A meeting of the **CABINET** will be held in **CIVIC SUITE (LANCASTER/STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **TUESDAY, 16 SEPTEMBER 2025** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

## AGENDA

**APOLOGIES**

**1. MINUTES (Pages 5 - 10)**

To approve as a correct record the Minutes of the meeting held on 15 July 2025.

**Contact Officer: Democratic Services - (01480) 388169**

**2. MEMBERS' INTERESTS**

To receive from Members declarations as to disclosable pecuniary, other registerable and non-registerable interests in relation to any Agenda item. See Notes below.

**Contact Officer: Democratic Services - (01480) 388169**

**3. PAXTON PITS NATURE RESERVE EXTENSION OF LEASES (Pages 11 - 36)**

To receive a report seeking to gain full approval to allow delegated authority to Senior Officers to fully execute the leases for the land adjacent to the current nature reserve allowing for an extension of Paxton Pits Nature Reserve following the completion of gravel extraction operations and agreed restoration works.

The report also seeks to set out the current legal position as supplied by 3C Legal Shared Services and to provide Council the full confidence in which full approval for this scheme and delegated authority can be given to Senior Officers to proceed with this matter.

The report also seeks approval for the Head of Leisure, Health & Environment and associated teams in principle to explore wider opportunities to develop existing and new sites across the Council’s parks and open spaces to support wildlife and conservation, health and wellbeing, physical activity and commercial sustainability opportunities

Executive Councillor: J Kerr

**Contact Officer: G Holland 01480 388157**

**4. COMMERCIAL INVESTMENT STRATEGY (Pages 37 - 48)**

To receive a report presenting a revised Commercial Investment Strategy for approval and subsequently adopted for implementation.

Executive Councillor: B Mickelburgh

**Contact Officer: S Jones**
**(01480) 388214**

**5. BUILDING ENERGY STRATEGY (Pages 49 - 104)**

The report aims to gain formal approval to proceed with the implementation of the Building Energy Strategy and identify opportunities for renewable energy installations delivering both environmental and financial benefits primarily at the sites below.

- Pathfinder House.
- Eastfield House.
- One Leisure Huntingdon Dry.
- One Leisure Huntingdon Wet.
- One Leisure Ramsey.
- One Leisure St Ives Indoor.
- One Leisure St Ives Outdoor.
- One Leisure St Neots.

Executive Councillor: S Howell.

**Contact Officer: M Raby 01480 387921**

**6. CORPORATE PERFORMANCE REPORT 2025/26 (QUARTER 1) (Pages 105 - 260)**

To receive a report presenting an update on delivery of the Corporate Plan during Quarter 1 of 2025/26.

Executive Councillors: S Ferguson and L Davenport-Ray.

**Contact Officer: L Aston/ S Gosling - (01480) 388604 /388643**

**7. FINANCIAL PERFORMANCE REPORT 2025/26 (QUARTER 1) (Pages 261 - 302)**

To receive a report presenting an update on delivery of the Finance Performance Report during Quarter 1 of 2025/26.

Executive Councllor: B Mickelburgh

**Contact Officer: S Jones - (01480) 388214**
**S Russell-Surtees - (01480) 388524**

## 8. HINCHINGBROOKE COUNTRY PARK JOINT GROUP (Pages 303 - 306)

To receive the Minutes of the Hinchingbrooke Country Park Joint Group meeting held on 18th July 2025.

Executive Councillor: J Kerr.

**Contact Officer: B Buddle - (01480) 388008**

8 day of September 2025

***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 Democratic Services, Tel No: (01480) 388169 / e-mail: Democratic.Services@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.

# HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the CIVIC SUITE (LANCASTER/STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN on Tuesday, 15 July 2025

PRESENT: Councillor S J Conboy – Chair.

Councillors L Davenport-Ray, S W Ferguson, J E Harvey, J E Kerr, B A Mickelburgh, T D Sanderson and S Wakeford.

APOLOGIES: An apology for absence from the meeting was submitted on behalf of Councillor S A Howell.

## 21 MINUTES

(a) The Minutes of the meeting held on 17 June 2025 were approved as a correct record and signed by the Chair; and

(b) The corrected Minutes of the meeting held on 15 May 2025 were approved as a correct record and signed by the Chair.

## 22 MEMBERS' INTERESTS

Councillor Harvey declared an other registerable interest under Minute 24/25 by virtue of being Vice-Chair of Huntingdon & District Cricket Club which might be impacted by the Huntingdon Sport & Health Club. As this was a voluntary role, it was not a pecuniary interest and she partook in the discussion and deliberation of this item

## 23 REGENERATION OPPORTUNITIES REPORT

A report by the Head of Economy, Regeneration and Housing Delivery was submitted (a copy of which is appended in the Minute Book) seeking the Cabinet's approval to move forward to the next stages with a regeneration partnership with Capital and Centric (C&C) relating to sites within the Market Towns. This project sought to bring forward economic and housing led opportunities which would contribute positively and create new homes, jobs and other benefits.

After setting out the report, the Executive Councillor – Jobs, Economy & Housing – S Wakeford, in response to comments from the Overview & Scrutiny Panel (Performance & Growth), stated that the recommendations had been clarified so that the approval sought included noting the advice of the S151 officer that there were sufficient funds available to facilitate identified works within existing reserves. For clarity, the Leader read out these revised recommendations as laid out in the supplementary document published prior to the meeting.

Whereupon it was

RESOLVED

that the Cabinet

(a) supported officers identifying and working up proposals for regeneration opportunities in the Market Towns, which could be brought forward for development in conjunction with C&C as a private sector partner – noting the benefits of the C&C operating model as listed within the appendix to the report;

(b) endorsed the principle of working with C&C as a partner to develop and potentially deliver identified proposals – noting the appointment via a Direct Award from the 'Bloom' Framework – and noting the advice of the Corporate Director of Finance and Resources (S151) that there are sufficient funds available to facilitate the identified works;

(c) endorsed officers proceeding to undertake engagement with stakeholders relating to any identified opportunities and potential developments as part of business case development; and

(d) supported the principle of officers engaging in efforts to acquire land and buildings in connection with the principle of regeneration in the Market Towns, where this would align with the principles of delivering economic or housing led regeneration.

**24 INCREASING AFFORDABLE HOUSING - INSPIRED SOLUTIONS**

A report by the Head of Economy, Regeneration and Housing Delivery was submitted (a copy of which is appended in the Minute Book) which detailed the proposal to work alongside Inspired Solutions to deliver various development sites across Huntingdonshire to support housing delivery in particular affordable housing responding to housing need.

The Executive Councillor – Jobs, Economy & Housing – S Wakeford in response to concerns raised by the Overview & Scrutiny Panel (Performance & Growth), explained that in the short term the costs of development would be borne by this organisation, so there may be a risk the developer's do not get as far as building houses, but the Council would not have a long term exposure on that.

He further clarified that the cost of entering the collaboration with the developers in terms of legal fees to formalise the relationship and enter into a binding commitment would be around £20,000. He further advised that in terms of specific liabilities for the Council, these estimates were not included in the papers that were circulated for the Overview & Scrutiny Panel (Performance & Growth), but prompted by questions from the Panel, work had been done on this. He clarified that the percentage of rental income loss for bad debts that might reasonably be expected would be 3% and 0.5% for long term gaps in the property beyond the ordinary turnover. In terms of average repairs costs, it was estimated that this would be just below £6,000. The reasonable risk of exposure estimated in the event that 200 homes were built would be around £37,000 per annum, which was a reassuring figure compared with the benefit of bringing forward that number of affordable homes. Finally, he explained that the intention was that this additional information around cost and risk would be included in a paper to the Overview & Scrutiny (Performance & Growth) at its next meeting. In view of the greater clarification provided around this information, the recommendation from the Panel to not delegate the authority as laid out in recommendation 2.2 in the report was not approved by the Cabinet.

Whereupon it was

RESOLVED

the Cabinet

(a) agreed in principle to establish a working partnership with Inspired Solutions to deliver affordable homes within the district on various sites – noting an initial aspiration for circa 200 homes; and

(b) delegated authority to the Corporate Director of Finance and Resources (S151 Officer), in consultation with the Corporate Director of Place to negotiate and draft the following agreements:

i. Heads of Terms, Agreement for Leases and eventual Leases with Inspired Solutions;
ii. Heads of Terms, Agreement for Underleases and eventual Underleases with a company associated with Inspired Solutions; and
iii. Nomination Agreements for 100% nomination rights for all residential units for the period of the underleases.

## 25 ONE LEISURE INDEPENDENT REVIEW UPDATE

A report by the Head of Leisure, Health & Environment was submitted (a copy of which is appended in the Minute Book) which provided an update on the progress One Leisure and the Council had made following the recommendations made and set out within the Independent Review of the One Leisure Long Term Operating Model. It also provided an opportunity to review, consider and respond to the progress One Leisure had made since the Independent Review of One Leisure was commissioned in late 2023. Furthermore, it closed out an action from (section 6.5 – point 5) from the original Independent Review of the Long-Term Operating Model for One Leisure which stated: *"A further commitment that One Leisure will return to Members and update on actions against all the recommendations made by the independent consultant".*

At the start of this item, the Executive Councillor – Governance and Democratic Services – J Harvey, declared an interested by virtue of being Vice-Chair of Huntingdon & District Cricket Club which might be impacted by the Huntingdon Sport & Health Club. As this was a voluntary role, it was not a pecuniary interest and she partook in the discussion and deliberation of this item.

The Leader – Councillor S Conboy set out the report, noting the comments from the Overview & Scrutiny Panel (Performance & Growth). She thanked all staff involved who worked tirelessly in accomplishing the achievements in the report.

Whereupon it was

RESOLVED

that the Cabinet

(a) noted the progress of actions identified within the report over the last 12 months;

(b) commented on the progress that has been made on the 22 actions identified within the Year 1 – Transformation Progress Report of Actions & Recommendations from the Long-Term Operating Model for One Leisure undertaken by First Point Management; and

(c) acknowledged and accepted the key actions from the associated summary presentation and outlined within Section 4 of the report.

**26 REVISED CLIMATE ACTION PLAN**

A report by the Climate Co-ordinator and the Development & Delivery Manager was submitted (a copy of which is appended in the Minute Book) which provided an update on progress of the delivery of the Council's Climate Strategy and Action Plan since its adoption in February 2023. Key areas of success in the report would cover the 2024-2025 budget year.

The report also presented a summary of progress, highlighting the current position of Huntingdonshire District Council, demonstrating actions undertaken to reduce emissions through the approach set out in the Climate Strategy for the Council to be:

- **a positive example** through its actions to be a net carbon zero Council by 2040;
- **an enabler** supporting action within our communities and across our partners; and
- **an encourager** to ensure the efforts of those that live, work, and visit our district help to achieve the aspiration of a net carbon zero Huntingdonshire by 2040.

The Executive Councillor - Climate, Transformation and Workforce - L Davenport-Ray highlighted the consistent progress made on the climate action scorecards which had been released the previous week, which the Cabinet were pleased to note. She also credited the excellent officers involved who had shown skill and hard work. Finally, she updated the Cabinet with her work with the Executive Councillor – Planning – T Sanderson, in drafting a technical advice note for the Council's Planning team to publish which would give developers an idea of the things the Council would like to see happen in Huntingdonshire, helping to use the influence it had as a planning authority, which the Cabinet were pleased to see coming forward.

Whereupon it was

RESOLVED

that the Cabinet

(a) commented on the delivery of the Climate Action Plan for 2024-25;

(b) noted the progress made by the Council and its partners towards achieving Carbon Net Zero by 2040; and

(c) commented on and approved the updated Climate Action plan as shown in Appendix 6 and note the amendment of actions in Appendix 7.

**27 HUNTINGDONSHIRE ECONOMIC GROWTH STRATEGY**

A report by the Economic Development Manager was submitted (a copy of which was appended to the Minute Book) which presented the refreshed Economic Growth Strategy for Huntingdonshire to Cabinet for endorsement. The strategy outlined a clear framework for promoting sustainable and inclusive economic growth over the next 2–5 years which would enable the Economic Development Team to deliver the strategy effectively, ensuring the district remained attractive and competitive in a rapidly evolving economic landscape.

In setting out the report, the Executive Councillor – Jobs, Economy & Housing – S Wakeford referenced that the report had been taken through the Overview & Scrutiny Panel (Performance & Growth) in June to allow for more time to be informed by their input. As well as that it had been valuable engaging with Councillors across the Council at an earlier formative stage in putting the strategy together, as well as stakeholders from beyond the Council.

Whereupon it was

RESOLVED

that the Cabinet endorsed the refreshed Economic Growth Strategy, enabling the Economic Development Team and partners to deliver its objectives over the next 2–5 years.

**28 <u>EXCLUSION OF PRESS AND PUBLIC</u>**

**29 3C SHARED SERVICES PARTNERSHIP RENEWAL AGREEMENT**

The Cabinet gave consideration to an exempt report (a copy of which is appended in the annex to the Minute Book) on the 3C Shared Services Partnership Renewal Agreement.

RESOLVED

The Cabinet endorsed the recommendations contained within the exempt report.

Chair

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**Public**
**Key Decision – Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

| | |
|---|---|
| **Title/Subject Matter:** | Paxton Pits Nature Reserve Extension of Leases |
| **Meeting/Date:** | Overview & Scrutiny Committee - (Environment, Communities & Partnerships) – 4th September 2025<br><br>Cabinet – 16th September 2025 |
| **Executive Portfolio:** | Councillor Julie Kerr – Executive Councillor for Parks and Countryside, Waste and Street Scene |
| **Report by:** | Gregg Holland – Head of Leisure, Health & Environment |
| **Ward(s) affected:** | All Ward/s |

**Executive Summary:**


Paxton Pits Nature Reserve currently consists of 78 hectares. Gravel extraction has taken place there since the 1940's. In September 2006 Cabinet approved the extension of Paxton Pits Nature Reserve by way of the acceptance of leases of land adjacent to the existing reserve. A Section 106 agreement created in September 2006 obliged the Council to enter into the leases of the conservation land.

From 2008 to 2016 Little Paxton Quarry was mothballed during the economic recession which delayed the restoration works. In 2017 planning permission expired so Aggregate Industries submitted a revised proposal to Cambridgeshire County Council for the period up to 2029. In 2017 it was felt that the 2007 lease which was annexed to the S106 needed modernising. Since then, the legal representatives for the different parties have been negotiating the terms of the leases. Now, the terms of the lease have been agreed.

Typically, the agreement of leases such as this would be delegated to Officers, based on previous decisions, however, owing to the passage of time in this case, and the potential for linked opportunities, further approval by Cabinet is recommended in this instance.

Following further gravel extraction, the reserve is set to increase substantially (more than 3.5 times) to 280 hectares which would make it one of the largest nature reserves in Cambridgeshire. This can be seen in **Appendix 1**. The additional land is owned by Oxford University Chest and Thornhill Estate. Holcim UK (formerly Aggregate Industries) has planning consent for the extraction of gravel and the associated restoration.

