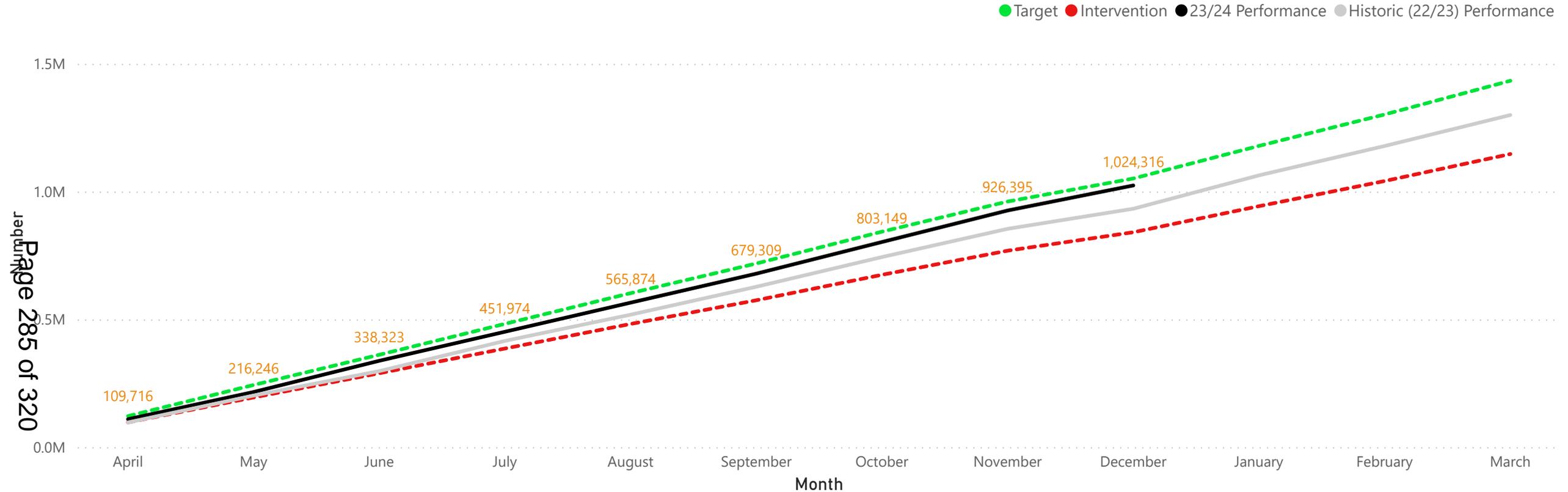
12,000

Latest projected outturn status:

G

Outcome: Improving the happiness and wellbeing of residents

PI 2. Number of One Leisure Facilities admissions - swimming, Impressions, fitness classes, sports hall and pitches (exc Burgess Hall & school admissions)



Latest commentary from service:

Attendances for December were above target for the month by 7.7k. Together with the recovery also seen in November the projected deficit vs target has further reduced from over 40k to a 27k.

Year on Year performance is ahead by over 91k. Swimming and Impressions Gym attendances remain the largest contributing factor for the variance against target.

Latest year-end forecast:

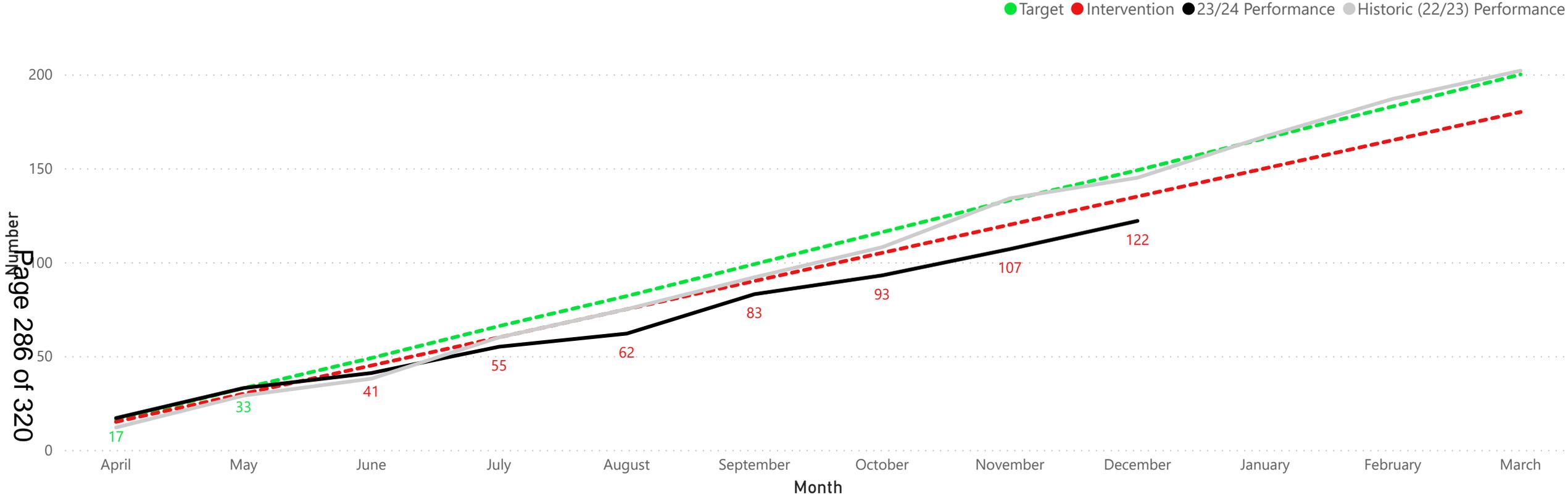
1,406,769

Latest projected outturn status:

A

Outcome: Keeping people out of crisis

PI 3. The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay in hospital due to a Disabled Facilities Grant (DFG)



Latest commentary from service:

The number of adaptations completed in December was 15, up from 14 in November. The total of 122 completions is lower than the 145 completed at the same point last year. The delay in final consent for works from Places For People continues to impact the number of cases completed per month as a significant number of awards made are to residents who live in PFP owned property.

Latest year-end forecast:

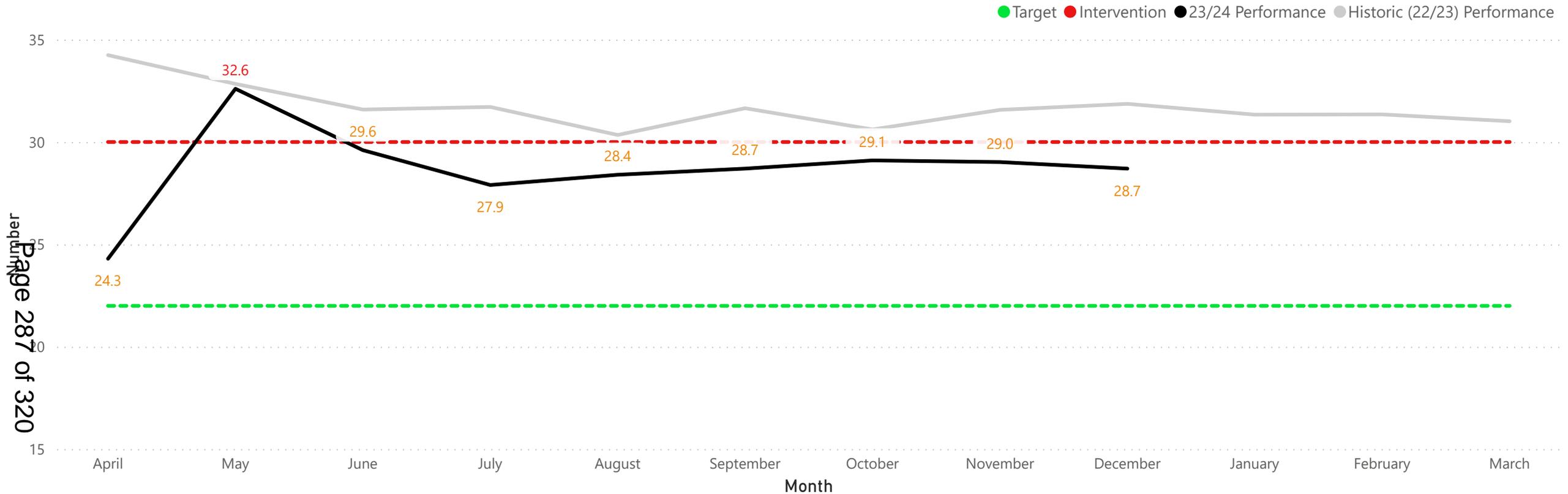
170

Latest projected outturn status:

R

Outcome: Keeping people out of crisis

PI 4. Average time (in weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants



Latest commentary from service:

Grant work continues to be impacted by past delays with the time taken to gain consent from Places For People for adaptations to their housing stock. Cases affected by these delays continue to impact on the number of weeks to completion, however the issue has now been resolved through senior management intervention. Larger works such as extensions and conversions also impact on the average number of weeks taken to complete. This is because the grant can be awarded but the total cost of the works exceed the maximum award of £30k, meaning the applicant needs to secure the additional funding from elsewhere before the works can commence. Despite contractors being procured, they have a large workload. If an issue/delay arises with one job, they may move onto another until it has been resolved, again lengthening the completion time. Despite these challenges we are reporting a 10% improvement compared to performance at the same point last year.

Latest year-end forecast:

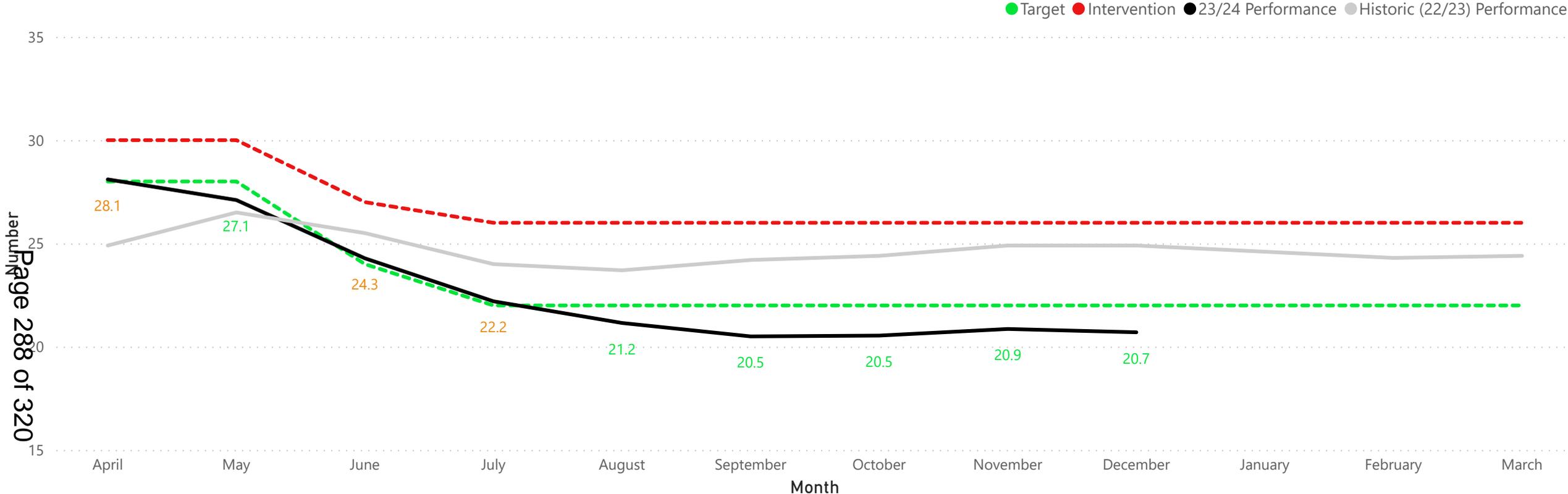
30

Latest projected outturn status:

A

Outcome: Keeping people out of crisis

PI 5. Average number of days to process new claims for Housing Benefit and Council Tax Support



Latest commentary from service:

The average days taken to the end of December was 4 days quicker than at the same point last year and the service is forecasting that their performance will remain at or below the 22 days target for the remainder of this year.