The land will be released to the Council in phases as gravel extraction and restoration is completed.  Leases will be granted to the Council for a minimum period of 80 years with options to extend and the rent will be a peppercorn.

Once completed, the Nature Reserve and the adjoining land in private ownership will provide a complex of lakes and public open spaces covering over 600 hectares in total situated between the River Great Ouse and the A1 stretching from Little Paxton to Diddington. It will have a network of footpaths, bridle paths and cycle ways covering the whole area. Management of the site will be governed by a reserve management plan which is agreed by the Council, TOF and Thornhill in accordance with the S106 agreement.  This management plan will set out in detail how the conservation land will be managed, monitored and maintained.

Taking on these sites has benefits to the Council, and has alignment with our established Place Strategy, Corporate Plan, and wider environmental, social and community aspirations. There are also potential opportunities from an economic perspective in relation to the visitor economy.

This report seeks approval to give delegated authority for the signature of the leases of land adjacent to the current reserve creating the extension of Paxton Pits Nature Reserve following the completion of gravel extraction operations and agreed restoration works.

**Recommendation(s):**

The Cabinet/Committee is

**RECOMMENDED**

- To fully approve and give delegated authority to fully execute the leases for the land adjacent to the current nature reserve allowing for an extension of Paxton Pits Nature Reserve following the completion of gravel extraction operations and agreed restoration works.
- To agree and approve the feedback from 3C Legal Shared Services outlined in Section 10 which provides confidence and clarity to the Council in moving forward with the extension of leases.
- To support the principle of Officers engaging in efforts to acquire land and buildings in connection with the principle of exploring wider opportunities to not only develop existing sites across the Council's parks and open spaces but also new sites and spaces to support wildlife and conservation, health and wellbeing, physical activity and commercial sustainability opportunities.

## 1. PURPOSE OF THE REPORT

1.1 The purpose of this report is to gain full approval from Council and to allow delegated authority to Senior Officer's to fully execute the leases for the land adjacent to the current nature reserve allowing for an extension of Paxton Pits Nature Reserve following the completion of gravel extraction operations and agreed restoration works.

1.2 This report also seeks to set out the current legal position as supplied by 3C Legal Shared Services and to provide Council the full confidence in which full approval for this scheme and delegated authority can be given to Senior Officers to proceed with this matter.

1.3 The purpose of this report is also aimed at gaining approval for the Head of Leisure, Health & Environment and associated teams in principle to explore wider opportunities to develop existing and new sites across the Council's parks and open spaces to support wildlife and conservation, health and wellbeing, physical activity and commercial sustainability opportunities.

## 2. BACKGROUND

2.1 On 7th September 2006, Cabinet approved the extension of Paxton Pits Nature Reserve by way of the acceptance by HDC of leases of land adjacent to existing reserve following the completion of gravel extraction.

2.2 In the meeting minutes it stated; *"Having considered the terms of the leases the Cabinet agreed that the Director of Central Services after consultation with the Executive Councillor for Resources and Policy, be authorised to approve the terms of the leases."*

2.3 A Section 106 agreement was produced in September 2006 which obliged HDC to enter into the leases of the conservation land. The form of lease was annexed to the S106. The parties are HDC, Oxford University (TOF), Thornhill Estates and Aggregate Industries (now HOLCIM UK).

2.4 In 2008, the economic recession led to the quarry being moth balled until 2016 which meant that gravel extraction and the associated restoration works ceased for 8 years. Consequently, this extended the timeframe of the reserve extension.

2.5 In 2017 it was decided that the 2007 lease, which was annexed to the S106, needed modernising.

2.6 Since then, the legal representatives for the different parties have been negotiating the terms of the leases. The terms of the lease are now agreed. HDC will enter into;

- an overreaching agreement with TOF and HOLCIM UK Ltd (formerly Aggregate Industries)
- an overarching agreement with Thornhill and HOLCIM UK Ltd

- these will be for the surrender of HDC's current 2007 lease and the grant of the new leases for the various phases detailed in the plan.

2.7 Typically, given the previous approvals, and the existing content of the Scheme of Delegation, the agreement of leases would be delegated to Officers to resolve. However, in this instance, owing to the passage of time that has occurred it is considered prudent for Members to re-authorise the proposed approach.

2.8 Following the approval of the extension of leases it will allow the Head of Leisure, Health & Environment and other Senior Officer's to explore wider opportunities to develop existing sites across the Council's parks and open spaces to support wildlife and conservation, health and wellbeing, physical activity and commercial sustainability opportunities.

2.9 Another key reason and purpose for progressing with the extension of leases at Paxton Pits is that it is strategically aligned to the Council's' Place Strategy, Corporate Plan and will as be outlined in 2.8 above support wider economic growth as future opportunities can be sought, reviewed and presented to Council for the benefit of residents and to underpin the financial sustainability of Council services.

## 3. FINANCIAL CONSIDERATIONS

3.1 The extension of the Nature Reserve will be managed and maintained by HDC's Parks and Countryside Team working in partnership with The Friends of Paxton Pits Nature Reserve (FPPNR).

3.2 FPPNR generate around £80,000 income per year from membership fees, visitor centre sales, donations and bequests. Of the £240,000 of assets in the bank, £127,000 is currently set aside for work in the reserve extension when land has been transferred.

3.3 An additional £113,000 is allocated to conservation projects on the existing reserve.

3.4 The salary costs of a Countryside Ranger Apprentice is being funded by the Friends for 30 months.

3.5 In addition to this it is not believed that the on-going maintenance of the extension of leases and associated land will incur the Council any additional expenditure and will be managed within existing financial budgets and by the wider team outlined in section 3.1 above.

3.6 In respect of other potential opportunities, it is considered that if such opportunities are identified, it is possible for due consideration of the financial implications to be given as part of due diligence work and the development of any business cases that may be necessary. Due regard can also be given to the budget framework at the time. Thus there would be ample opportunity to ensure that any additional land taken on, would not be to the financial detriment of the council. Moreover, there may be financial benefits arising from such activities.

## 4. COMMENTS OF OVERVIEW & SCRUTINY

4.1 The Overview & Scrutiny (Environment, Communities and Partnerships) Panel discussed the report at its meeting on 4th September 2025.

4.2 Following an enquiry by Councillor Shaw, the Panel were advised that the team were confident that the increased site could be managed with existing staffing arrangements following the appointment of an Apprenticeship Ranger.

4.3 It was confirmed to the Panel, following a question from Councillor Alban, that the site map within the report detailed the existing site with a black boarder and the proposed extension with coloured detail. It was also noted that discussions with Highways in relation to access and egress to the expanded site were ongoing.

4.4 Further to a question from Councillor Hassall, the Panel heard that opportunities to expand the site further whilst remaining financially sustainable would continue to be developed.

4.5 The Panel heard that the insurance liability premiums for the site had been established and that the detail on this would be circulated to the Panel following the meeting.

4.6 It was advised, following a question from Councillor Lowe, that opportunities for Paxton Pits and Hinchingbrooke Country Park to be utilised on behalf of the Council as physical assets and how this may be facilitated with developers in the district were being developed.

4.7 Councillor Hassall observed that the bridleways across the site were due to be opened in 2029, however should there be any opportunities to open at an early date this would allow for cycleways between St Neots and Huntingdon to be developed.

4.8 Following a question from Councillor Hunt, the Panel heard that the development project at Hinchingbrooke Country Park was underway and that Officers would continue to investigate ways to develop and increase footfall and accessibility across both sites whilst maintaining financial sustainability.

4.9 Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for an informed decision to be made on the report recommendations.

## 5. BENEFITS OF THE SCHEME

5.1 The extension of Paxton Pits Nature Reserve will bring tremendous community benefits. These will be:

•27 km of footpaths

•8.4km Cycleway
•New bird hides and viewpoints

5.2 A full summary presentation on Paxton Pits Nature Reserve and the extension of leases and its wider benefits can be viewed in **Appendix 2**.

5.3 Currently about 120,000 people visit Paxton Pits each year from all over the Country and World. This figure is expected to increase as the reputation of the Reserve and the facilities and opportunities it offers become more widely known.

5.4 The reserve extension will deliver fantastic wildlife benefit. The reserve's wildlife will be enhanced by the addition of a mosaic of important habitats:

- A reedbed – nationally scarce habitat
- Five extra lakes
- Three new islands designed for wading birds
- Scrub – a mix of bushes, grassland, sandy banks and small ponds to support a whole host of plants, insects and birds
- Rare wildflower rich grassland
- Rare wet woodland habitat

5.5 The remaining 60% of the Site of Special Scientific Interest (SSSI), which is currently in the quarry area, will be brought into the Reserve as the gravel extraction is completed by 2029.

5.6 As outlined within this section the benefits of this scheme are vast and allow the Council to provide increased opportunities for residents and people from far and wide to visit the Nature Reserve to see its exceptional habitats.

5.7 It also provides the ability for the Council to design, develop and implement a wider strategic approach not only at Paxton Pits but further across the Council's parks and open spaces to create spaces that residents want to visit, spend time with their families, spend money and support the wider financial sustainability of these services.

## 6. KEY IMPACTS / RISKS

6.1 The table below identifies the potential risk associated with this scheme and importantly the likelihood and impact. The table also demonstrates the mitigation measures that will be in place to limit any risk to the Council.

| Risk | Likelihood | Impact | Mitigation |
|---|---|---|---|

| | | | |
|---|---|---|---|
| Financial risks of maintenance and management | Medium | High | Work is carried out as per management plan; secure Friends Group, volunteer and partner support; explore income streams such as guided tours, education programmes, and grants |
| Environmental risk of land restoration quality | Low | High | Legal agreements require restoration to be carried out to required standard; carry out staged inspections before each land transfer. HDC attends Technical Steering Group with Holicim and stakeholders. |
| Liability for accidents | Medium | High | Maintain public liability insurance; carry out site checks; ensure clear signage and visitor information |
| Operational risk of coordination challenges with multiple landowners and stakeholders | Medium | Medium | Site is managed as agreed in management plan. HDC representatives to continue to attend Liaison Group meetings and Technical Steering group meetings to discuss restoration works, management work, access and environmental issues |
| Reputational risks and public dissatisfaction | Medium | Medium | Communicate progress through signage, through local media and online; involve Friends of Paxton Pits group in planning and events |
| Environmental risks of long-term ecological changes e.g. climate change, invasive species | Medium | Medium | Build flexibility into the management plan; conduct regular ecological monitoring; adapt management to changing conditions |

## 7. TIMETABLE FOR IMPLEMENTATION

7.1 Land in Phase 1 and 2 is ready to be transferred to the Council once leases are signed. HOLCIM UK have planning permission to extract gravel until 2029 so further land will be transferred in additional phases once extraction and restoration is completed.

7.2 The table below illustrates some indicative dates that the Council and Senior Officer's will work towards to complete the execution of leases and commence direct management of land which will be transferred:

| Time Period | Comment |
|---|---|
| October – December 2025 | Final signatures and execution of leases |
| January – March 2026 | Mobilise team and commence proprietary works within management plans |
| April & Onwards | Full utilisation of the site by residents and Council teams |

## 8. LINK TO CORPORATE OBJECTIVES

8.1 The extension of Paxton Pits Nature Reserve strongly supports the council's corporate plan and its key priorities which are:

a) Improving the quality of life for local people.
b) Creating a better Huntingdonshire for future generations.
c) Delivering good quality, high value for money services with good control and compliance with statutory obligations.

8.2 Executing the leases for the land adjacent to the current nature reserve allowing for an extension of Paxton Pits Nature Reserve following the completion of gravel extraction operations and agreed restoration works can contribute and support the delivery of the Councils strategic priorities and Corporate Plan in the following ways:

8.3 The proposed leases will expand accessible green space from 78 to 280 hectares, creating one of the largest nature reserves in Cambridgeshire. The network of footpaths, bridleways, and cycle routes will provide extensive opportunities for walking, cycling, and outdoor leisure, supporting both physical health and mental wellbeing. The expansion will also enhance biodiversity and the scenic quality of the local environment, offering residents and visitors a richer and more enjoyable place to explore.

8.4 Additional footpath networks and a cycleway will provide residents from neighbouring villages better access to services and amenities, thereby improving the quality of life for local people.

8.5 The long-term leases will secure public access and protection for high-quality habitats for a minimum of 80 years. Restored land following gravel extraction will be managed to safeguard wildlife, promote ecological recovery, and strengthen climate resilience. This ensures that the area's natural capital is preserved and enhanced, providing a valuable environmental legacy for future generations.

8.6 Executing the leases will support and enhance priority three within the Corporate Plan as it will deliver good quality, high value for money services. The arrangements achieve significant public benefit at minimal cost, with the land leased on a peppercorn rent basis.

8.7 The project meets statutory duties for biodiversity, public access, and sustainable land management while ensuring effective oversight through robust legal agreements. Strong partnership working between the Council, landowners, and other stakeholders will deliver these outcomes efficiently and in full compliance with obligations.

8.8 This project is strategically aligned to the Council's' Place Strategy and Corporate Plan and will support wider economic growth as future opportunities can be sought, reviewed and presented to Council for the benefit of residents and to underpin the financial sustainability of Council services.

8.9 These opportunities will be captured in a new and innovative "Commercial Strategy" that the Head of Leisure, Health & Environment is developing and will provide a new strategic approach to how we can increase activity across our parks and open spaces, ensure they are financially sustainable and explore new opportunities to help drive engagement from residents, improve health and wellbeing and generate revenue.

## 9. LEGAL IMPLICATIONS

9.1 The section 106 Agreement dated 18 September 2007 as varied obliged TOF Corporate Trustee Limited ("TOF") and Edmund George William Thornhill ("Thornhill") to grant separate leases of phased areas to Huntingdonshire District Council ("HDC") and for HDC to take them for a term to expire on 20 September 2087 for use as a nature reserve within the definition contained in section 15 of the National Parks and Access to the Countryside Act 1949 and for the purposes of education and ancillary amenity use.

9.2 Prior to the grant of the leases to HDC referred to in 1 above, HDC will enter into the following.

a. An overarching agreement with TOF and Holcim UK Limited ("Holcim") (formerly known as Aggregate Industries UK Limited) to deal with amongst other things a commitment for HDC to enter into the lease with TOF referred to in 1 above and to enter into the lease surrender in c below.

b. An overarching agreement with Thornhill and Holcim to deal with amongst other things a commitment for HDC to enter into the lease with Thornhill referred to in 1 above.

c. A surrender of the lease dated 21 September 2007 and made between (1) The Chancellor Masters and Scholars of the University of Oxford (2) HDC (3) Aggregate Industries UK Limited.