Latest year-end forecast:

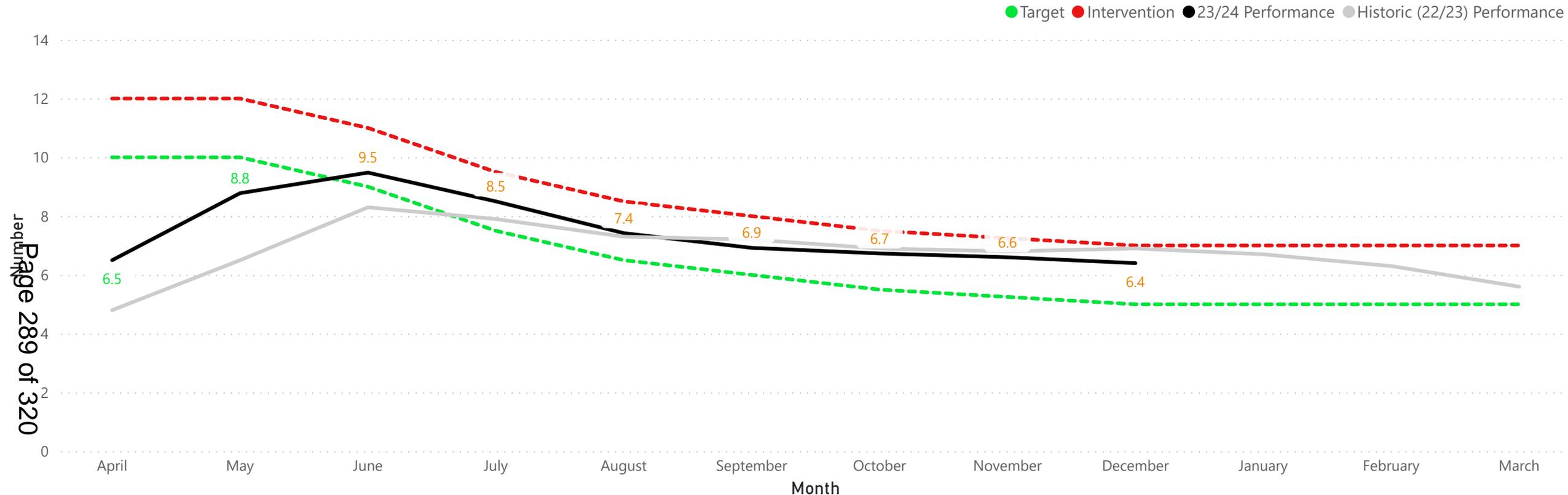
22

Latest projected outturn status:

G

Outcome: Keeping people out of crisis

PI 6. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support



Latest commentary from service:

While the cumulative year to date performance figure remains outside of target, it remains better than achieved at the same point last year. Actual performance for changes of circumstance processed in December was 4.1 days. However, despite improved performance over the last few months it now seems unlikely that the target of 5 days will be met by the year-end. The outturn figure is now predicted to be just shy of this, at around 5.5 days, and the forecast has been updated accordingly.

Latest year-end forecast:

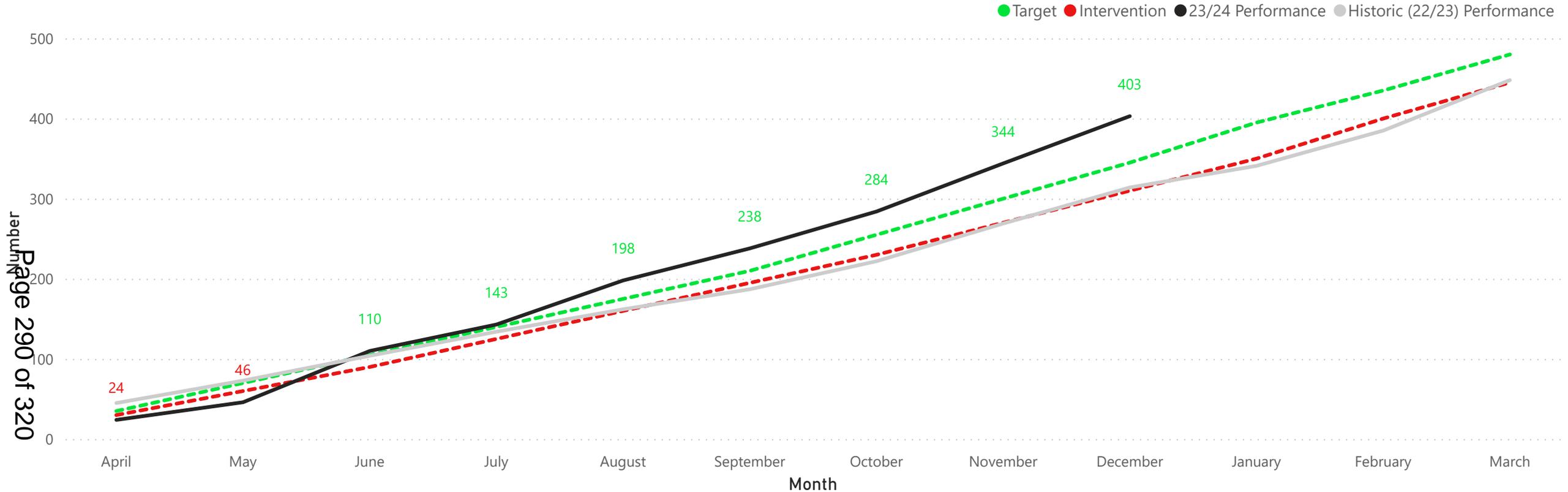
5.5

Latest projected outturn status:

A

Outcome: Keeping people out of crisis

PI 7. Number of homelessness preventions achieved



Latest commentary from service:

The number of successful homelessness preventions fluctuates throughout the year depending on the rate of homelessness presentations and the opportunity to intervene in a timely way to reach a successful outcome. We achieved a total of 59 successful preventions in December, giving a cumulative total of 403 preventions so far this year. This represents 28% more homelessness preventions than had been achieved at the same point last year. This figure is considered in combination with PI 9 showing the number of households in temporary accommodation (TA) which indicates that we are not losing opportunities to intervene, which might result in the numbers in TA increasing.

Latest year-end forecast:

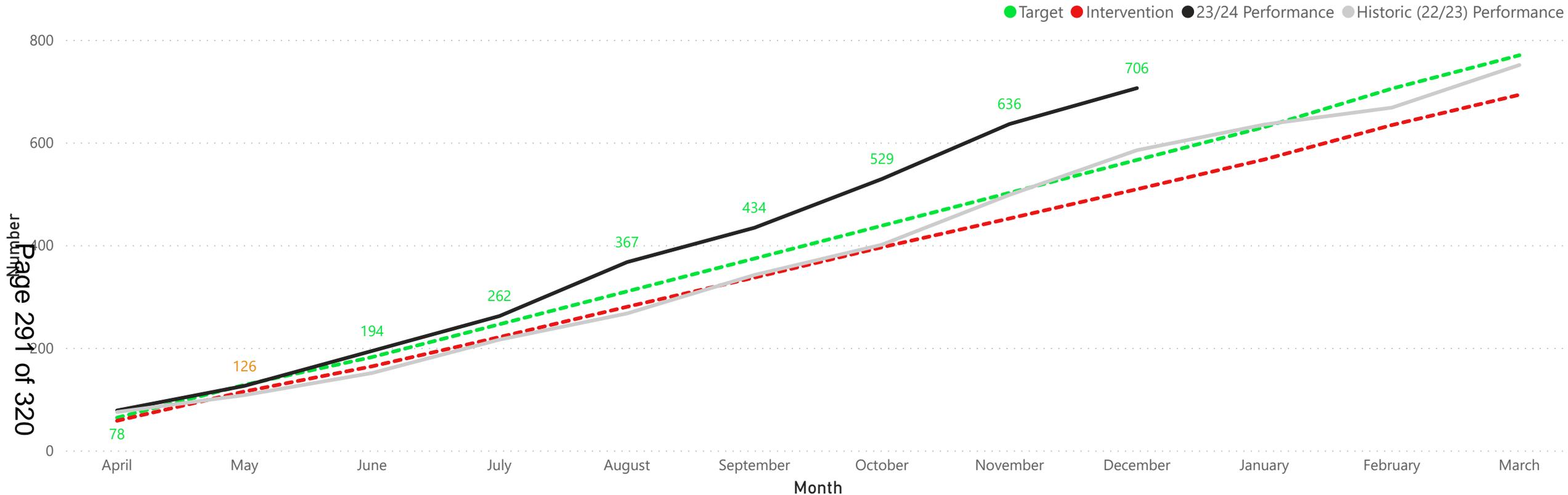
490

Latest projected outturn status:

G

Outcome: Keeping people out of crisis

PI 8. Number of households housed through the housing register and Home-Link scheme



Latest commentary from service:

The number of households housed will vary from month to month depending on the number of vacancies arising within existing social rented stock plus the additional units that are delivered through the new build programme. The 70 households housed in December gives us a cumulative total of 706 households housed so far this year. This represents 21% more than had been achieved at the same point last year. Our current forecast is that we are on target to exceed the target figure of 770 housed in the year, mainly due to the rate of new build properties completing.

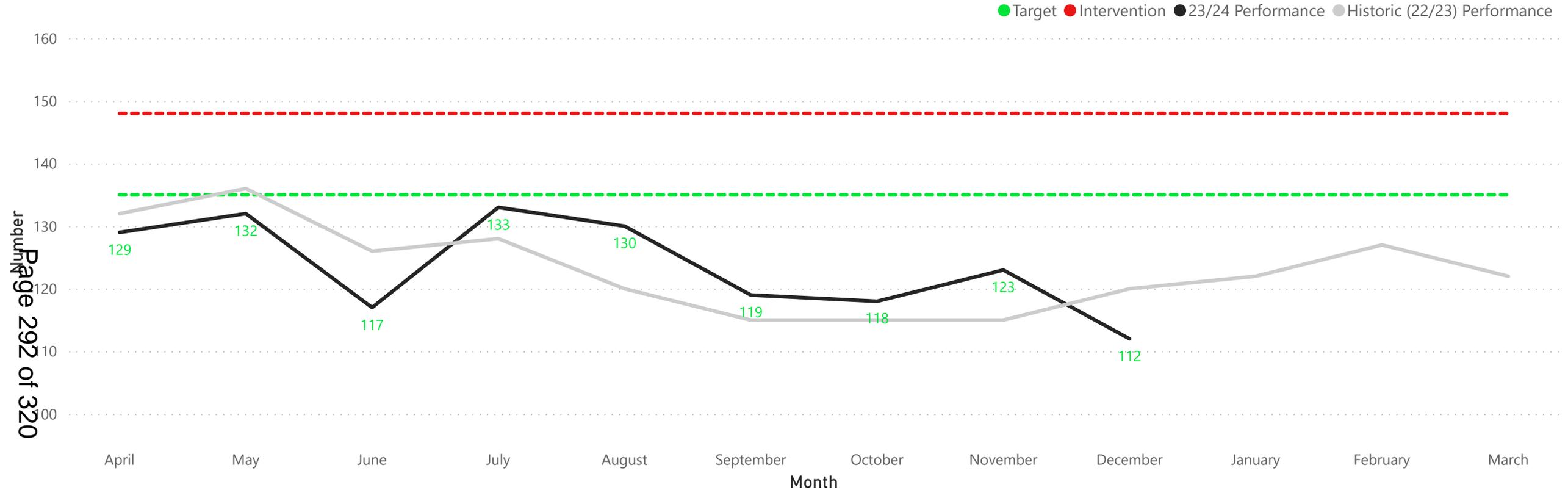
Latest year-end forecast:

820

Latest projected outturn status:

G

PI 9. Number of households in Temporary Accommodation



Latest commentary from service:

The number of households in temporary accommodation (TA) at any one time will depend upon the number of homelessness presentations to the council, how successful we are at preventing homelessness wherever possible and our ability to move households through TA into settled housing solutions as quickly as possible.

Given the current combination of these factors, we are aiming to hold the maximum number of households in TA below our 135 target figure at any one time. The number at the end of December was eight below the number of households in TA at the same point last year.

Latest year-end forecast:

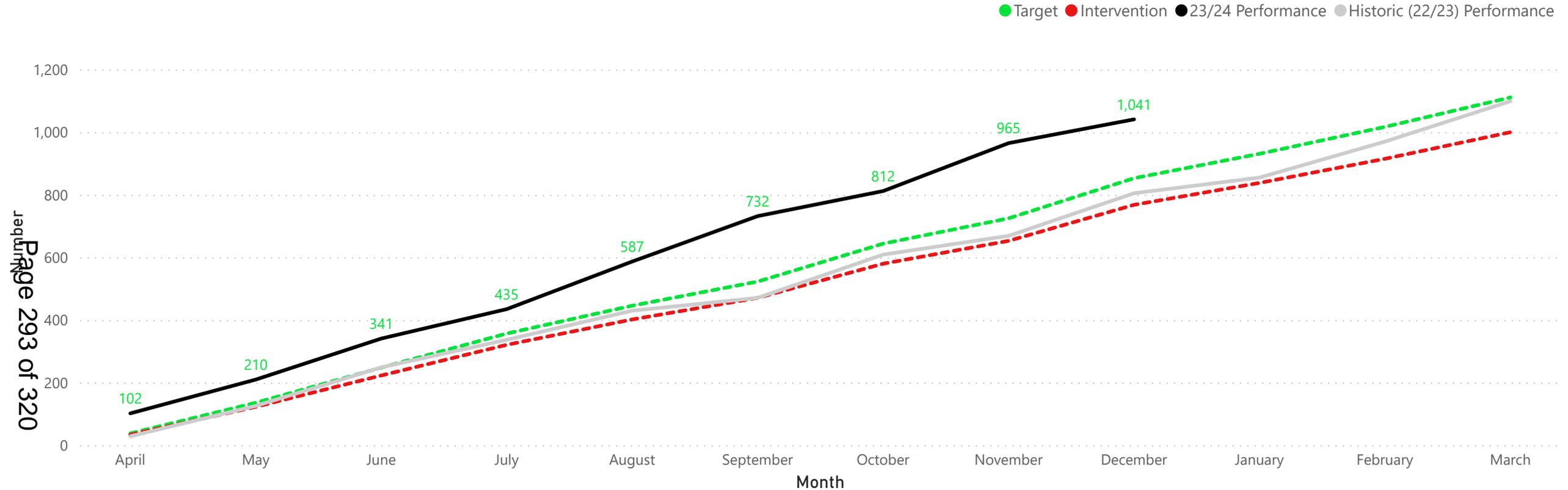
135

Latest projected outturn status:

G

Outcome: Improving housing

PI 10. Net change in number of homes with a Council Tax banding



Latest commentary from service:

There were an additional 1,041 homes with a Council Tax banding on 31 December 2023 than recorded at 29 March 2023. This is above our target line (modelled on patterns seen in recent years) and is 29% higher than the in-year increase seen by the same stage last year, indicating that this indicator is currently on track to exceed both the year end target and last year's final total.

Latest year-end forecast:

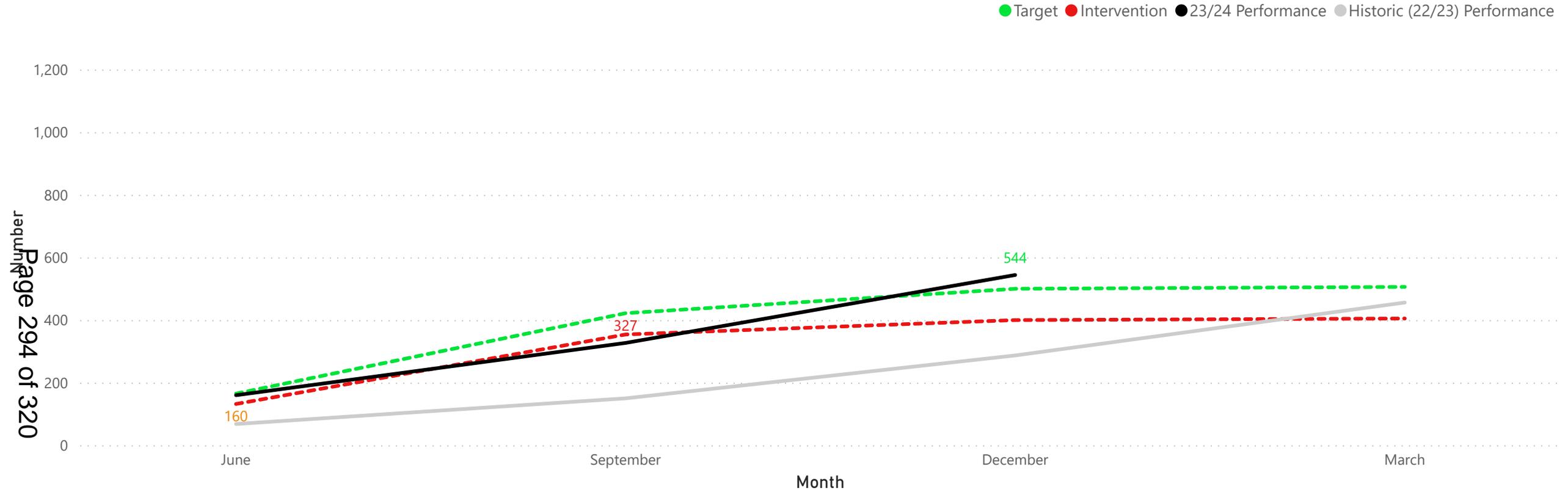
1,111

Latest projected outturn status:

G

Outcome: Improving housing

PI 11. Number of new affordable homes delivered (updated quarterly only)



Latest commentary from service:

Based on figures provided by Registered Providers, progress since Q2 has been very good. This was in line with expectations last quarter of significant slippage of completions into Q3. The figures show that the annual target has already been exceeded, with 544 affordable homes completed compared to the target of 506. As reported last time, there is potential to increase supply yet further with a significant number are currently forecast in Q4. As always, these are susceptible to slipping into the next financial year so the year-end forecast reported here is conservative.

Latest year-end forecast:

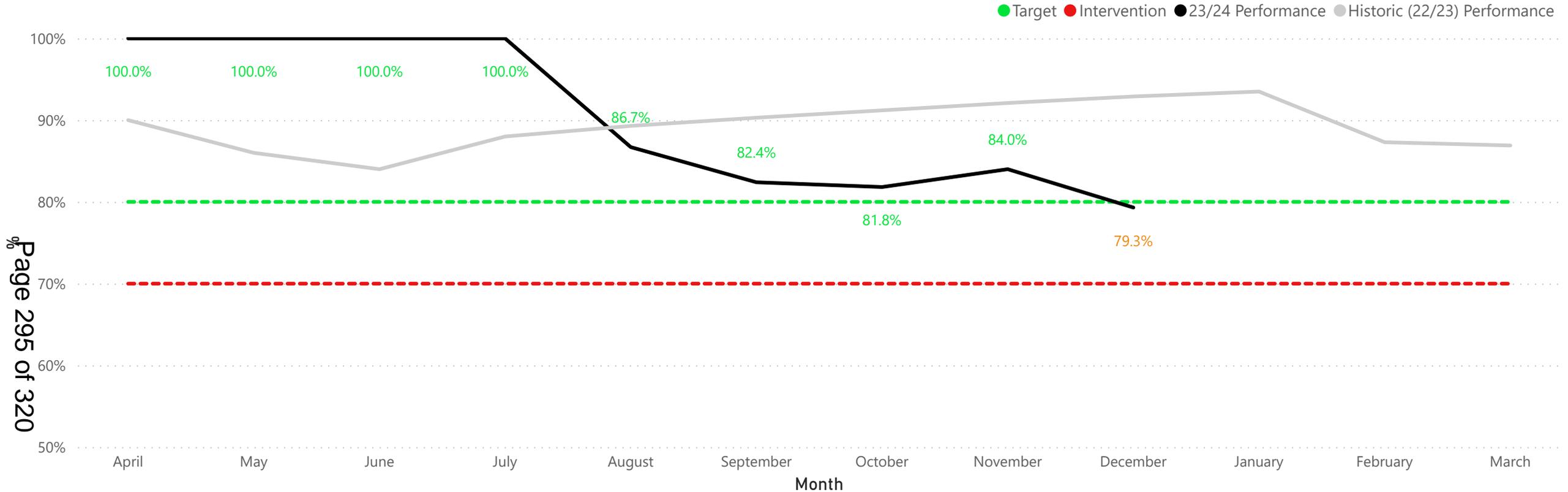
551

Latest projected outturn status:

G

Outcome: Improving housing

PI 12. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period)



Latest commentary from service:

There are relatively low volumes of decisions in this category and 2 of 4 cases determined in December were within time. The two out of time were backlog cases where permission was refused.