9.3 Following a thorough review of this transaction by 3C Legal Shared Services they are comfortable that the Council are administering its obligations under the original 2007 Section 106 Agreement similar to all other parties involved. They are content that the extension of leases can be fully executed.

## 10. RESOURCE IMPLICATIONS

10.1 There will be no additional financial budgetary impact on the Council, as Rangers are already managing the nature reserve under the existing management plan. The ongoing operational responsibilities for the expanded reserve will be absorbed within current staffing arrangements.

10.2 The Friends group is providing strong community support, including funding a full-time Countryside Ranger Apprentice and setting aside funds for projects within the reserve extension. This additional resource enhances capacity for habitat management, education, and visitor engagement.

## 11. HEALTH IMPLICATIONS

11.1 The expansion of Paxton Pits Nature Reserve will provide substantial public health benefits. The enlarged network of footpaths, bridleways, and cycle routes will encourage greater participation in outdoor physical activity such as walking, running and cycling, supporting improved cardiovascular fitness, muscular strength, and general physical wellbeing.

11.2 Access to high-quality green space is also strongly linked to mental health benefits, including reduced stress, improved mood, and enhanced social connection. The reserve will offer opportunities for social interaction through community events, volunteering, and guided activities, helping to reduce loneliness and isolation. This also compliments our Community Health and Wealth Building strategy and approach.

## 12. ENVIRONMENT AND CLIMATE CHANGE IMPLICATIONS

12.1 The expansion of Paxton Pits Nature Reserve will have a significant positive impact on the local environment. By securing the long-term protection and management of 280 hectares of restored land, the project will enhance biodiversity, create a variety of habitats for wildlife, and improve ecological connectivity between existing green spaces as part of the Great Ouse Valley in Huntingdonshire. The restored gravel pits and surrounding habitats will support priority species, contribute to nature recovery targets, and strengthen the district's natural capital.

12.2 The expanded reserve will also contribute to climate change mitigation and adaptation. Increased tree cover, wetland areas, and vegetation will help sequester carbon, improve air quality, and regulate local temperatures.

The network of green spaces will provide natural flood management benefits by slowing surface water run-off and increasing water storage capacity. The site's design encourages low-carbon leisure and travel, with extensive walking and cycling links reducing reliance on car-based recreation.

12.3 Potential climate-related risks include the impact of extreme weather events, drought, or invasive species on habitats and wildlife. These will be mitigated through adaptive management practices, regular ecological monitoring, and collaboration with conservation partners to respond to changing environmental conditions.

12.4 This opportunity will also allow Senior Officer's to explore opportunities for further funding to be developed and implemented through BNG services and credits for habitat banking. We can and will use this scheme as we do with the rest of our parks and open spaces to protect nature, conservation and ecology, but also use this to allow our services to attract more people to support our visitor economy offer.

## 13. REASONS FOR THE RECOMMENDED DECISIONS

13.1 The legal advice confirms this process can proceed and the extension of leases can be executed.

13.2 Obtaining full approval from the Council to allow for this extension of leases will provide local residents enhanced opportunities to enjoy this area, be physically active, allow wider work to be undertaken on site to attract a greater number of visitors and it creates a safeguard on the conservation and ecology of this space under a dedicated management plan.

13.3 Allows Senior Officer's the opportunity to develop a wider strategic approach to all parks and open spaces concentrating on improved accessibility and offering, health and wellbeing, commercial opportunities and financial sustainability.

13.4 The extension of leases not only allows an expansion of the site but with it the creation of a wider infrastructure of ecology and conservation which can be safeguarded for the duration of the leases by the Council team and the Friend's Group.

13.5 The extension of leases allows greater accessibility for local residents in the surrounding villages and neighbourhoods.

13.6 Upon the execution of leases further negotiation will be sought with Thornhill and HOLCIM UK Ltd and the Council around other areas of land under their control which may be deemed beneficial for the Council to operate in line with ecology, conservation, the wider benefit of residents and further commercial opportunities.

## 14. LIST OF APPENDICES INCLUDED

Appendix 1 – Paxton Pits Nature Reserve Map (Existing & New)

Appendix 2 – Paxton Pits Nature Reserve Extension Presentation

## 15. BACKGROUND PAPERS

- Cabinet Report – Decision Sheet – 7th September 2006
- Cabinet Meeting Minutes – 7th September 2006
- Section 106 Agreement – 18th September 2007

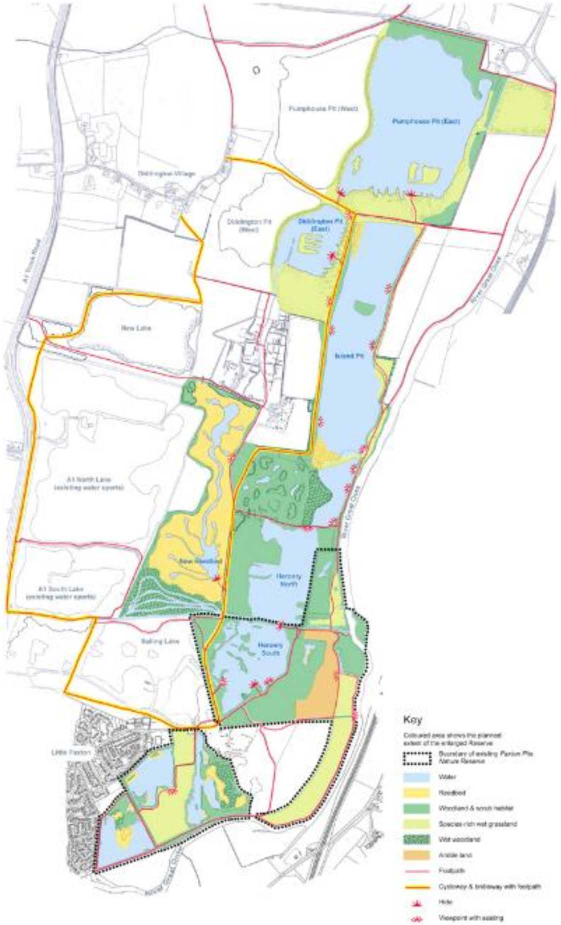
## CONTACT OFFICER

**Name/Job Title:** **Gregg Holland – Head of Leisure, Health & Environment**
**Tel No:** **01480 388157**
**Email:** **gregg.holland@huntingdonshire.gov.uk**

# Appendix 1 - Paxton Pits Nature Reserve

Current Reserve


Extended Reserve



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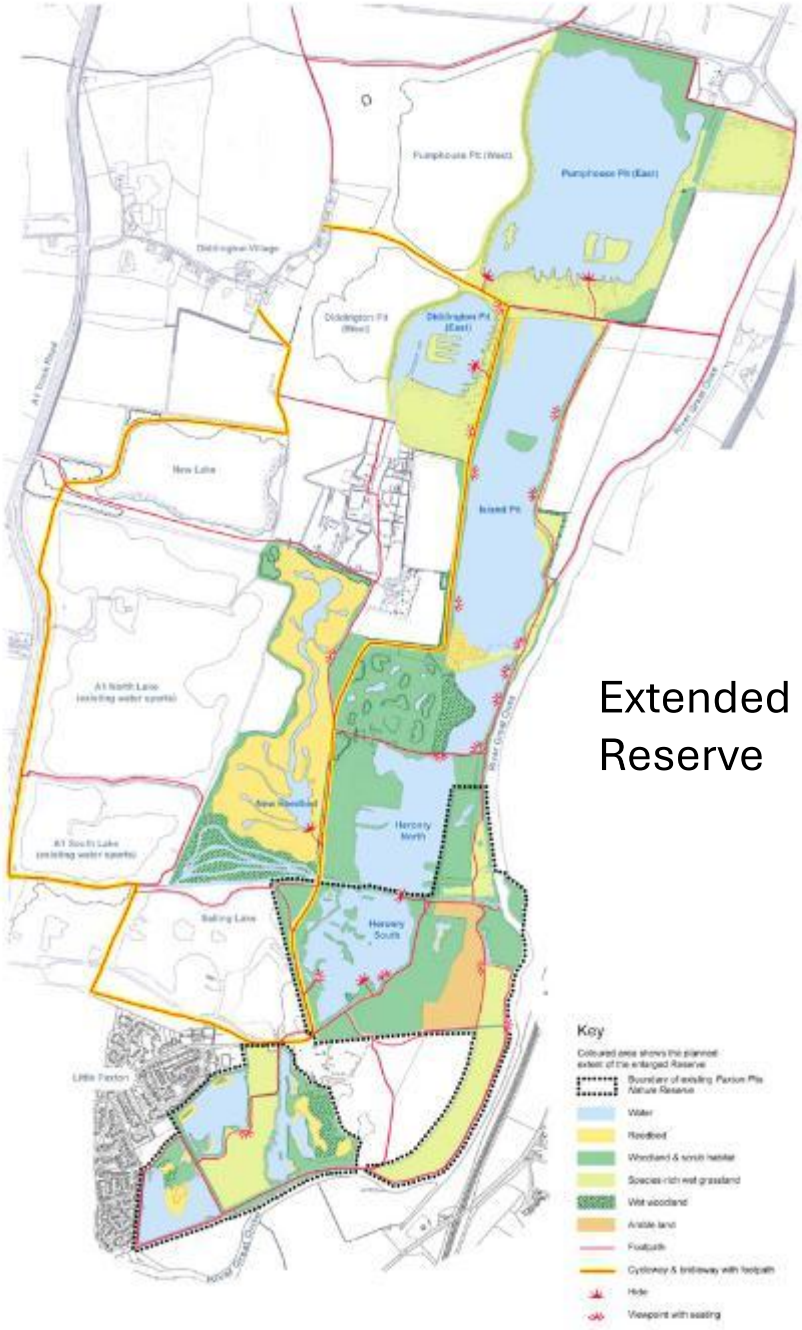
# Paxton Pits Nature Reserve

Huntingdonshire DISTRICT COUNCIL


# Paxton Pits Nature Reserve

- Part of the Great Ouse Valley in Huntingdonshire
- Current reserve is 78 hectares of lakes, meadow, grassland, scrub and woodland
- Former quarry site used for gravel extraction since the 1940’s
- Set to increase substantially (more than 3.5 times) to 280 hectares as aggregate extraction sites are transferred in phases.
- Extraction is due to finish in 2029

Current Reserve



Extended Reserve

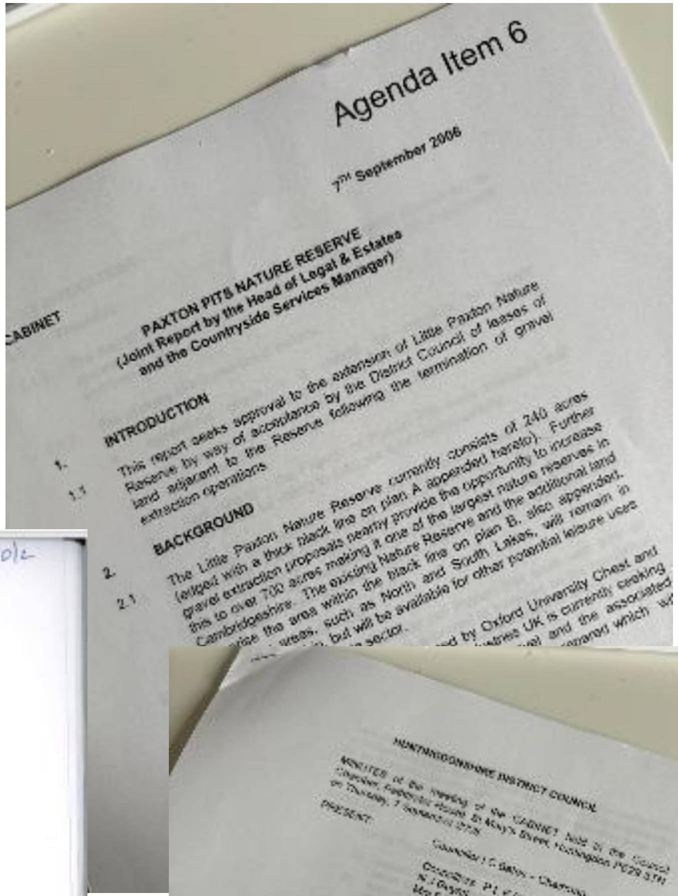
# The Background

- **On 7th September 2006 Council approved the extension of Paxton Pits Nature Reserve** by way of the acceptance of leases of land adjacent to existing reserve following the completion of gravel extraction

- A Section 106 agreement was produced in September 2006  which obliged HDC to enter the leases of the conservation land

- Therefore, the principle of the extension has been approved in the past, they are just subject to separate leases

- The parties are HDC, Oxford University (TOF), Thornhill Estates and Aggregate Industries (now HOLCIM UK)



Agenda Item 6

7th September 2006

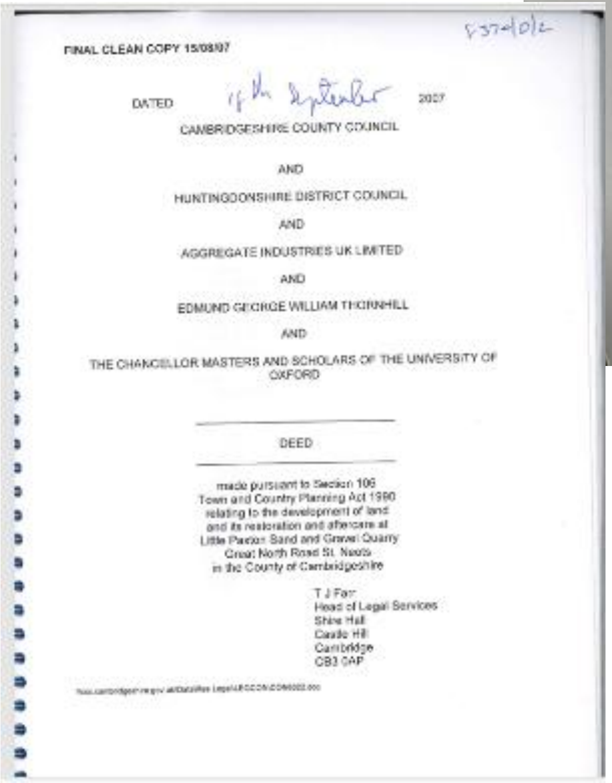
CABINET

PAXTON PITS NATURE RESERVE
(Joint Report by the Head of Legal & Estates and the Countryside Services Manager)

1. INTRODUCTION

1.1 This report seeks approval to the extension of Little Paxton Nature Reserve by way of acceptance by the District Council of leases of land adjacent to the Reserve following the termination of gravel extraction operations.

2. BACKGROUND



FINAL CLEAN COPY 15/08/07

DATED 17th September 2007

CAMBRIDGESHIRE COUNTY COUNCIL

AND

HUNTINGDONSHIRE DISTRICT COUNCIL

AND

AGGREGATE INDUSTRIES UK LIMITED

AND

EDMUND GEORGE WILLIAM THORNHILL

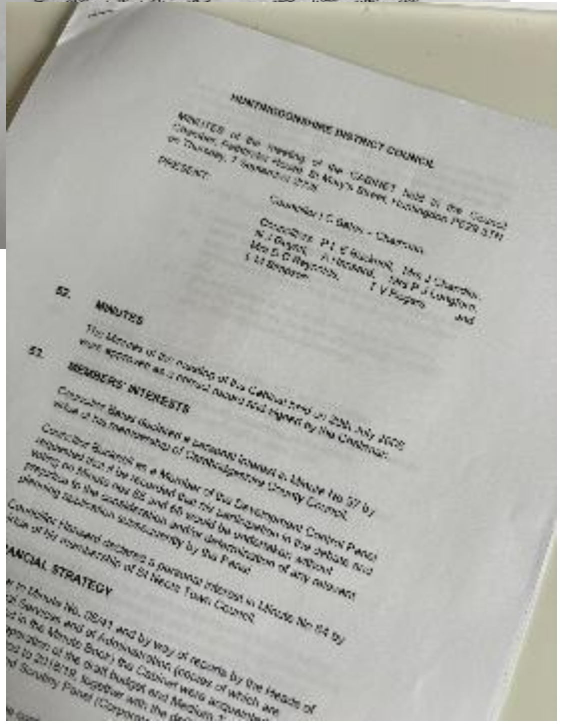
AND

THE CHANCELLOR MASTERS AND SCHOLARS OF THE UNIVERSITY OF OXFORD

DEED

made pursuant to Section 106
Town and Country Planning Act 1990
relating to the development of land
and its restoration and aftercare at
Little Paxton Sand and Gravel Quarry
Great North Road St. Neots
in the County of Cambridgeshire

T J Farr
Head of Legal Services
Shire Hall
Castle Hill
Cambridge
CB3 0AP



HUNTINGDONSHIRE DISTRICT COUNCIL

PRESENT:

MINUTES

MEMBERS' INTERESTS

# The Process

- In 2008 Little Paxton Quarry was mothballed during the economic recession until 2016
- Restoration works were delayed.
- In 2017 planning permission expired so Aggregate Industries submitted a revised proposal to Cambridgeshire County Council to take them up to 2029.



Note: In 2017 it was felt that the 2007 lease which was annexed to the S106 needed modernising. Since then, the legal representatives for the different parties have been negotiating the terms of the leases.

# Current Position

- The Legal representatives have agreed the terms of the leases.

- All the leases will be in substantially the same form.

- Previously approved by Council in 2006

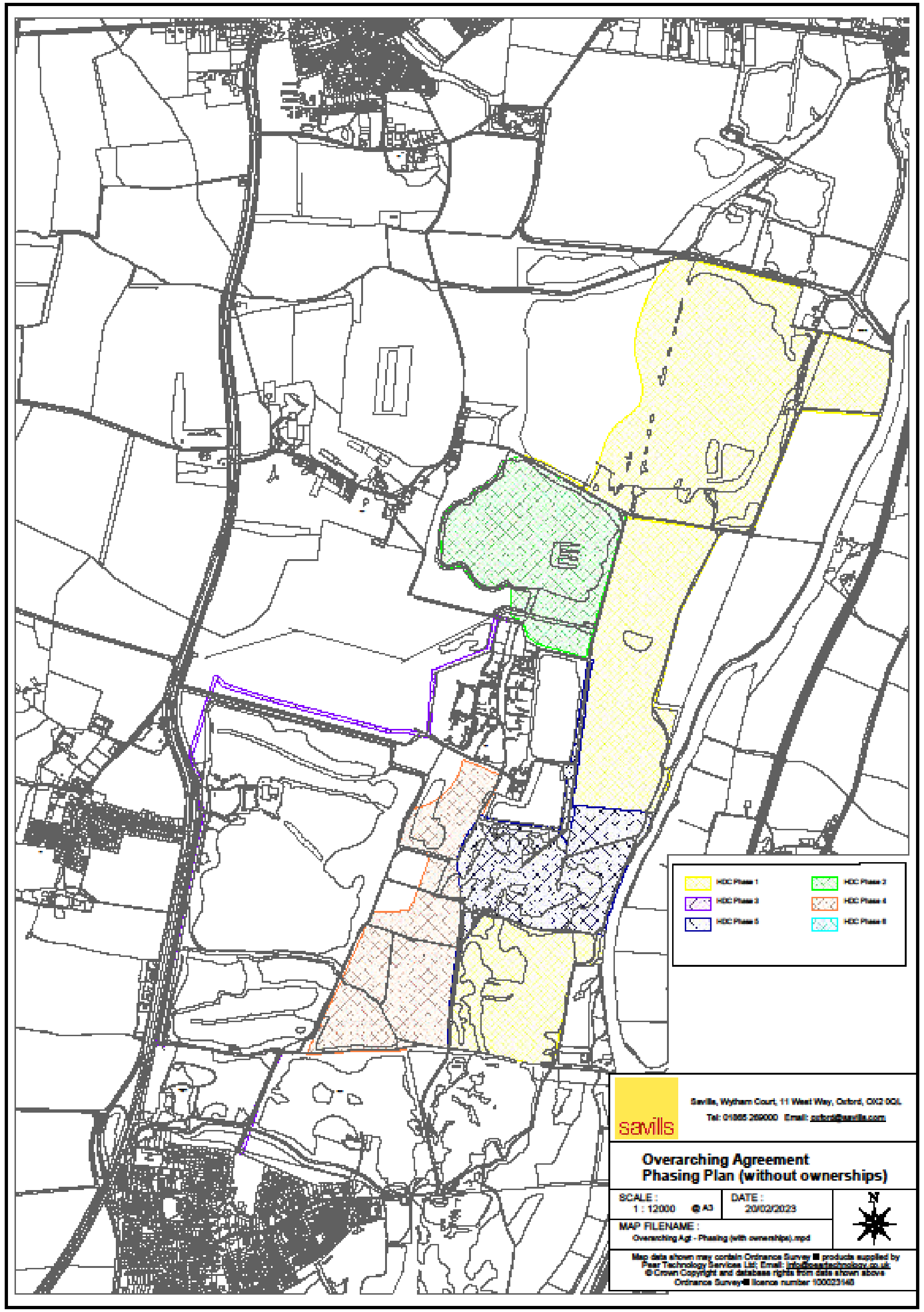
HDC will enter into;

a) an overreaching agreement with TOF and HOLCIM UK Ltd (formerly Aggregate Industries)

b) an overarching agreement with Thornhill and HOLCIM UK Ltd

- These will be for the surrender of HDC's current 2007 lease and the grant of the new leases for the various phases detailed in the plan.

- The plan shows the areas being leased by the relevant parties;
- TOF – Yellow (part), orange (part) and blue
- Thornhill – green, orange (part) and yellow (part)



# The New Leases

- Term to expire – 20 September 2087
- Use of land - nature reserve within the definition contained in section 15 of the National Parks and Access to the Countryside Act 1949 (ie. *land managed for conservation purposes)* and for the purposes of education and amenity ancillary
- Management of the site is governed by a reserve management plan which is agreed by HDC, TOF and Thornhill in accordance with the S106 agreement. This management plan sets out in detail how the conservation land will be managed, monitored and maintained.




# The Wildlife Benefit

The reserve's wildlife will be enhanced by the addition of a mosaic of important habitats

- A reedbed – nationally scarce habitat
- Five extra lakes
- Three new islands designed for wading birds
- Scrub – a mix of bushes, grassland, sandy banks and small ponds to support a whole host of plants, insects and birds
- Rare wildflower rich grassland
- Rare wet woodland habitat

The remaining 60% of the Site of Special Scientific Interest (SSSI) will be brought into the Reserve.

# The Community Benefit

- 27 km of footpaths
- 8.4km Cycleway
- New bird hides and viewpoints



# Partner Collaboration

Huntingdonshire
DISTRICT COUNCIL

FRIENDS OF PAXTON PITS

HOLCIM

Cambridgeshire
County Council

The agreements that have secured this Reserve expansion result from the working partnership of Holcim UK, CCC, HDC, the Friends of Paxton Pits Nature Reserve and the landowners, supported by the local community.

In March '25 this partnership was recognised at the National Mineral Planning Association Quarries and Nature Awards in London where Holcim UK received the award for 'highly commended' in the biodiversity landscape scale category for the extension of Paxton Pits.

# Friends of Paxton Pits Nature Reserve




- Started in 1995 and registered as a charity in 2008
- Now has a membership of around 2000
- Celebrating their 30th year this month with family events and volunteer thank you's.
- Around £80,000 income generated per year from membership fees, visitor centre sales, donations and bequests.
- Of the £250,000 of assets in the bank, £127,000 is currently set aside for work in the new reserve extension when land has been transferred
- An additional £113,000 is allocated to conservation projects on the existing reserve
- The salary costs of a Countryside Ranger Apprentice is being funded by the Friends for 30 months

# Next Steps

- Political approval via Cabinet (September 2025)
- Leases can be signed
- Land in phase 1 and 2 transferred to HDC as restoration works in these areas are complete, infrastructure is in place and is ready to be handed over.
- Countryside Ranger Apprentice will be recruited to provide additional help
- Recommended for approval to allow for wider commercial, health and wildlife benefits to be realized across the site

# Any Questions?

**Open**
**Key Decision**

## HUNTINGDONSHIRE DISTRICT COUNCIL

| | |
|---|---|
| **Title/Subject Matter:** | Revised Commercial Investment Strategy |
| **Meeting/Date:** | Cabinet – 16th September 2025 |
| **Executive Portfolio:** | Executive Councillor for Finance and Resources<br>Cllr Brett Mickelburgh |
| **Report by:** | Corporate Director – Finance and Resources |
| **Wards affected:** | All |

---

**Executive Summary:**

This report provides the opportunity to review the revised Commercial Investment Strategy which supports the Treasury Management Strategy in delivering income from investments to support the council’s General Fund.  Income from investment sources support the overall delivery of the Place Strategy and the Corporate Plan.

**Recommendation:**

The Cabinet is

**RECOMMENDED**

1. to approve the Revised Commercial Investment Strategy.

## 1. PURPOSE OF THE REPORT

1.1 This report proposes a revised Commercial Investment Strategy to be approved and subsequently adopted for implementation.

## 2. BACKGROUND

1.1 The Commercial Investment Strategy was originally agreed in 2015 and whilst there have been some revisions, a full review had not been undertaken since its inception.

1.2 Following a tender exercise, CIPFA were engaged to carry out the review with engagement from officers and a member group. The Treasury and Capital Management Working group also reviewed the draft and their comments have been included in the draft document.

1.3 The revised draft strategy focuses on the principles and framework for investments.

1.4 It does not aim to review the current investment holdings. That work will carried out as part of the overall review of property holdings both for investment and as part of the general fund asset holdings. Any review and changes in property holdings will need to be considered against the strategy but also the context of Local Government Reorganisation.

1.5 The council's policy for investment is to create income from sources outside of the council's operations, in order to bolster reserves and generate additional revenue streams that can be used to support front line services.

1.6 This Strategy is to be operated alongside other policies of the Council including the Treasury Management approach; and the Constitution.

1.7 Consultation and Engagement took place in April 2025 with various Members from across the chamber. An updated Strategy was shared in draft with Treasury & Capital Management Group in July. These discussions have helped to shape the strategy as presented.

## 3. COMMENTS OF OVERVIEW AND SCRUTINY

3.1 The Overview & Scrutiny (Performance & Growth) Panel discussed the report at its meeting on 3rd September 2025.

3.2 Councillor Jennings agrees with the principle that all decisions taken under the Strategy should lead to revenue generation; however, he has concerns about the approach to risk. In his view all investments should comply with the Council's agreed level of risk. Councillor Jennings is also of the view that an appropriate forum should be identified for reporting on the activities of the governance arrangements. However, it is recognised that monitoring extends wider than the Strategy and is constrained by the terms of the Constitution.

3.3 The Chair has commented that the yield appears to be optimistic and that there is significant reliance on the S151 Officer.

3.4 Councillor B Chapman has challenged whether the Council should be making investments given that Local Government Reorganisation (LGR) will be implemented in a short period of time. He has suggested the Council should have an exit strategy that includes disposing of assets and any money devoted to Huntingdonshire. He has also questioned the Council's approach to holding Community Infrastructure Levy funding. In return, it has been pointed out that there will not necessarily be further investments, but the Strategy has been updated in case it is needed. The business case for any investments will include consideration of the implications of LGR.

3.5 Councillor R Martin has expressed concern that the Strategy will not achieve the objective of generating revenue as effectively as the previous iteration. He has also sought assurances that the Strategy will not be used for Invest-to-save purposes as this does not accord with the Strategy's revenue generating objective.

3.6 Councillor J Catmur has suggested that the contents of the Strategy should be made clearer and given greater emphasis.

In response to key points raised:

3.7 Reliance on the S151 Officer – This aligns with our existing Constitutional requirement; and it is considered that the Strategy will lead to an unacceptable impact on the S151 when compared with the historical and current situation.

3.8 Making investments prior to LGR – This is a strategy, not a commitment that the Council will be undertaking actions to make further investments. Such decisions will be implementation and or management (relating to existing assets) decisions. This should not preclude the Council from updating the strategy to ensure that it is up to date and fit for purpose.

3.9 Objective of Revenue Generation – The core thrust of the strategy remains as it is now, to drive income to enable the Council to support its other activities.

**4. KEY IMPACTS/RISKS**

4.1 The main impact of this Strategy relates to the ongoing requirement to create income to enable the Council to support other objectives. The proposed Strategy has been formulated to enable this to occur.

4.2 The Strategy also includes details of key considerations relating to investments which would come forward through separate business cases. The Strategy also highlights key factors such as Governance and a Framework for implementation. It is considered that all key risks and impacts can be fully considered and appraised as a result of implementation of the Strategy and its reading with other established policies and procedures relating to Treasury Management.

4.3 The strategy also takes account the need for governance, and this reconciles with other processes around Treasury Management. There will however need to be an element of flexibility with the strategy to support agile decision making – particularly around new opportunities or divestment – but this is similar to the historic operation of the strategy.

4.4 Investment or divestment opportunities will need to conform to the framework of the revised strategy.

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

5.1 This strategy is aligned to the Council's Corporate Plan objectives of Improving quality of life for local people, creating a better Huntingdonshire for future generations, and doing core work well. It also aligns with the objectives of the Place Strategy.

5.2 This Strategy sits alongside the Authority's Treasury Management Strategy and is fully aligned with CIPFA's Treasury Management Code of Practice and Prudential Code, which together set the professional standards for prudent financial management and capital investment.