The numbers of majors processed are still low (29 determined year to date) and we expect to recover performance to meet forecast.

Latest year-end forecast:

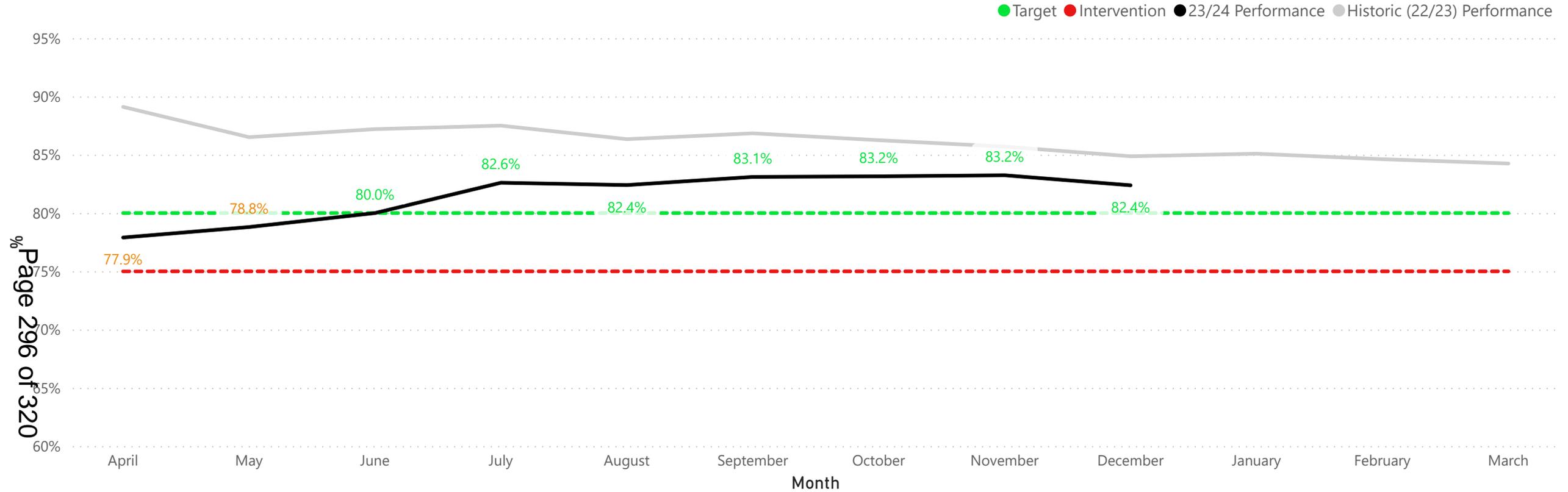
85.0%

Latest projected outturn status:

G

Outcome: Improving housing

PI 13. Percentage of planning applications processed on target – minor or other (within 8 weeks or agreed extended period)



Latest commentary from service:

Performance remains above target in December which also included a number of minor backlog cases. This was offset in part by strong performance on other applications.

Year end forecast remains above target at 83%.

Latest year-end forecast:

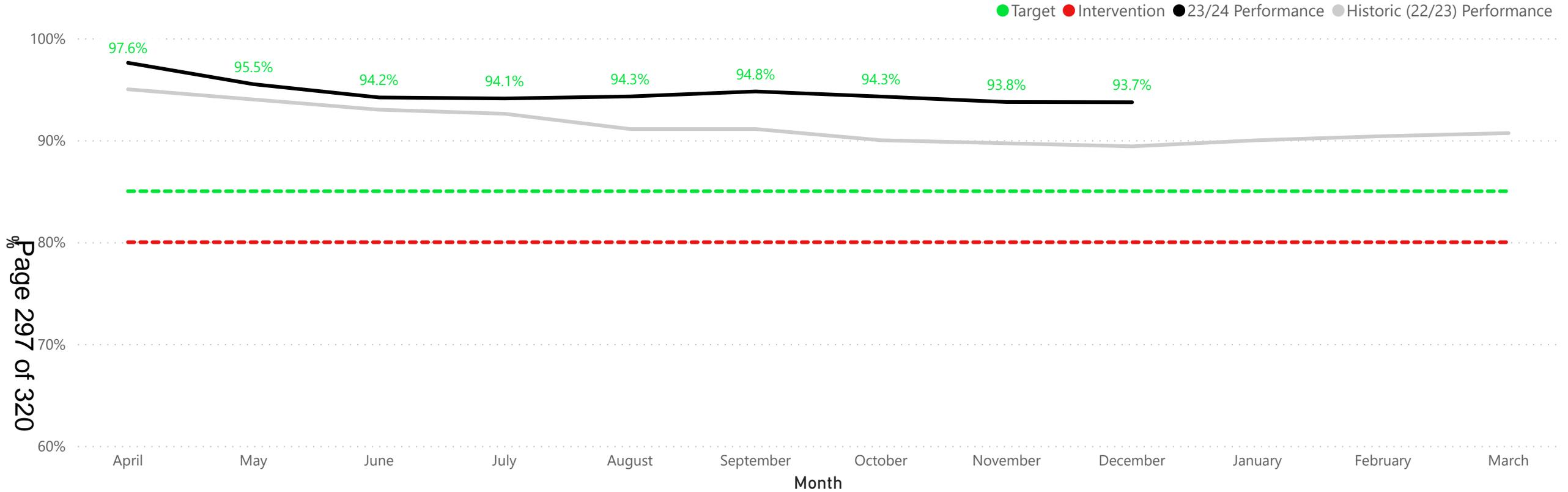
83.0%

Latest projected outturn status:

G

Outcome: Improving housing

PI 14. Percentage of planning applications processed on target – household extensions



Latest commentary from service:

Continued strong performance with householder applications, with performance in month at 93.6%. Slow reduction but well above target, remaining on track to meet or just exceed the forecast.

Latest year-end forecast:

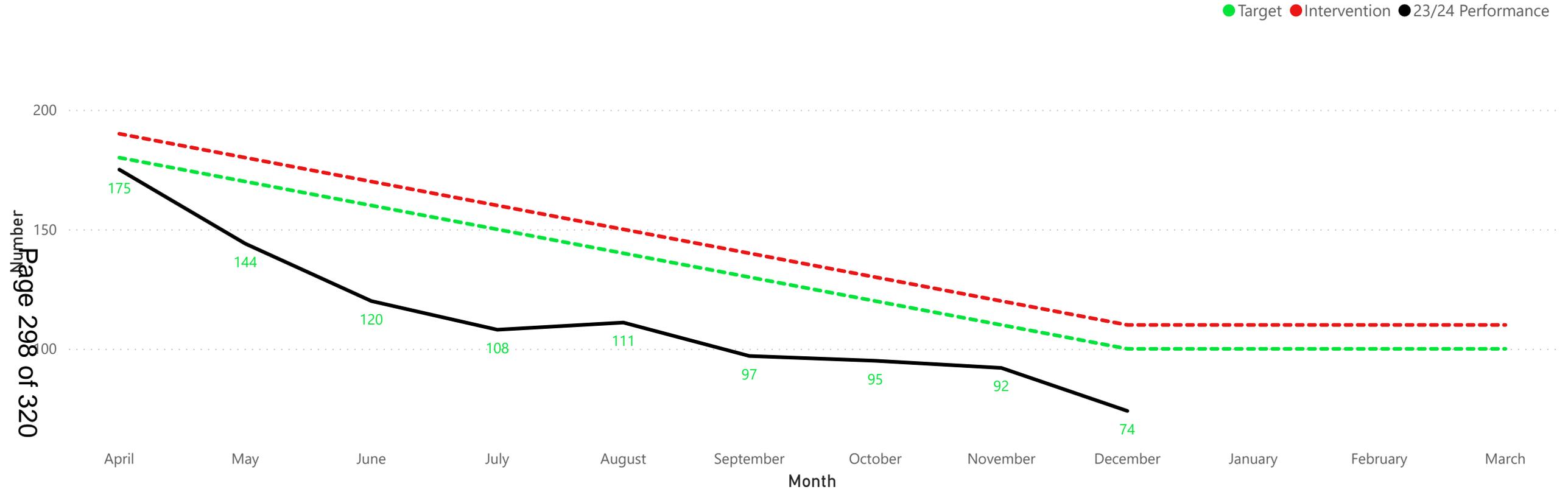
92.0%

Latest projected outturn status:

G

Outcome: Improving housing

PI 15. Number of planning applications over 26 weeks old where there is no current extension of time in place



Latest commentary from service:

A push to reduce backlog cases took place in December resulted in a reduction of cases for both 26 and 16 week periods, though this did affect major and minor applications performance as older cases were counted as processed in the quarter. The number of applications over 16 weeks without a current extension of time (a newly introduced national PI) has reduced to 110 from 133 in October.

Latest year-end forecast:

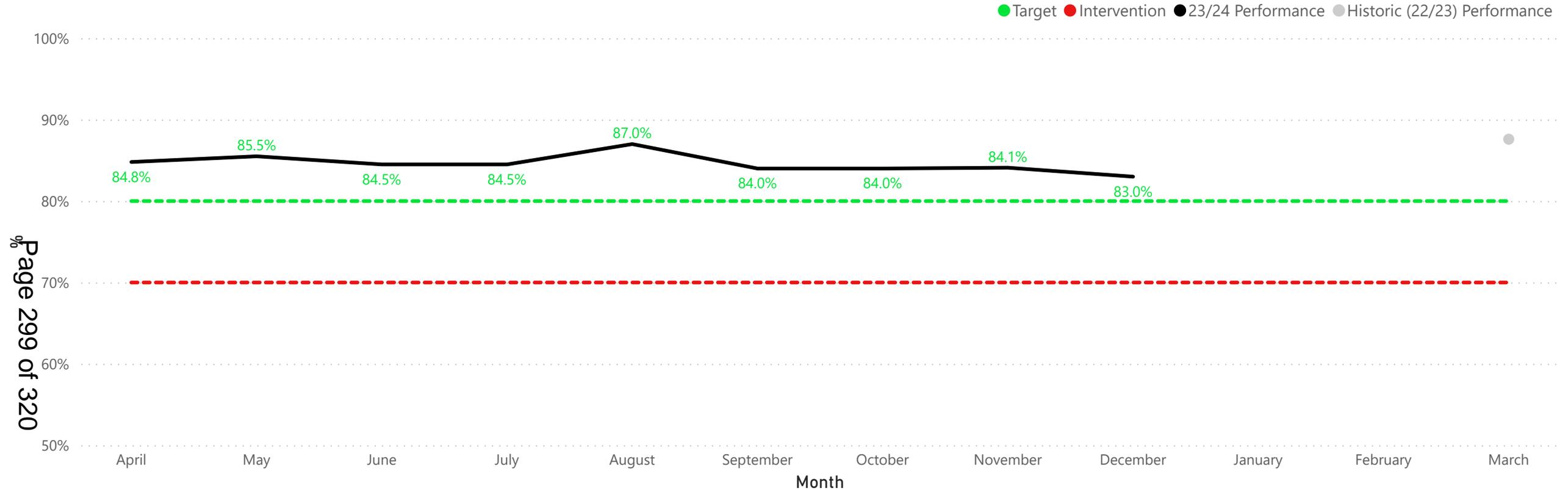
100

Latest projected outturn status:

G

Outcome: Lowering our carbon emissions

PI 16. Efficiency of vehicle fleet driving – Energy Efficient Driving Index score for the Waste service



Latest commentary from service:

Drivers are continually monitored on their driving performance. Any issues are brought up with the individual drivers. Performance remains above target and is forecast to remain 'Green' this year. Historic data for this measure is not available.