**6. LEGAL IMPLICATIONS**

6.1 None.

**7. RESOURCE IMPLICATIONS**

7.1 No additional resource requirements arise from this report.

**8. REASONS FOR THE RECOMMENDED DECISIONS**

8.1 CIPFA have carried out a full review of the existing Commercial Investment Strategy.

8.2 The Treasury and Capital Management Working Group have also reviewed the draft and their comments have been considered in the final document.

8.3 The revised Strategy continues to support the Treasury Management Strategy in delivering income from investments to support the Council's activities. It also aligns with other policies and strategies, including the Corporate Plan.

8.4 The revised Strategy is a refresh of the existing policy, and aligns with a Corporate Plan Action/Project (no.54). This will provide a clear basis for maintaining or taking other Commercial investments over the coming years pre-Local Government Reorganisation.

## 9 LIST OF APPENDICES INCLUDED

Appendix A - Draft Commercial Investment Strategy.

**CONTACT OFFICER**


| | |
|---|---|
| Name/Job Title: | Suzanne Jones, Corporate Director – Finance and Resources |
| Tel No: | 01480 388214 |
| Email: | suzanne.jones@huntingdonshire.gov.uk |

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# Huntingdonshire District Council: Commercial Investment Strategy

## Contents

## 1. Introduction

This Commercial Investment Strategy outlines the framework the Council will use to govern its Commercial Investment Strategy in order to generate sustainable revenue income streams, support economic growth, and enhance public services.

This strategy is aligned to the Council's Corporate Plan objectives of Improving quality of life for local people, creating a better Huntingdonshire for future generations, and doing core work well.

It is also being written with the backdrop of Local Government Reorganisation and it is recognised that this may change the focus and purpose of the strategy.

## 2. Policy

The council's policy for investment is to create income from sources outside of the council's operations, in order to bolster reserves and generate additional revenue streams that can be used to support front line services.

This Strategy sits alongside the Authority's Treasury Management Strategy and is fully aligned with *CIPFA's Treasury Management Code of Practice* and *Prudential Code,* which together set the professional standards for prudent financial management and capital investment.

In accordance with these codes and regulations, the council does not enter into borrowing arrangements purely for yield generation. All commercial investments are assessed against the principles of affordability, sustainability, and proportionality, and are undertaken primarily to support service delivery, economic regeneration, or other strategic objectives, rather than for speculative financial return.

The council maintains a robust governance framework, with non-treasury investments subject to the same scrutiny and risk management arrangements as those applied to treasury investments.

By adhering to these codes, the council ensures that commercial investment activities remain transparent, accountable, and consistent with the overarching Capital Strategy, thereby safeguarding public funds and maintaining long-term financial resilience.

## 3. Financial Context

The Commercial Investment Strategy plays a key part of the council's budget strategy as a significant contributor of income to the budget. Whilst the Commercial Investment Strategy is one element of the overall financial strategy, it links with the Treasury Management Strategy, the use of reserves and Community Infrastructure Levy (CIL). These are all elements of the overall delivery of the Place Strategy and Corporate Plan.

Current income forecasts in the Medium Term Financial Strategy are detailed in the table below, based on an investment portfolio comprising 7 assets.

| Year | CIS Income £m | Net Revenue Budget (NRB) £m | Proportion of CIS income to NRB % |
|---|---|---|---|
| 2023/24 (Actual) | 2.397 | 24.299 | 9.9 |
| 2024/25 (Actual) | 3.068 | 26.058 | 11.8 |
| 2025/26 (Budget) | 3.338 | 26.464 | 12.6 |
| 2026/27 (Budget) | 3.416 | 25.165 | 13.6 |
| 2027/28 (Budget) | 3.465 | 25.117 | 13.8 |
| 2028/29 (Budget) | 3.507 | 25.875 | 13.6 |

## 4. Guiding Principles

The council's focus is to ensure we operate a mixed-risk portfolio that generates predictable revenue streams back to the council.

We are informed by the council's Treasury Management approach and compliant with local authority financial regulations that govern the council's activities.

We recognise that, in the main, investments will focus on the built environment and largely comprise:

- Property – land and buildings that return reasonably predictable yields
- JV Opportunities – options to generate additional revenue from partnerships that offer risk sharing development opportunities
- Regeneration – initiatives that generate stable long term revenue streams that promote or safeguard the environment.

It is possible that other investment opportunities may present themselves which the council may wish to consider. In doing so, it must comply with this strategy.

The council's underlying methodology is to ensure that any investment submitted for consideration must clearly demonstrate:

- **Commercial Viability**: Each investment must demonstrate strong financial returns or significant socio-economic benefits. It is recommended that investments profile a returning yield of 5-8% to be considered.
- **Local Impact:** Prioritise property investments that enhance Huntingdonshire's economic resilience and infrastructure.
- **Risk Management**: Conduct rigorous due diligence, diversification, and ongoing monitoring.
- **Sustainability**: Focus on environmentally responsible projects that contribute to the environmental sustainability in the context of the council's wider environmental responsibilities and ambitions.
- **Divestment:** Investments should be standalone and be divestable in a timely manner should the investment trajectory look unfavourable.
- **Timely Decision Making:** recognising that investment decisions often need to be taken in a fast-moving environment, such as Gilt markets, or property purchases, it important to have an agile but well governed decision-making process.

## 5. Strategy

The council's Commercial Investment Strategy will focus on achieving investment outcomes that promote:

• **Revenue Generation**: Establishing stable and diversified income streams to reduce reliance on government funding.

• **Economic Growth**: Investing in or creating opportunities for local businesses, infrastructure, and commercial opportunities to stimulate job creation, attract investment and promote regeneration.

• **Asset Optimisation:** Maximising the value and return of council-owned assets through active management and development.

• **Sustainability & Social Value (ESG):** Prioritising investments that contribute to environmental sustainability, social value and community well-being.

• **Risk Management:** Ensuring all investments align with risk appetite, governance frameworks, and long-term financial stability.

The council will achieve this by taking a commercial approach to Asset Management, seeking to identify opportunities that provide commercial benefit from the council's Estate.

The council will also work in partnership with other bodies to identify commercial opportunities that can be brought forward, both in the council's immediate locality and beyond, and seek to maximise opportunities whilst managing the council's approach to risk.

## 6. Governance

The council will ensure that a Board is convened (currently the Treasury and Capital Management Group - TCMG) to support consistent decision making. This Board will comprise Officers and Members and will hold a Terms of Reference appropriate to its activities, and will follow the council's constitution.

The Board (TCMG) will be advised of key decisions and appraised with regular reports on the performance of the Investment portfolio.

The governance will from time to time need to be agile to respond to rapid market changes that impact acquisitions or disposals whilst complying with existing schemes of delegation.

Urgent decisions can be taken by exception with delegated authority to the Chief Executive Officer, Section 151 Officer, Leader of the Council, and Portfolio Holder, in line with the council's constitution.

## 7. Framework

Investments will need to pay careful consideration to:

- **Diversification of the investment portfolio**: It is intended that the investment is split between Assets that carry different risk ratings (appropriate to the investment type) and should encompass different types of asset investments across different sectors to mitigate risks and aligns with the Treasury Management strategy and Corporate Plan.
- **Due Diligence**: The S151 Officer will present financial appraisals, market analysis, and legal reviews to the Treasury and Capital Management Group (TCMG) for consideration before investments are actioned. This may result in convening a special meeting outside the normal committee timetable or ceding delegated powers to invest to the S151 Officer, in conjunction with the statutory officers and portfolio holder.
- **Ongoing Monitoring**: The S151 Officer will determine a performance index for assessment of investments which will be reported quarterly to the TCMG. This may include specialist advice/brokerage/investment services to ensure more accurate forecasting of investments can be made and risks considered.
- **Exit Strategies:** The S151 Officer will develop clear criteria and plans for determining when and how to divest of assets that are underperforming assets. Approval to divest of assets may need to be delegated to the S151 Officer, in conjunction with the statutory officers and the relevant portfolio holder.

The investment framework should ensure that any submission for consideration **must satisfy** Revenue Generation **plus at least one** other Investment Activity.

All Investment Principles categories need to be clearly defined and demonstrated within a business case that documents expected benefits and returns predicted against a realistic timeline that can be used in budget forecasting.

Investment Oversight will be conducted and appraised by the Governance Board. Quarterly Assessments reports will be coupled with quarterly performance reports and recommendations for any interventions at the earliest opportunity.

| Investment Activity | Investment Principles | Investment Oversight[1] |
|---|---|---|
| **Revenue Generation** (must be met) | Commercial Viability | Balanced Scorecard Assessment |
| Economic Growth | Local Impact | Quarterly Performance Reporting |
| Asset Optimisation | Risk Management | TCMG Analysis, Review, Recommendation |
| Sustainability and Social Value | Sustainable Revenue | Cabinet Recommendation/Approval |
| Risk Level | Divestment | Council Approval |

(1) This process will follow the council’s Constitution, based on the value/type/risk of the investment

**Public**
**Key Decision – Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

| | |
|---|---|
| **Title/Subject Matter:** | Building Energy Strategy |
| **Meeting/Date:** | Overview and Scrutiny (E,C&P) – 4th September 2025<br>Cabinet – 16th September 2025 |
| **Executive Portfolio:** | Councillor Sally Howell (SH) |
| **Report by:** | Matthew Raby (MR) – Facilities Manager |
| **Ward(s) affected:** | Huntingdon, Ramsey, St Ives and St Neots |

---

**Executive Summary:**

Huntingdonshire District Council has commitment to achieving net zero carbon emissions by 2040, as outlined in the Climate Strategy adopted in February 2023.

We have taken a proactive approach to reducing carbon emissions within the buildings by moving to a renewable green electricity tariff as well as completing several projects to reduce carbon and running costs utilising external funding including Salix Recycling Scheme, Public Sector Decarbonisation (PSDS), Low Carbon Skills Fund (LCSF) and Sports England. We have also had the opportunity to use HDC's own resources, a few examples are noted below

- Partial Decarbonisation of Pathfinder House and Civic Suite – PSDS
- Decarbonisation of One Leisure Ramsey – PSDS
- Decarbonisation designs for Pathfinder House, Eastfield House and One Leisure Huntingdon Dryside – LCSF
- Solar Canopy at One Leisure St Ives Indoor – Sport England
- Roof mounted Solar at One Leisure Huntingdon Dry, Ramsey, St Ives Outdoor and St Neots – HDC Funded

The data reveals that between 2019/20 and 2024/25 we have achieved a market-based carbon reduction of 34.1% in building-related emissions. This leaves 1,678 tCO2e still to be eliminated to reach net zero carbon.

To support this goal, we are implementing a Building Energy Strategy. This strategy aims to enhance the energy efficiency of council buildings, reduce emissions, and identify opportunities for renewable energy installations, thereby delivering both environmental and financial benefits.

**Recommendation(s):**
To note the required feasibility studies and works within the Building Energy Strategy for the Buildings to become Net Zero by 2040.

The Cabinet is

**RECOMMENDED**

1. to approve the Building Energy Strategy with a view to complete feasibility studies on the building identified allowing HDC to make informed decisions on future energy and carbon savings; and

2. to delegate to the Corporate Director - Finance & Resources (S151) in consultation with the Executive Councillor for Finances & Resources to make any consequential amendments to budgets and release of necessary funds to deliver the projects.

## 1. PURPOSE OF THE REPORT

1.1 This report aims to gain formal approval to proceed with the implementation of the Building Energy Strategy and identify opportunities for renewable energy installations delivering both environmental and financial benefits primarily at the sites below.

- Pathfinder House
- Eastfield House
- One Leisure Huntingdon Dry
- One Leisure Huntingdon Wet
- One Leisure Ramsey
- One Leisure St Ives Indoor
- One Leisure St Ives Outdoor
- One Leisure St Neots

## 2. BACKGROUND

2.1 With the Net Zero target of 2040, decarbonisation and reducing carbon is a key priority. The Building Energy Strategy has been produced to sit alongside and work in conjunction with HDC's Climate Strategy.

To ensure that HDC's net zero carbon commitment is credible, science-aligned, transparent, and effective, the Buildings Energy Strategy has been developed in accordance with the UK Green Building Council's (UKGBC) *Guidance on* ***Net Zero Carbon – Operational Energy Framework***.

The Strategy will focus on three critical operational energy areas that must be addressed to achieve net zero carbon across HDC's property portfolio as noted below. This would be completed by individual site surveys identifying bespoke options for each site.

- **Reducing operational energy consumption** to achieve targets of low Energy Use Intensity (saving 60% compared to 2020) and a Display Energy Certificate (DEC) of 40B or lower.
- **Low carbon energy supply** (i.e. removing fossil fuels from the process of heating the buildings, from catering and minimising fugitive refrigerant gas.)
- **On-site renewable** energy generation.

## 3. COMMENTS OF OVERVIEW & SCRUTINY

3.1 The Overview & Scrutiny (Environment, Communities & Partnerships) Panel discussed the report at its meeting on 4th September 2025.

3.2 Following a question from Councillor Lowe, the Panel heard that plans would be looked at on a site by site basis to balance the Council's journey to Net Zero with the lifecycle of existing plant equipment.

3.3 Councillor Pitt expressed concerns regarding the legitimacy of green tariffs nationwide, due to the consistency of the energy these tariffs were comprised of. The Panel were advised that a Renewable Energy Guarantees of Origin (REGO) certificate had been provided by the Council's energy provider validating the green credentials of the origination of its energy. It was noted that the Council's current energy tariff was due for renewal in October 2026.

3.4 Further concern was expressed by Councillor Wells in relation to the energy efficiency rating of the Pathfinder House site, in particular the insulation of the building, despite it being relatively new. The Panel heard that the buildings construction with glass areas was partially the reason for this, however many improvements had been implemented since 2021 and once a review of these changes had been undertaken, further opportunities for energy saving would be investigated.

3.5 In response to a question from Councillor Shaw relating to the energy consumption at Pathfinder House on Bank Holidays, the Panel heard that there had been a fault in the system which had not recognised the changes inputted for the Bank Holidays, this had now been rectified and would not be an issue going forward.

3.6 Concerns were expressed by Councillors Pitt, Hassall and Alban relating to the various interpretations of green tariffs. Following a discussion, it was proposed by Councillor Pitt to add an additional recommendation to the Cabinet report, this was seconded by Councillor Lowe and the Panel voted unanimously in favour of forwarding the proposed recommendation to the Cabinet;

> 3) that further consideration be given to the relative merits of different Green Energy tariffs, given that the expression "100% Green Energy" is interpreted differently by different people. That the council takes a view on these relative merits, and that this feeds into the procurement process in a timely manner.

3.7 In response to a question from Councillor Lowe, the Panel heard that the preference was to keep using and to increase the use of green fuels but that alternatives would be considered on this journey as technologies were developed.

3.8 Councillor Pitt expressed further concern over the wording of Recommendation 2 and requested that the implications could be further teased out.

3.9 In response to a question from Councillor Hunt relating to the input of the Climate Working Group to the formation of the report, the Panel heard that this feedback had been a valuable part of the process.

3.10 The Panel were advised that any future buildings adopted into the Council's Estate would be subject to the same processes as existing buildings. It was specifically noted that the Council would be looking to develop the plant room at Sawtry Leisure Centre with energy saving options, however scope would depend on collaboration with the landlord as this would be a leased facility.

3.11 Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for Cabinet to make a decision upon the recommendations within the report, and additionally, the Panel request that the Cabinet consider adding the following recommendation to their report;

> 3) that further consideration be given to the relative merits of different Green Energy tariffs, given that the expression "100% Green Energy" is interpreted differently by different people. That the council takes a view on these relative merits, and that this feeds into the procurement process in a timely manner.

## 4. ACTIONS TO BE TAKEN

The Buildings Energy Strategy highlights five priorities to achieve net zero emissions by 2040

1. Review HDC's corporate buildings strategy to focus on retained sites
2. Electrification of heat by 2033, in line with the HDC Climate Strategy.
3. Reduce energy consumptions by 60% by 2040
4. Procure electricity from renewable sources
5. Improve the EPC rating of Pathfinder House in advance of imminent MEES regulation evolution

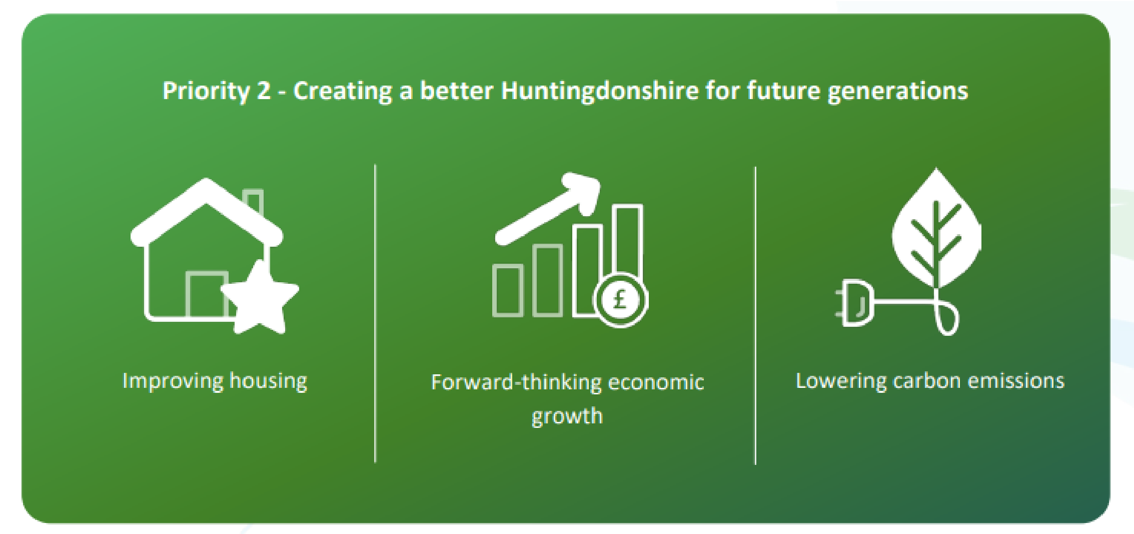
Feasibility studies working with specialist contractors will need to be procured and costed to take place on each of HDC's retained buildings. This will enable us to confirm costings to complete the required works to become net zero, these can then be reviewed in line with carbon reduction benefits and potential paybacks.

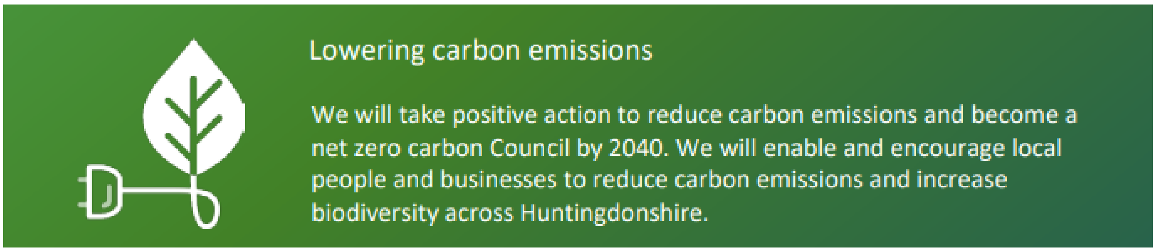
Within the Strategy the order of electrification is set out although this could be subject to change dependant on the potential for redevelopment of sites and funding available at the time as during this process HDC can include this within developments or refurbishments.

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

(See Corporate Plan)

5.1 The decarbonisation of the building's links to Priority 2 of HDC's Corporate Plan.




5.2 The installation of more efficient equipment and management of this will also link with Priority 3 of HDC's Corporate Plan.


## 6. LEGAL IMPLICATIONS

6.1 Where applicable leases will need to be updated and permissions granted. This will involve both the Estates and Legal departments to make and review the required changes.

6.2 Planning permission may be required with decarbonisation works so these would be applied for at the time of implementation.

## 7. RESOURCE IMPLICATIONS

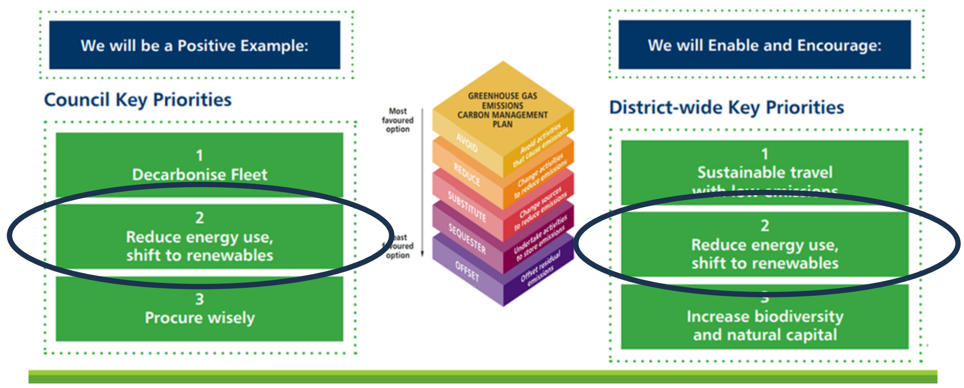
7.1 No additional resources will be required for the delivery of the Building Energy Strategy. Facilities Management will oversee with the assistance from each of the One Leisure Managers.

7.2 Feasibility Studies and Energy Saving Measures will be costed using HDC's procurement processes therefore delegation to the councils Corporate Director - Finance & Resources (S151) to make the necessary adjustments will be required.

## 8. ENVIRONMENT AND CLIMATE CHANGE IMPLICATIONS

8.1 In February 2023 HDC agreed its climate strategy with its aim to be Net Zero by 2040. By implementing the Building Energy Strategy this will assist with the pathway to delivering this objective.

Climate Strategy Priorities




| Priority* | Action | Theme | Portfolio |
|---|---|---|---|
| High | Review Council assets to establish further opportunities to improve insulation, energy efficiency and adaptation to reduce their carbon impact | Energy and Renewables | Corporate and Shared Services |
| High | Develop plan for the Council to use 100% renewable energy | Energy and Renewables | Corporate and Shared Services |

## 9. REASONS FOR THE RECOMMENDED DECISIONS

9.1 This provides a pathway enabling HDC to investigate suitable and deliverable schemes enabling HDC to reduce its utility costs and CO2 consumption while assisting the overall HDC goal of being Net Zero by 2040.

## 10. LIST OF APPENDICES INCLUDED

Appendix 1 – HDC Buildings Energy Strategy.

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# Buildings Energy Strategy for Huntingdonshire District Council

Second Draft of Strategy | 16th June 2025

Produced by Cambridge Management Consulting

# Buildings Energy Strategy for Huntingdonshire District Council

## Document Control

| Issue | Date | Description | Prepared by | Sign off |
|---|---|---|---|---|
| 01 | 1st May 2025 | First Draft of Strategy | Franck Crosnier | Richard Broadhead |
| 02 | 16th June 2025 | Second Draft of Strategy | Franck Crosnier | Richard Broadhead |

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# Contents

Appendix 3: Proposed EnMS delivery methodology

# 1 Executive Summary

## 1.1 Introduction

Huntingdonshire District Council (HDC) has reaffirmed its commitment to achieving net zero carbon emissions by 2040, as outlined in its Climate Strategy adopted in February 2023. This strategy not only addresses the climate crisis but also integrates environmental goals into the council's broader Place Strategy, ensuring that sustainability is a shared ambition across the district.

To support this goal, HDC has partnered with Cambridge Management Consulting (Cambridge MC) and its sustainability-focused consultancy, edenseven, to develop a comprehensive Buildings Energy Strategy. This strategy aims to enhance the energy efficiency of council buildings, reduce emissions, and identify opportunities for renewable energy installations, thereby delivering both environmental and financial benefits.

Cambridge MC brings extensive experience in strategy, procurement, and technology services, particularly in the energy and utilities sector. Their collaboration with edenseven, which specialises in data-driven sustainability solutions, ensures that the Buildings Energy Strategy is both effective and aligned with HDC's net zero objectives

This initiative is part of HDC's broader efforts to lead by example in tackling climate change, demonstrating how local authorities can implement practical solutions to achieve ambitious environmental targets.

## 1.2 Approach & Methodology

To ensure that HDC’s net zero carbon commitment is credible, science-aligned, transparent, and effective, the Buildings Energy Strategy has been developed in accordance with the UK Green Building Council’s (UKGBC) *Guidance on* ***Net Zero Carbon – Operational Energy Framework***.

The Strategy focuses on three critical operational energy areas (shown in Figure 1) that must be addressed to achieve net zero carbon across HDC’s property portfolio.

- **Reducing operational energy consumption** to achieve targets of low Energy Use Intensity (saving 60% compared to 2020) and a Display Energy Certificate (DEC) of 40B or lower.
- **Low carbon energy supply** (i.e. removing fossil fuels from the process of heating the buildings, from catering and minimising fugitive refrigerant gas.)
- **On-site renewable** energy generation.

*Figure 1: Three Key Operational Energy Areas to Be Addressed to Reach Net Zero Carbon*

## 1.3 HDC’s Journey So Far

### Carbon emissions

HDC have taken a proactive approach to reducing carbon emissions within their buildings. The data reveals that between 2019/20 and 2024/25, HDC achieved a market-based carbon reduction of 34.1% in building-related emissions. This leaves 1,678 tCO2e still to be eliminated in order to reach net zero carbon.

-34.1%
Carbon

As of 2025, HDC's buildings account for approximately half of the Council's total carbon emissions.

Notably, just five key sites (filled in blue in the below diagram) are responsible for 87% of total building emissions, making them critical to HDC's net zero strategy.

Analysis of the energy and carbon data indicates that the key challenge at these 5 sites stem from the use of fossil fuels. Transitioning to low-carbon energy sources (e.g. electrification) and maximising on-site renewable energy generation will be critical to HDC reaching their net zero targets.

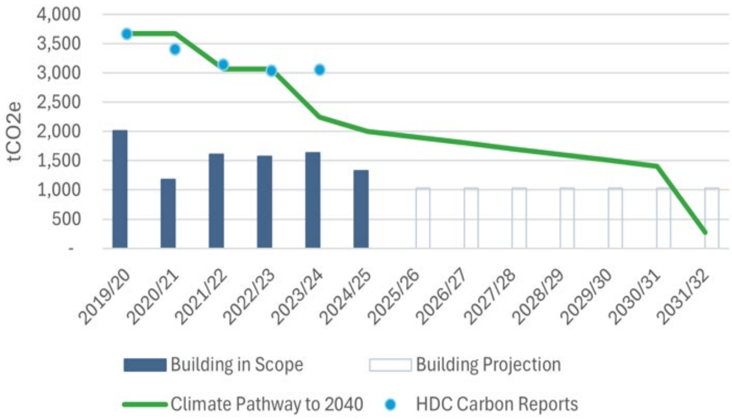



*Figure 2: HDC Carbon Pathway and Historic Building Emissions (with Green line from the HDC Climate strategy document and blue dots reflecting total actual CO2 emissions.*

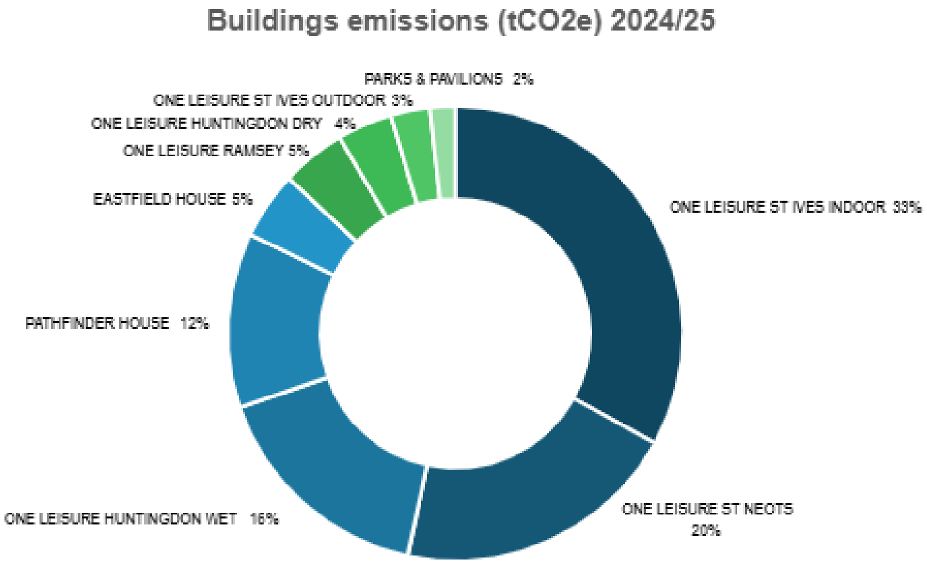
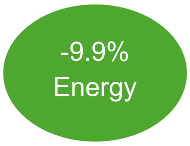



**Figure 3 : HDC's Buildings emissions split in 2024/25 (Market Based)**

## Energy consumption

The Net Zero Pathway also requires meeting increasingly stringent targets in term of energy performance (in kWhe/sqm GIA) and the related Display Energy Certificate (DEC) ratings. To credibly achieve net zero carbon, organisations will need to reduce their energy consumption by approximately 60% on average, compared to typical 2020 levels. HDC's data shows that between 2019/20 and 2024/25, a 9.9% reduction was achieved. While this represents a positive step forward, it highlights the need for accelerated action if future net zero targets are to be met.