Latest year-end forecast:

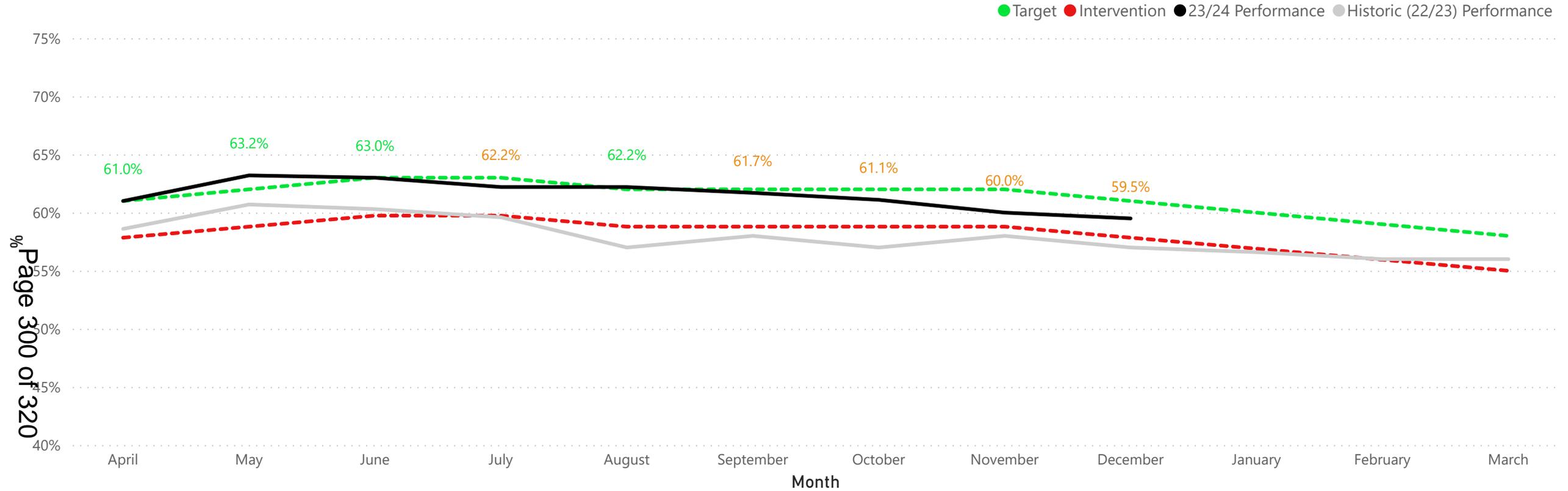
80.0%

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 17a. Percentage of household waste reused/recycled/composted



Latest commentary from service:

The cumulative rate of waste reused/recycled/composted rate to the end of Q3 was 59.5%, which is 2.5 percentage points higher than at the same point last year. The further reduction during December was due to the usual fall in organic waste collected in that month.

The service continues to forecast that we will meet the year end target.

Latest year-end forecast:

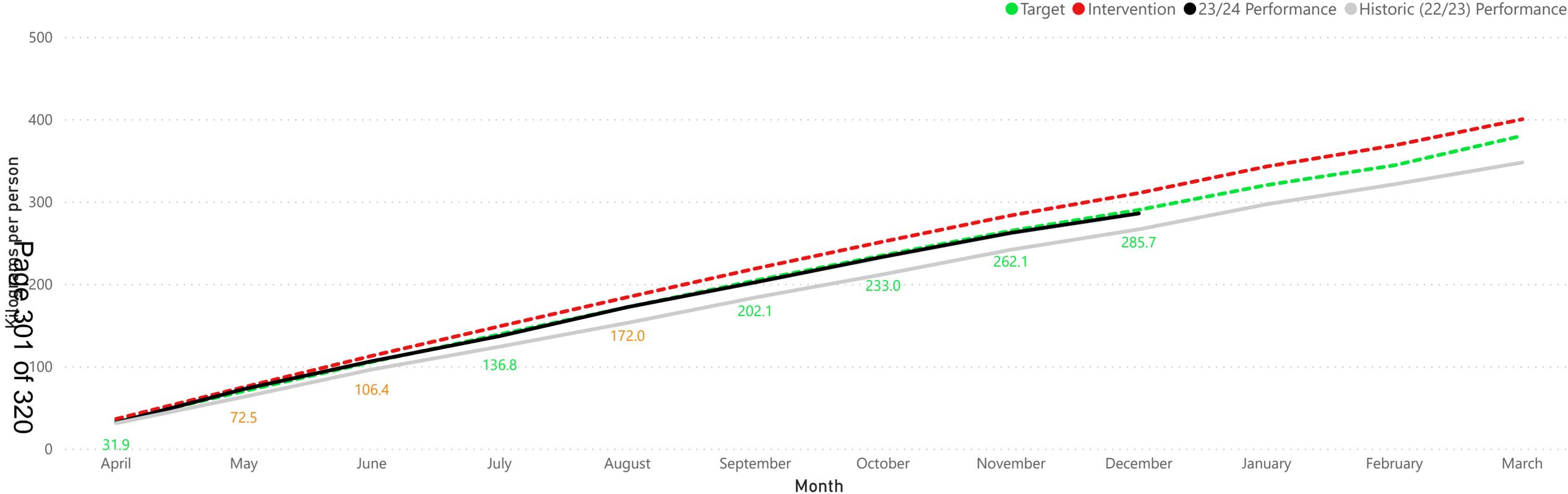
58.0%

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 17b. Collected household waste per person (kilograms)



Latest commentary from service:

Performance on this metric continues to track just below target level. The waste collected per person this year continues to be above the levels collected last year due to less organic waste being collected during the hot and dry period that year.

Latest year-end forecast:

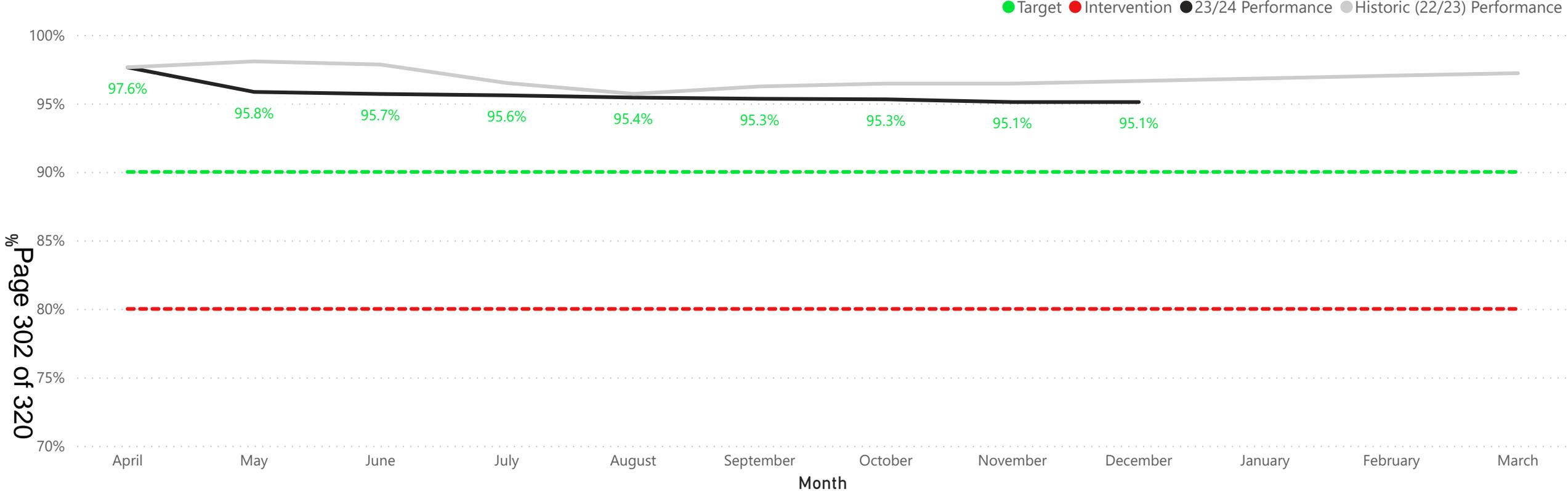
380

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 18. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations



Latest commentary from service:

Performance is consistent with previous months. Still on track to remain above corporate target.

Latest year-end forecast:

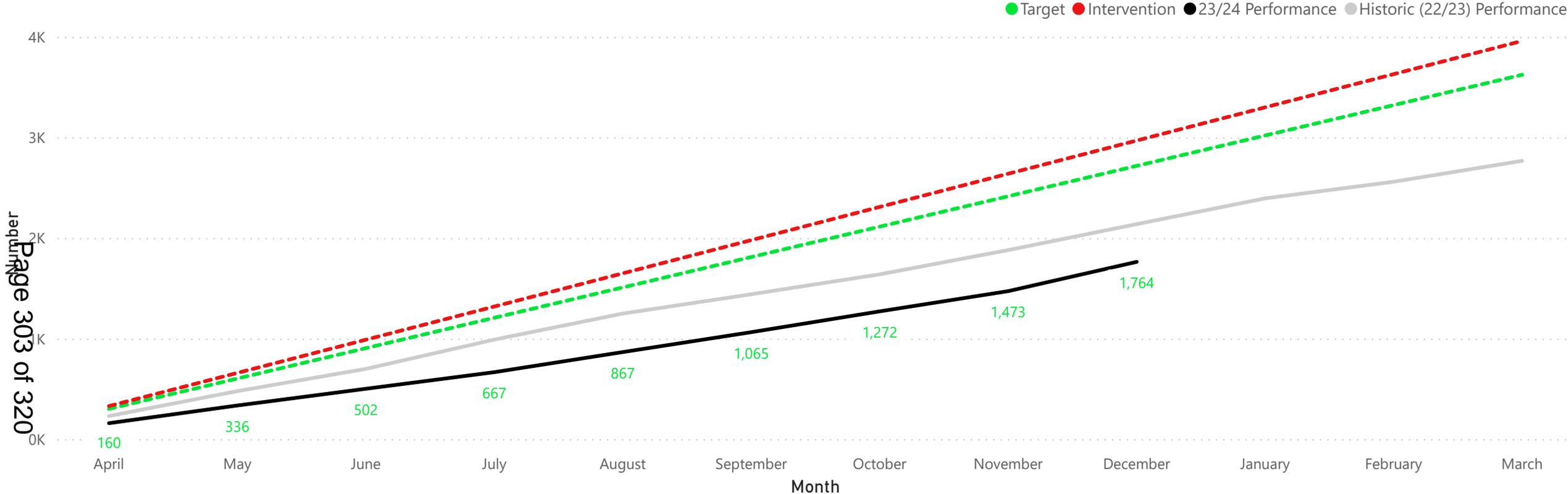
90.0%

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 19. Number of missed bins



Latest commentary from service:

The number of missed bins collected to the end of December was 17.5% lower than for the same period last year and 35% lower than the target.

Latest year-end forecast:

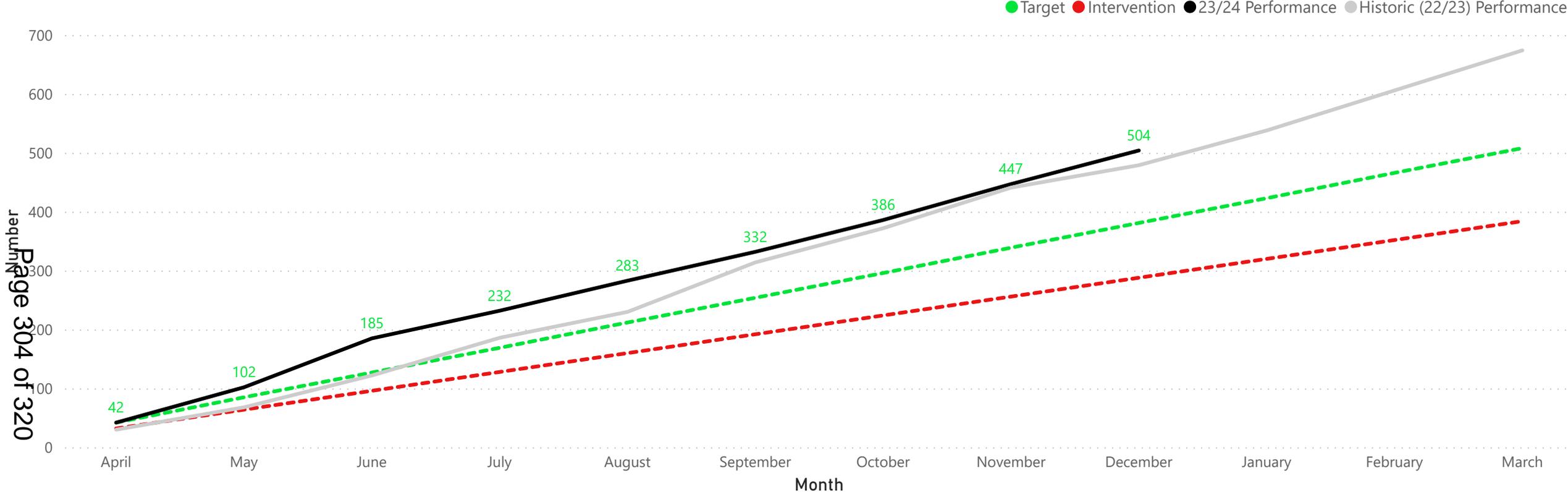
2,768

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 20. The number of programmed food safety inspections undertaken



Latest commentary from service:

Progress with food hygiene inspections is continuing to exceed the target set (32% above at the end of Q3). Long term sick leave is being managed within the team and a contractor has been appointed (within budget) for Q4 to reduce this impact for the remainder of the year.

The year end target is forecast to be met.

Latest year-end forecast:

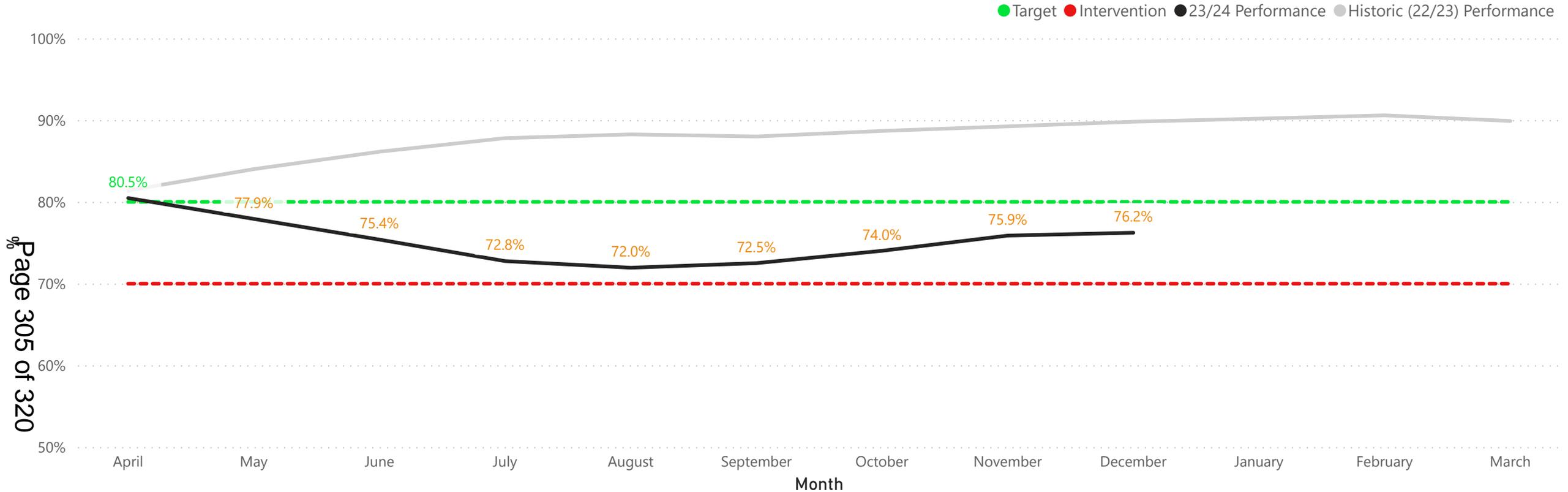
672

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 21. Percentage of calls to Call Centre answered



Latest commentary from service:

We have revised the results for this measure down due to identifying an error with the phone system reports. We are working with the supplier to ensure accuracy of this metric within our reports and historical data.

Alongside the normal cycle of annual business the garden waste subscription project is generating contact as expected. There is extra resource (within approved budget) to help support the increase in calls and we are expecting increased volumes as the early bird discount period comes to an end. There continues to be a focus on digital service provision that is being used by the majority of our customers, allowing call handlers to focus on those who need more direct support. This resource and service delivery is kept under review.

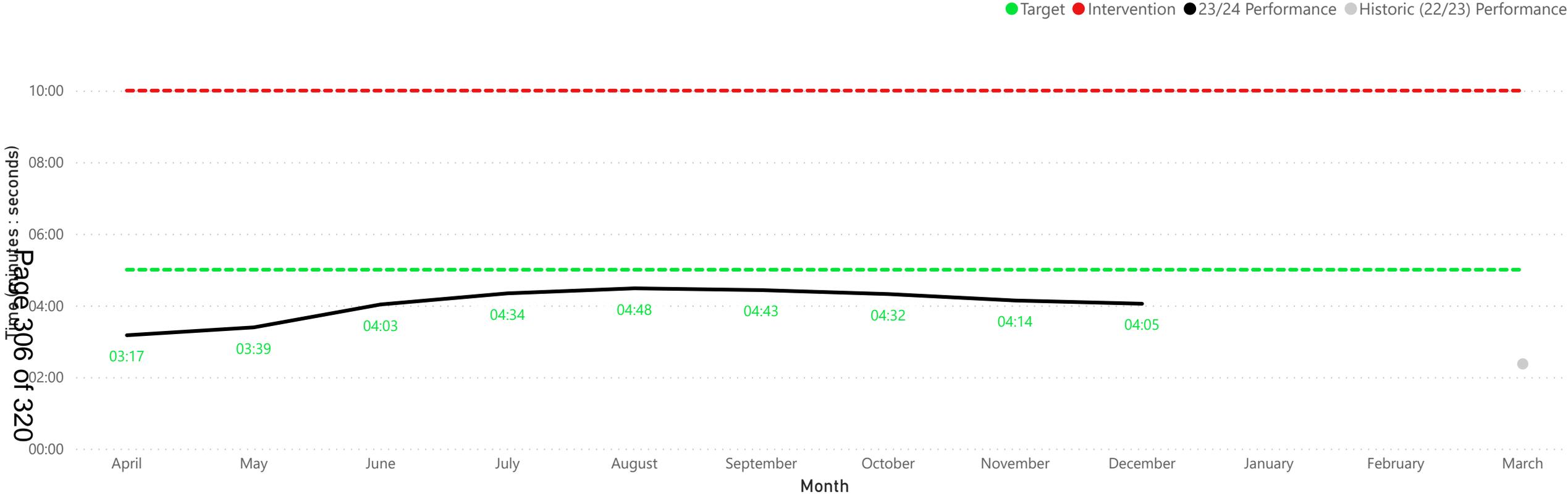
Latest year-end forecast:

77.0%

Latest projected outturn status:

A

PI 22. Average wait time for customers calling the Call Centre



Latest commentary from service:

The garden waste subscription project may impact on wait times over the next few months and increased calls are likely as the end of the early bird discount period approaches - but we have additional resource that should minimise this and we have taken active steps to provide information and online services to customers to focus call handling resource on those customers who really need our support. We will also be fielding Council Tax reminder calls that trigger additional demand - and whilst this is challenging is a business as usual task for the teams

We monitor call levels and the use of resources on a regular basis throughout the day and to date have met our target across the year, and are forecasting to do so at year end.