## Leisure Centres

A detailed analysis of the sites is provided within the report. Unsurprisingly, wet leisure centres, a vital part of the health and wellbeing infrastructure, have been identified as some of the highest energy consumers, presenting the greatest challenge to HDC's decarbonisation efforts. Developing effective, tailored solutions for these facilities will require specialist input from swimming pool and leisure energy experts. In the short term, the Council may wish to review its future plans for these sites and explore opportunities for strategic redevelopment, including the potential replacement of existing centres with newer, significantly more energy-efficient facilities.

This report recommends that due consideration should also be given to **One Leisure St Ives**, which is not only the largest carbon emitter but also a victim of its success, with more visitors, resulting in year-on-year consumptions increases (+12.5% since 2019/20).

*Image 1: One Leisure St Ives forms 33% of emissions and continues to see energy consumptions' year on*

### Minimum Energy Efficiency Standards (MEES)

An unexpected finding of the analysis conducted is **Pathfinder House's** EPC rating D, despite being built in 2007. It is far below the anticipated EPC B requirement by 2030 UK's MEES. To uphold its commitment to lead by example, the Council will need to invest in the short term to bring the site in line with future standards.

### Evidence of good practice already delivered

- Since the baseline year of 2019/20, there is clear evidence of proactive energy management, including a strong post-pandemic "reset" and improved control over time schedules. By 2024/25, most buildings had reduced their energy consumption, achieving an average reduction of 9.9% in kWh compared to the baseline.
- Notable success stories include retrofit projects funded through schemes such as the Public Sector Decarbonisation Scheme (PSDS), which have delivered significant improvements (see the One Leisure Ramsey case study, right).
- Equally, it is commendable that HDC kept
- momentum by recently using the Low Carbon Skills scheme to fund feasibility studies and RIBA Level 4 design of heat electrification for 3 critical sites.
- The Council's adoption of a green tariff with Total Energy, effective from October 2024, has also begun to show measurable impact. While location-based emissions have fallen by 16.7%, HDC can now report a 34.1% market-based reduction compared to the 2019/20 baseline.

**One Leisure Ramsey Success Story**

With a £2.3m investment in air source heat pumps, new glazing, and roof insulation in 2022, the leisure centre has seen a reduction of carbon emissions of 47.6% (from 48.1% energy savings in kWh).

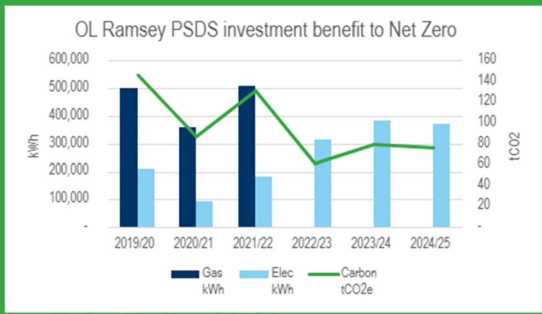



*Figure 4: OL Ramsey PSDS Investment Benefit to Net Zero*

## 1.4 HDC Buildings Net Zero Carbon Roadmap

The Energy Buildings Strategy sets out for HDC a multi-step approach which will create the momentum and change needed to successfully decarbonise the estate. A roadmap has been developed, outlining the key steps for HDC to achieve net zero carbon emissions by 2040.

### The Buildings Energy Strategy document highlights five priorities:

1. Review HDC's corporate buildings strategy to focus on retained sites
2. Electrification of heat by 2033, in line with the HDC Climate Strategy.
3. Reduce energy consumptions by 60% by 2040
4. Procure electricity from renewable sources
5. Improve the EPC rating of Pathfinder House in advance of imminent MEES regulation evolution

The below diagram (Figure 5) presents the buildings pathway, when focussing on the second priority, which is to remove fossil fuel from site, through heat electrification (note: “market-based emissions” method accounts for the benefit of procuring energy from specific sources such as renewable). Ultimately the UK grid will be 100% decarbonised and all electricity will have zero carbon emission factor. In the meantime, HDC needs to procure green energy when possible.

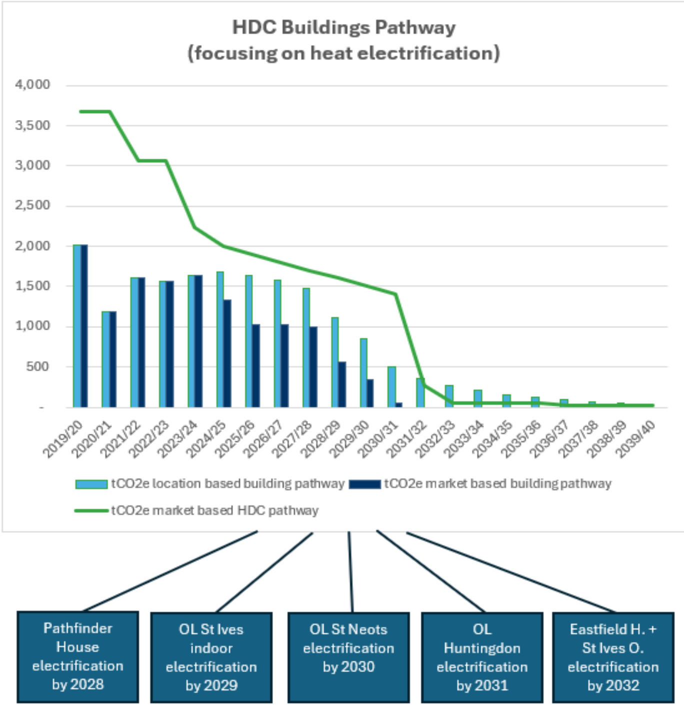



*Figure 5: HDC Buildings Emission Pathway when focusing on heat electrification.*

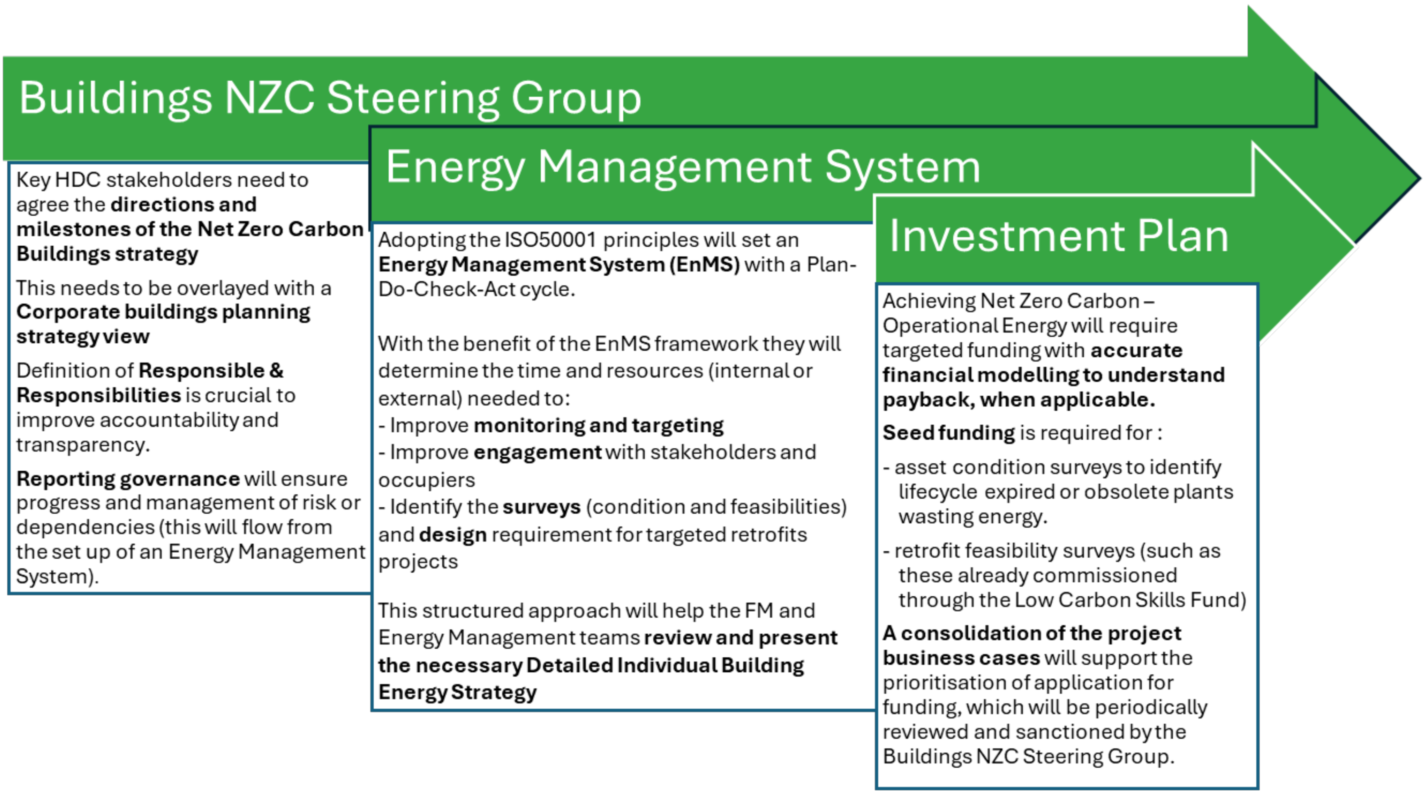
## Energy Management System (EnMS)

Truthfully, the achievement of HDC’s targets will rely on more robust governance in an EnMS underpinned by clear definitions of roles and responsibilities within HDC’s leadership.

With the benefit of a Buildings Net Zero Carbon Steering Group setting directions, the team managing the EnMS will develop realistic plans supporting an investment decision making process within HDC’s affordability.

Also, the EnMS will support a culture of energy performance improvement that depends upon commitment from all levels of the organisation, especially top management

The below diagram summarises our call for a structured EnMS with governance enabling communication, collaboration and action.



# 2 Climate Strategy

On Wednesday 22nd February 2023, Huntingdonshire District Council (HDC, "the Council"), at a Full Council meeting, formally recognised a Climate Crisis and Ecological emergency in Huntingdonshire and adopted a Climate Strategy setting out the priorities to achieve the commitment of net zero carbon council by 2040. HDC wishes to be a positive example to others by reducing their own emissions and adapting their service to the changed climate.

HDC's Climate Strategy highlights the need to embed a Carbon Net Zero vision in all policies, actions delivered through spending wisely, and systemic change.

The following six themes underpin HDC's Climate Strategy:

- Buildings
- Community
- Energy and Renewables
- Nature
- Travel and Transport
- Waste, Recycling, and Resource Management

It is recognised that buildings and utilities are amongst the biggest contributors to the Council's emissions. It is therefore critical to ensure that HDC's building and energy plans become as environmentally sustainable as possible. It is also considered critical that any adaptation of buildings should make the services more resilient to prepare for the impacts of climate change.

**Why is this important?**

The 2021 IPCC report stated unequivocally that human activities are responsible for global temperature increases and that, unless immediate, rapid, and large-scale reductions in greenhouse gas emissions are made, limiting warming to 1.5°C or even 2°C will be beyond our reach, resulting in catastrophic climate change impacts.

In response to this Climate Emergency, organisations and developments across the UK are defining their decarbonisation pathways and implementing mitigation measures to achieve net zero carbon.

The below Carbon Pathway Scenario to 2040, forming part of the Climate Strategy document highlights the criticality of initially identified installation of heat pumps, the implementation of an energy strategy and the completion of heat electrification by 2033.

# 3 Buildings Energy Strategy Document Scope

This document is designed to review the HDC roadmap in relation to Buildings, Energy, and Renewables. It will reflect on the progress made since 2018/19 (the baseline of the Council's Net Zero Pathway) and propose steps to bridge the gap to Net Zero by 2040.

This Net Roadmap is a bespoke plan for HDC and intended to meet operational net zero, as defined by the UK Green Building Council (UKGBC). It has been developed based on the methodology shown in the figure below.

| | |
|---|---|
| HDC Climate Strategy | Review of HDC Net Zero Carbon 2040 target |
| Site Visit & Workshop | Consider drivers and site-specific requirements |
| Journey Since 2019 | Review of projects and achievements so far |
| Energy Analysis | Assessment of current energy and carbon performance |
| Carbon Strategy | Design decarbonisation pathway with prioritisation |
| Action Plan | Produce programme with key milestones |

***Figure 6: Methodology Used to Develop a Bespoke Plan for HDC***

This document meets the key requirements of HDC's brief:

- Makes reference to HDC's climate strategy objectives.
- Builds a high-level assessment of the status of the main real estate assets within HDC's property portfolio (from a sustainability perspective).
- Highlights progress made to date across HDC's main real estate assets within the property portfolio (relating to the journey to net zero).

## 3.1 Buildings in Scope

| Corporate Sites | Leisure Centres | Parks and Pavilions |
|---|---|---|
| Pathfinder House | One Leisure St Ives | Hinchingbrooke Country Park |
| Eastfield House | One Leisure St Ives Outdoor | Paxton Pits |
| | One Leisure St Neots | Sapley Pavilion |
| | One Leisure Ramsey | Priory Park |
| | One Leisure Huntingdon | |

***Table 1: HDC Buildings in Scope***

## 3.2 Definition of Net Zero

In their initial Climate Strategy document, HDC identified the general direction of their Net Zero Carbon target by 2040, with key enablers including:

- Improve the energy efficiency of Council buildings
- Stop using gas for heating
- Look for opportunities to install renewable energy generation on our land and buildings.

A comprehensive definition of Net Zero Carbon is required to clearly define the Council's commitment. It is widely accepted that UK Green Building Council (UKGBC) offers a framework reflecting current industry best practices.

This definition is aligned with a 'Paris Proof' 1.5°C carbon reduction trajectory and encompasses whole life carbon — comprising both operational emissions (e.g. energy use) and embodied emissions (e.g. those associated with materials used in refurbishment).

At this stage, it is recommended that HDC focuses on operational emissions including renewable energy. HDC should therefore refer to their target as "**Net Zero Carbon – operational energy**".