Latest year-end forecast:

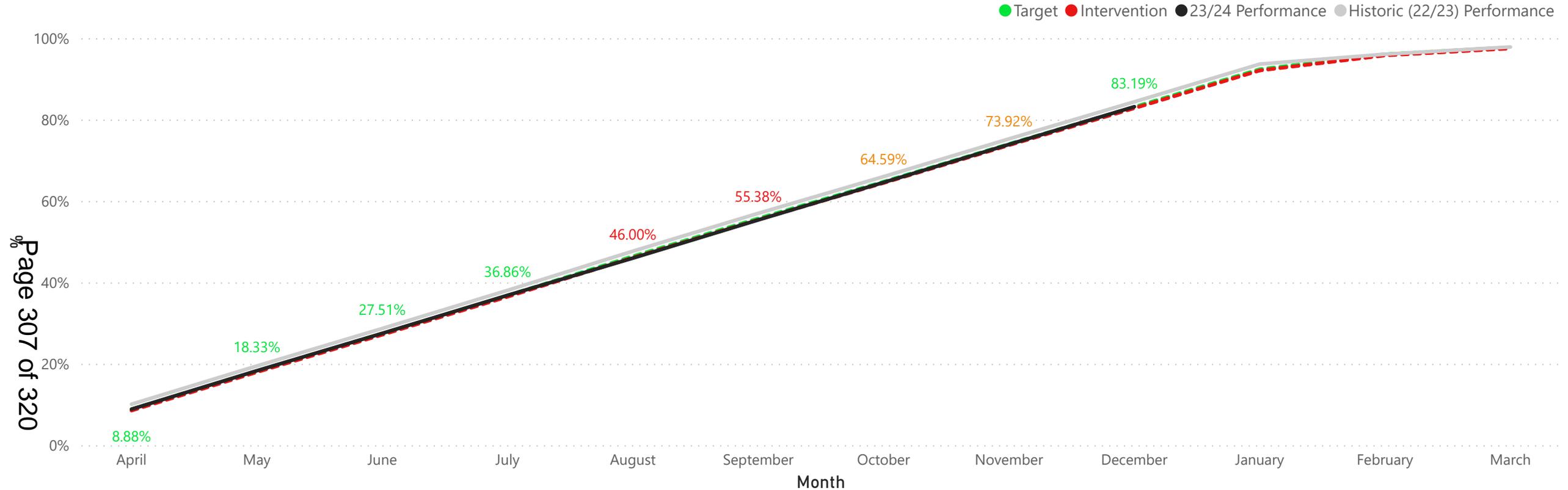
04:25

Latest projected outturn status:



Outcome: Delivering good quality, high value-for-money services

PI 23. Council Tax collection rate



Latest commentary from service:

There has been a reprofiling of Council Tax instalments in 2023/24, with a higher proportion of customers due to pay instalments in February/March 2024. Therefore the monthly targets and the percentage of Council Tax collected so far are lower than last year.

December collection rate is just above the reprofiled target (0.06% above) which reflects an improvement on the November position. The move to more frequent recovery action (monthly rather than bi-monthly) commenced in December, which appears to have impacted positively.

Latest year-end forecast:

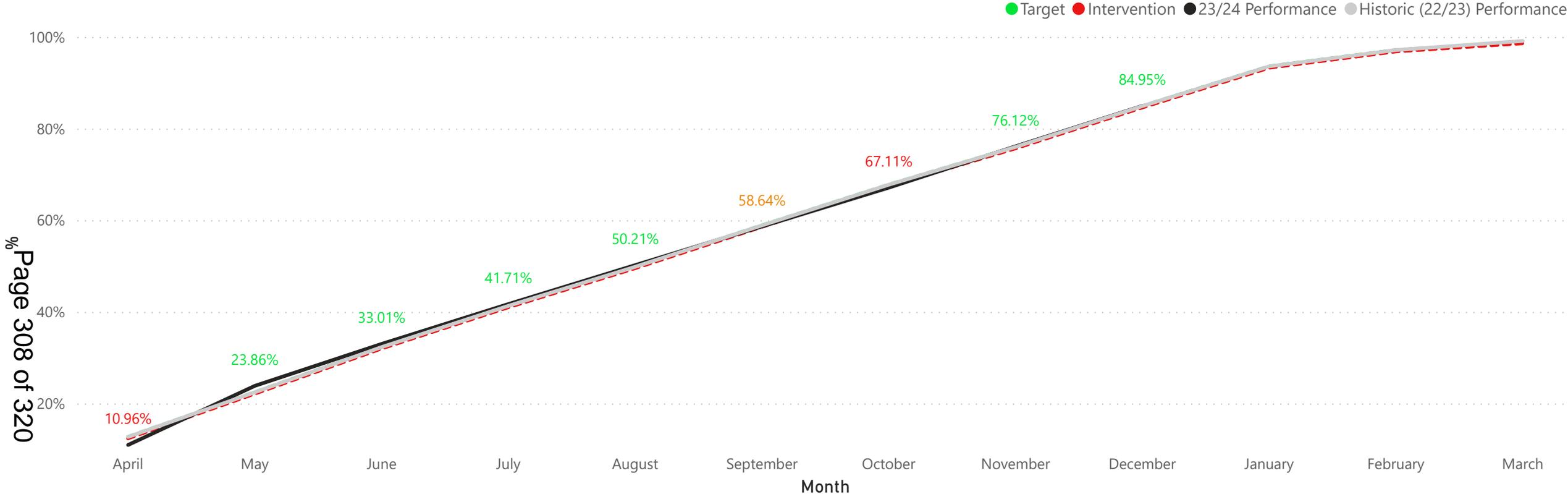
97.86%

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 24. Business Rates collection rate



Latest commentary from service:

The collection rate is 0.04 percentage points above target and remains constant with the November position. The final outturn is on target to be at the same level as achieved in 2022/23.

Latest year-end forecast:

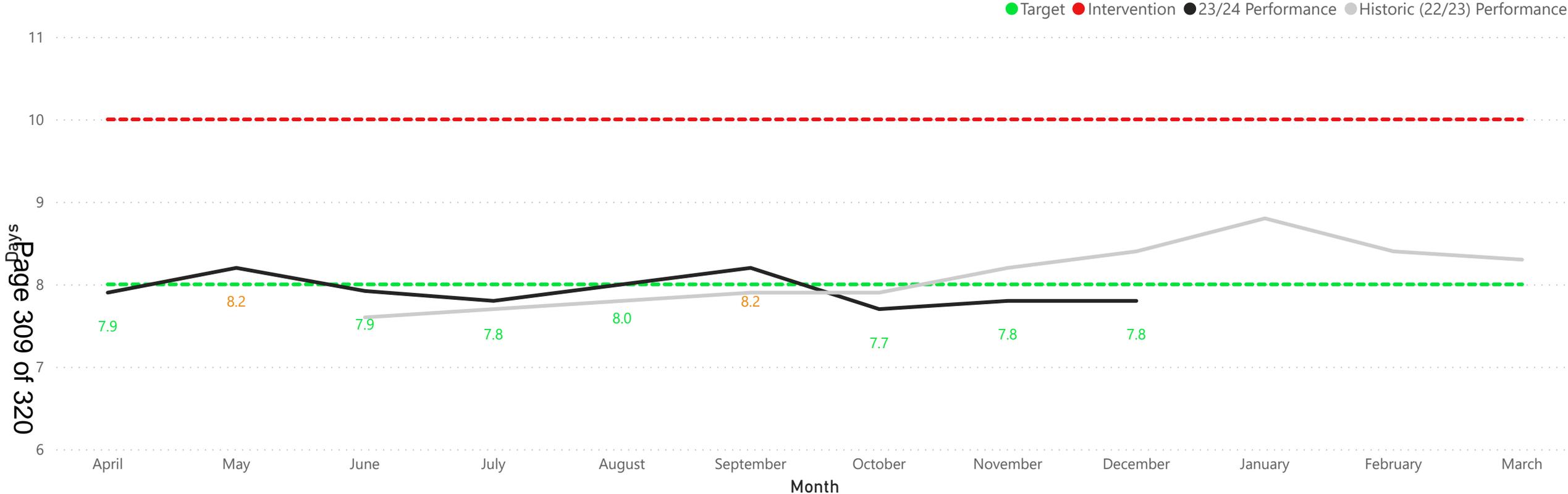
99.12%

Latest projected outturn status:



Outcome: Delivering good quality, high value-for-money services

PI 25. Staff sickness days lost per full time equivalent (rolling 12 month total)



Latest commentary from service:

Sickness has remained consistent this month which in the current season shows that sickness is being managed effectively. There has also been a reduction in long term sickness.

Further details on sickness absence can be found in the Workforce Report due to go to February's Employment Committee meeting.

Latest year-end forecast:

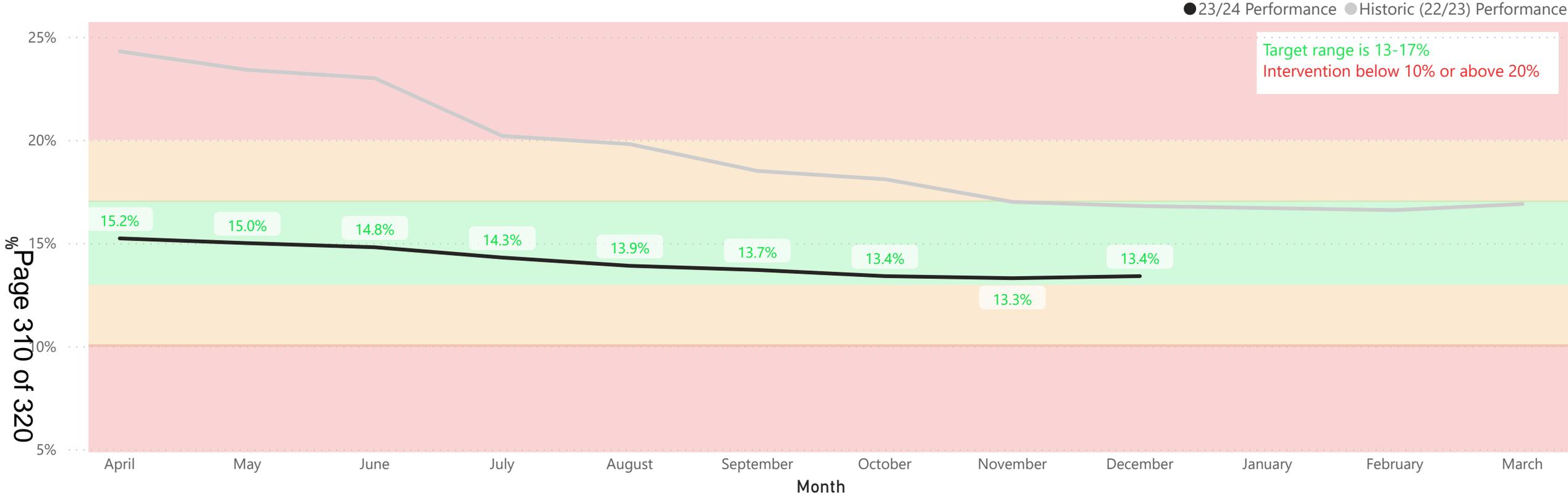
8.0

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 26. Staff turnover (rolling 12-month total)



Latest commentary from service:

Turnover has increased slightly in the period, which equates to one additional leaver over the 12 months. This will continue to be monitored.

Further details on staff turnover can be found in the Workforce Report due to go to February's Employment Committee meeting.

Latest year-end forecast:

13.5%

Latest projected outturn status:

G

Appendix C: Projects and programmes update



Outcome: Improving the happiness and wellbeing of residents

Title	Commentary on progress	Status	Impact of project/programme so far
<p>Community Health Preventative Interventions</p> <p>i) Health Inequalities programme (2022/23)</p> <p>ii) Community Health Prevention Project (2023/24)</p>	<p>Continuation of delivery of 2022/23 programme with funds now fully allocated. There are projects within the programme which are still in delivery All activities are aiming for full completion by June 2024.</p> <p>Unique user numbers and community group delivery partners are rising but are not yet up to the predicted target numbers. If the new sessions and delivery partner activities perform as predicted, the overall RAG status will return to green in the next round of reporting.</p>	<p>G</p>	<p>For both Community Health Prevention projects detailed below, it is important to note that in addition to direct health benefits there will have a positive impact on other determinants of health and well-being (including financial well-being). For supporting evidence see paper to the October 2023 meeting of Overview and Scrutiny Panel (Environment, Communities and Partnerships)</p> <p>This programme is a broad range of community-based activities to improve health and wellbeing. Projects have a sustainability plan which seeks to ensure continuation of activity after the life of the funding. Delivery partners in this programme are being encouraged to support delivery of the 2023/24 programme.</p> <p>The consequences of CVD and frailty lead significant costs to the NHS and social care systems and significant impacts on the quality of life and life expectancy of our residents. Frailty is particularly important given the growth in our older population, while CVD is the largest cause of premature death.</p> <p>The work will reduce number of residents getting into poor health in the long term, reducing pressures on the NHS due to reduction in fracture, frailty, dementia, and cardiovascular disease. It should be noted that the impact of such primary prevention activity may, in many cases, not be seen for years. However, the broader more immediate impacts of physical activity (mobility, mood, socialisation) will be more immediately apparent.</p>



Outcome: Keeping people out of crisis

Title	Commentary on progress	Status	Impact of project/programme so far
Financial vulnerability for residents programme	<p>Our overall approach to supporting the financially vulnerable has been supported by Overview & Scrutiny (O&S)</p> <p>This is proposed to be further enhanced through closer working between our Residents Advice and Information Team and Rural Cambridgeshire Citizen's Advice (CAB)</p> <p>A further report to the O&S (Environment & Communities) panel in February will set out these issues in more detail.</p> <p>This work is being undertaken in the context of Governments withdrawal of Household Support Funding at the end of this financial year.</p>	G	<p>Closer working with partners to lead to continuous improvement in access to and quality of holistic support services to those in crisis and those who are vulnerable to crisis.</p>



Outcome: Improving Housing

Title	Commentary on progress	Status	Impact of project/programme so far
Longhurst Contract - HDC Surplus Sites (Affordable Housing)	<p>Planning permission for Station Road, Warboys has delayed the project delivery. Local Planning Authority raised concerns around the submitted scheme, that needs resolution.</p> <p>Collaboration is happening with different planning departments to achieve a successful permission. Regular meetings with Longhurst also taking place.</p>	A	To increase the number of quality affordable homes for residents across the district.



Outcome: Forward-thinking economic growth

Title	Commentary on progress	Status	Impact of project/programme so far
Market Towns Programme	<p>i) Made up of 9 projects, 5 of which are on track (Smarter Towns and Digital Screens/Wayfinding, Priory Centre Improvement, St Neots Cambridgeshire & Peterborough Legacy Funding, Huntingdon & St Ives.</p> <p>ii) Work has (w/c 09/01) commenced on the St Neots town centre improvements project with contractors now on site. The works will last for a</p>	A	<p>Improvement to the local economic development of the 4 market towns in the district and creating increased high-quality jobs and skills prospects for local residents.</p> <p>Additional benefits to HDC of increased NNDR potential.</p>

Title	Commentary on progress	Status	Impact of project/programme so far
	<p>duration of 60 weeks and will involve major improvements across the town centre.</p> <p>iii) An engagement event was held during December in respect of the The Priory Centre Improvement project. Proposals were received very positively.</p> <p>iv) A preferred scheme is now being finalised prior to the submission of a planning application at the end of January.</p> <p>v) Works are proposed to begin in August 2028, at which point the Centre will close for a period of 12 months.</p> <p>vi) Ramsey Great Whyte Civic & Business Hub and the Huntingdon Visit Centre are now complete.</p> <p>vii) The other 3 projects have a planned return to green. The Ramsey Great Whyte Pedestrian and Produce Hub was at risk, due to the river Culvert having weight restriction issues. A feasibility assessment for 'Shop in a box' replacement idea has been commissioned in addition to design concepts for improvements to the public realm.</p> <p>viii) The Ramsey feasibility study will be completed during January, prior to presentation to Ramsey Town Council for their initial views and consideration.</p> <p>ix) We are aiming to confirm plans to improve the public realm during the Spring prior to works beginning in the Autumn. Development/launch of the 'Shop in a box' concept will follow on from this (subject to feasibility confirming the proposals is viable).</p>		

Title	Commentary on progress	Status	Impact of project/programme so far
Local Plan	Continuing assessment and sustainability appraisal of potential development sites to inform draft options for engagement in spring 2024.	G	Enablement of providing a framework for the district to shape how land use and places will change and develop in the future. This will ensure all future development in the district is coordinated, prioritised and appropriate (e.g: socially, environmentally, economically) to ensure Huntingdon is a good place to live and work.



Outcome: Lowering our carbon emissions

Title	Commentary on progress	Status	Impact of project/programme so far
Biodiversity for all	The grant round and pilot round of offering grant funding to community groups and Parish Councils is progressing on plan. Updates on the HDC strategic land management sites will be reported to Cabinet in spring 2024. Risks with the Ecologists workload to be able to deliver on time and the slow progress of the pilot round are being managed and mitigated within the project	G	Demonstrating our progress, engaging with our communities across Huntingdonshire will inform/influence decisions that increase our percentage of biodiversity across the district.



Outcome: Delivering good quality, high value-for-money services

Title	Commentary on progress	Status	Impact of project/programme so far
Riverside Park St Neots	Tender returned, assessment of modular bids to design work packages to be progressed within budget limits. Work will take place in early 2024/25 as soon as conditions allow.	G	Improvement to aesthetics and access to Riverside Park.

Title	Commentary on progress	Status	Impact of project/programme so far
Civil Parking Enforcement	The Website has been updated with new content, covering Civil Parking Enforcement position and frequently asked questions. Department for Transport (DfT) have indicated that an approved application is to be laid in Parliament seeking approval in December 2024, so official approval from DfT is expected January 2025. There was a report to Cabinet (December 2023) with recommendations for 'go live' date and updating members, Town and Parish Councils going forward. Regarding design works, we will be receiving this from The River Thurne Tenants Association (RTTA) for remedial works in mid-January 2024.	G	The district will take on the ownership and responsibility of parking enforcement.
Hinchingbrooke Country Park	The new timeline indicates that we aim to re-submit the planning application in July 2024 to be considered by DMC in October 2024. The new approved completion of improvement works to Hinchingbrooke Country Park is spring 2026.	A	Increased facilities for residents at the Country Park, to encourage increased visitor numbers and enabling improved health and well-being for residents. Additional benefits to HDC of increased revenue from car parking and hospitality facilities.
Additional Funding for Energy Bill Rebate (COMPLETED)	Project to: <ul style="list-style-type: none"> Ensure that people who do not have a contract with an energy supplier, but who have electricity costs, benefit from a £400 payment (416 Applicants - £166,400 distributed) Make £200 grant payment to UK households that use alternative fuels for heating instead of mains gas completed (469 Applicants - £93,800 distributed) Project now successfully completed and closed	G	Will support residents on lower incomes and ensure they do not get into crisis.
Planning Improvement programme	Some initial projects commenced and progressed within the service to deliver improvements. There are delays in delivery due to resource availability, but these are being mitigated with SLT approval. Smaller scale projects to review the Local List and Standard conditions are progressing to plan.	A	Will allow all planning applications to be managed and reported on consistently. Will enable development of improved customer experience and increased income opportunities, creating additional capacity in back-office service activities.

Title	Commentary on progress	Status	Impact of project/programme so far
Green Bins project	<p>Marketing campaign was delivered to residents via our social media channels and continuous web content was produced in order to keep Town & Parish Councils, Community Groups, Members and Ward Members updated.</p> <p>Website content published and went 'live' for subscriptions on Tuesday 5th December. Subscription numbers have significantly exceeded initial expectations and are on track for 30% of household subscriptions for year 1 of operations.</p>	G	To provide the Council with financial sustainability to continue to deliver essential services to all residents.
Council Tax Support Scheme	<p>The Council Tax Support Scheme was approved at the Full Council meeting on Wednesday 13th December and Q3 has seen the initial software testing perform well, with further work taking place on the full technical scheme document.</p> <p>Website development work is underway, the frequently asked questions development commenced, and a report was compiled regarding ending the supplier's risk based verification (RBV) contract (saving c£5k pa – 3c ICT budget).</p>	G	Will support residents on lower incomes and ensure they do not get into crisis.
Council Tax Support Fund (2023/24)	The remaining allocation of funding from central Government has now been allocated to residents, with those that previously qualified for the £25 payment now receiving up to £46 off of their Council Tax bill. There is around £3k of funding left that will be used for new cases, adjustments over the last quarter, but the task is now considered to be completed.	G	Will support residents on lower incomes and ensure they do not get into crisis.
Customer Services Improvement programme	Project scoped has been agreed at a high level, but the recruitment of a Customer Change Director has been unsuccessful to date. Some initial discovery work can continue to be undertaken across Q3, and an alternative solution to resource and deliver the work is being considered and awaiting approval.	A	Will allow all customer contacts to be managed and reported on consistently. Will enable development of improved customer experience via additional digital channels, creating additional capacity in back-office service activities.
HR system	Project received the required final upgrade which was implemented in Q3. Board members worked with partners to	G	Will allow all staff management responsibilities to be managed securely and consistently within a bespoke system.

Title	Commentary on progress	Status	Impact of project/programme so far
	<p>sign off this project and produce a closure report, with this now being listed as complete.</p> <p>Project now successfully completed and closed</p>		
Workforce Strategy	<p>Project is progressing and on track against plan with a series of Attraction and Retention staff engagement sessions completed across October and November. These outputs will inform the initial Workforce Strategy being presented to Employment Committee in February. Further engagement sessions will take be delivered on Engagement and Well-being over Q3.</p>	G	<p>The workforce strategy will give a framework that links people management and development practices to the long-term goals of HDC as an employer. This aims to position the organisation as an employer of choice, which will improve both recruitment and retention.</p>

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