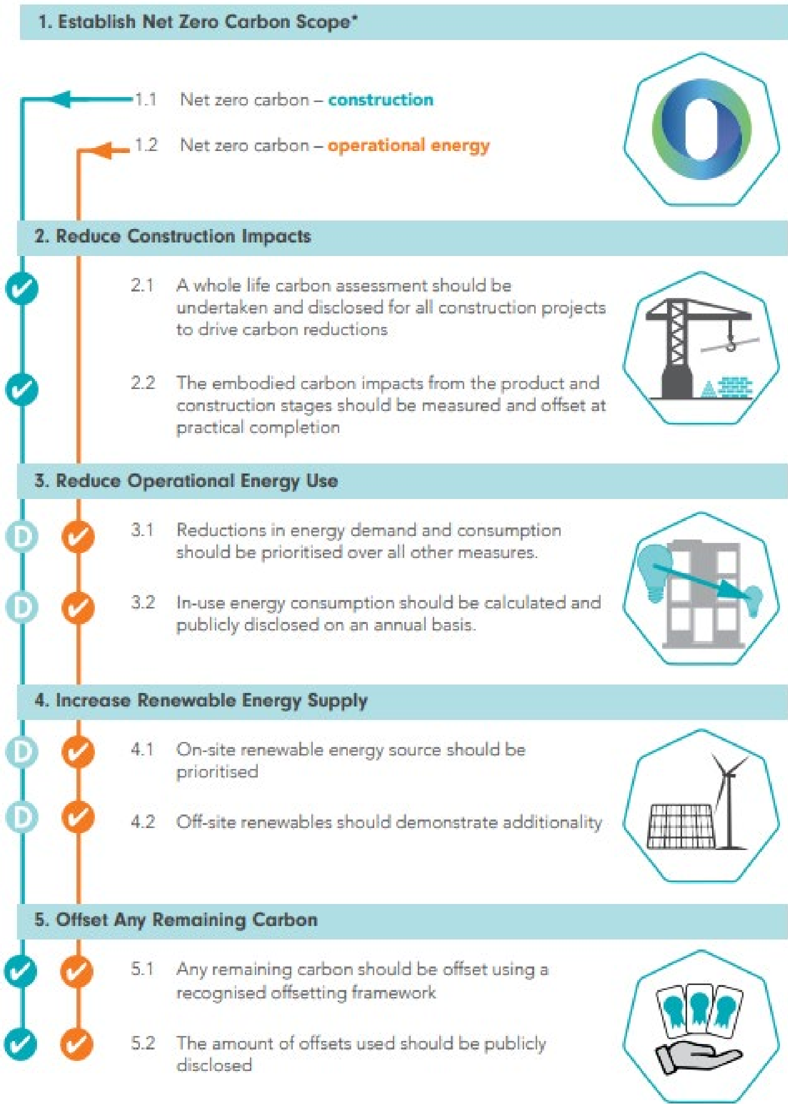



*Figure 7: Steps to Achieving a Net Zero Carbon Building published by the UK Green Building Council*

Nonetheless, reporting on embodied carbon in construction and retrofit activities will increasingly become part of good governance. Addressing these emissions is critical to developing a complete picture of HDC's whole life carbon footprint and is a prerequisite for achieving a genuine Net Zero Carbon status. This, in turn, will require the integration of circular economy principles and strategic, forward-looking real estate planning.

## 3.3 Achieving a Net Zero Carbon building – Operational Energy

The main areas to address to achieve Net Zero Carbon are:

- Reducing operational energy consumptions;
- Low carbon energy supply;
- Onsite renewable energy generation.

The UK Green Building Council framework provides a pathway and key metrics to plan your decarbonisation, with recognisable building blocks enabled by Strategy, Engagement, Governance, Energy Management, and Retrofit projects.

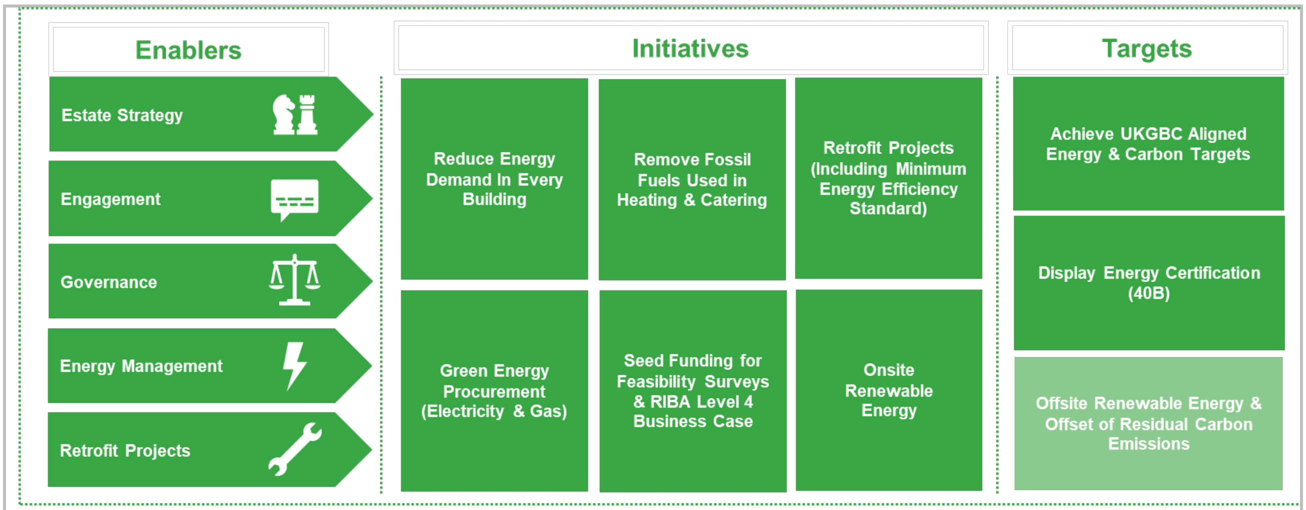



*Figure 8: The enablers and initiatives HDC can use to reach their net zero carbon targets*

Below, we explore the key performance indicators and their relevance to HDC.

### 3.3.1 Energy Usage Intensity (-60%):

While low carbon energy fuel sourcing strategy and on-site renewable energy generation are intuitively linked to a Net Zero strategy, the significance of reducing operational energy consumption must be understood too.

In a Net Zero Carbon economy, with a switch to electricity as the main fuel source, minimising the demand on the grid is critical. It will be achieved by initially focusing on energy efficiency and demand reduction.

In the UKGBC "Net Zero Carbon Building: A framework definition", **a target of 60% energy reduction is set for commercial offices between 2020 and 2050**. Figure xx provides milestones underpinning the target and likely to inform government strategy in term of Minimum Energy Efficiency Standard.

| | | Interim Targets | | | Paris Proof Target |
|---|---|---|---|---|---|
| Scope | Metric | 2020-2025 | 2025-2030 | 2030-2035 | 2035-2050 |
| Whole building energy | $kWh_e/m^2$ (NLA) / year | 160 | 115 | 90 | 70 |
| | $kWh_e/m^2$ (GIA) / year | 130 | 90 | 70 | 55 |
| | DEC rating | D90 | C65 | B50 | B40 |

*Figure 8 : UKGBC "Net Zero Carbon Building" metrics*

This should serve as guidance for most buildings including leisure centres.

**Offices** - For offices, the requirement is an Energy Use Intensity of 55 kWhe/sqm (GIA). To illustrate the challenge of this target, Pathfinder House present a relatively good performance by today's standard, for a commercial office with a sizeable comms room. However, its current EUI is 170.81 kWh/sqm/year, three times more than required to achieve Net Zero.

**Leisure centres** - The UKGBC has not yet published specific Energy Use Intensity (EUI) targets for leisure centres and warehouses. However, the forthcoming UK Net Zero Carbon Buildings Standard aims to provide EUI benchmarks for approximately 30 building types, potentially including leisure facilities. In the interim, the Greater Cambridge proposed policy CC/NZ: Net zero carbon new buildings suggest an EUI target of 100 kWh/m²/year (GIA) for leisure buildings. The current average of HDC's leisure centres is 383 kWh/m²/year (GIA). It is recognised that wet leisure centres have significantly higher energy demands for water heating and ventilation. As a result, achieving net zero carbon will require a combination of on-site renewable energy generation and off-site renewable energy sources to meet their energy needs.

**Warehouses** - For light industrial use buildings, the Greater Cambridge proposed policy CC/NZ: Net zero carbon new buildings suggest 110 kWh/m2/year. However, UK warehouse associations currently consider it efficient to target an EUI below 80 kWh/m²/year (GIA). Eastfield House's EUI in 2024/25 is 118 kWh/m²/year (GIA). Using the general guidance of a 60% reduction compared to 2020, Eastfield House should achieve 55 kWh/m²/year (GIA).

Staying informed about upcoming UKGBC guidelines will further aid in aligning with national net zero objectives.

| Property | EUI 2019/20 | 2024/25 | Targets EUI 60% of 2020 | EUI Recommended | DEC |
|---|---|---|---|---|---|
| Pathfinder House | 217 | 171 | 87 | 55 | 40B |
| Eastfield House | 138 | 118 | 55 | 55 | 40B |
| One Leisure St Ives Indoor | 417 | 469 | 167 | 167 | 40B |
| One Leisure St Ives Outdoor | 278 | 219 | 111 | 111 | 40B |
| One Leisure St Neots | 562 | 459 | 225 | 225 | 40B |
| One Leisure Ramsey | 429 | 223 | 172 | 172 | 40B |
| One Leisure Huntingdon Dry | 599 | 543 | 239 | 239 | 40B |
| One Leisure Huntingdon Wet | incl. in Dry | incl. in Dry | | | 40B |
| Hinchingbrooke Country Park Café | 128 | 169 | 51 | 51 | 40B |
| Hinchingbrooke Country Park Visitor Centre | 82 | 156 | 33 | 33 | 40B |
| Little Paxton Visitor Centre | 24 | 109 | 10 | 10 | 40B |

| | | | | | |
|---|---|---|---|---|---|
| Pavilion Sapley Park | | | - | - | 40B |
| Pavilion Priory Park (Old) | | | - | - | 40B |
| Pavilion Priory Park (New) | | | - | - | 40B |
| Pavilion Hartford Road Huntingdon | 14 | 2 | 5 | 5 | 40B |

*Table 2: HDC properties target EUI and DEC Scores*

## 3.3.2 Building Efficiency Target (Display Energy Certificated <40B):

UKGBC have determined that all buildings need to improve their efficiency to a Display Energy Certificate (DEC) rating of 40B or below. The current typical level is 100D. The below heatmap presents how the HDC estate in scope is positioned in relation to the 40B rating target.

It should be noted that DEC takes in consideration actual energy consumption. This sometimes results in poor rating for buildings otherwise considered efficient. This is the case of Eastfield House, with a 76D DEC but a B EPC rating.

The UKGBC interim targets are:

- 2025-2030 - 65C
- 2030-2035 – 50B
- 2035-2050 – 40B

| Low Challenge (DEC <40B) | Medium Challenge (DEC C) | High Challenge (DEC D+) |
|---|---|---|
| One L Huntingdon (40B) | Pathfinder house B, C & D (70C)<br>One L St Ives outdoor (53C)<br>One L St Ives (54C)<br>One L St Neots (63C) | Eastfield House (76D)<br>Pathfinder house E (116E) |

*Table 3: Current DEC Ratings for HDC Properties (Buildings with surface area <250 sqm are currently exempt of DEC rating, and therefore not included).*

## 3.3.3 Electrification of Heat

To meet the UK's legally binding Net Zero emissions target by 2050, businesses must transition away from the use of fossil fuels and adopt electricity generated from renewable sources.

Switching to clean heating and cooking technologies offers a wide range of co-benefits for businesses. Electrically powered heating systems, such as heat pumps, can achieve efficiencies of over 300%, compared to less than 100% for even the most modern gas boilers. This means that every 1 kWh of electricity used by a heat pump can generate approximately 3 kWh of heat, significantly reducing overall energy consumption and operational emissions.

Cooking and catering with gas also contribute significantly to the UK's greenhouse gas emissions, making continued reliance on gas incompatible with a Net Zero future. Phasing out gas appliances in favour of electric alternatives, such as induction hobs and electric ovens, not only reduces emissions but also delivers additional advantages, including improved indoor air quality, greater energy efficiency, and enhanced safety in commercial kitchens and catering operations.

As the UK's electricity grid continues to decarbonise with the rapid integration of renewable energy technologies, the emissions associated with electric heating and cooking will continue to decline sharply. In contrast, emissions from gas will remain persistently high, reinforcing the urgent need for businesses to accelerate electrification. A widespread shift to electric heating and catering technologies is therefore essential, not just to meet regulatory climate targets, but to future-proof operations, improve working environments, and demonstrate leadership in the transition to a low-carbon economy.

The following table summarises the current state and will inform the investment plan:

| Site | Heating with Natural Gas | Cooking with Natural Gas |
|---|---|---|
| Pathfinder House Block B, C & D | ✓ | ✗ |
| Pathfinder House Block E | ✗ | ✗ |
| Eastfield House | ✓ | ✗ |
| One Leisure St Ives | ✓ | ✓ |
| One Leisure St Ives Outdoor | ✓ | ✓ |
| One Leisure St Neots | ✓ | ✗ |
| One Leisure Ramsey | ✗ | ✗ |
| One Leisure Huntingdon | ✓ | ✓ |
| Hinchingbrooke Country Park | ✗ | ✗ |
| Paxton Pits | ✗ | ✗ |
| Sapley Pavilion | ✗ | ✗ |
| Priory Park | ✗ | ✗ |
| Huntingdon (Riverside) Pavilion | ✗ | ✗ |

*Table 4: Use of natural gas in HDC properties (Sites using gas for heating or cooking are indicated with a red tick, sites without gas are indicated with a green cross)*

## 3.4 Minimum Energy Efficiency Standard (MEES) consideration (EPC <B)

To contribute toward a Net Zero economy, the UK government has defined legal standards, MEES, underpinned by the Energy Performance Certificate (EPC).

The Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 applies to non-domestic buildings.

At present it is not a legal requirement for local authorities. However, MEES can apply when HDC is leasing out space to a third party, and HDC's Climate Strategy adheres to the principle that local authorities are expected to lead by example.

From the 1st April 2023, all non-domestic buildings must have an EPC rating of at least E. The government has proposed tightening MEES in the future, with a target of C by April 2028 and B by April 2030 (subject to consultation and confirmation, likely to delay the timeline by 12-18 months).

Table 5 represents a heatmap where HDC's estate is positioned in relation to the MEES trajectory. This categorisation may be used to prioritise investments in the next years leading to 2030.

| | Low Challenge (EPC B) | Medium Challenge (EPC C) | High Challenge (EPC D+) |
|---|---|---|---|
| Low Impact | Hinchingbrooke Country Park | | Paxton Pits<br>Sapley Pavilion<br>Priory Park<br>Riverside Pavillion |
| Medium Impact | | | One L Ramsey |
| High Impact | Eastfield House<br>One L St Ives<br>One L St Ives Outddoor<br>One L St Neots | Pathfinder House E<br>One L Huntingdon | Pathfinder House B,C&D |

*Table 5: HDC Property Heatmap Against Mees Trajectory*

## 3.5 Carbon Emissions Portfolio View

HDC's Climate Strategy includes a Carbon Pathway Scenario to 2040 from 3,671 tCO2e in 2019/20 (the Baseline). The annual reporting indicates that the Council was on track with the Climate Carbon pathway until 2022/23 but fell short of expectations in 2023/24.

From the Baseline to 2023/24, buildings have remained at 51-55% of the Council's actual total carbon emissions (with the exception of the year of pandemic when the ratio dropped to 35%).

Had the Council met its "Climate Pathway Scenario to 2040" target for 2023/24, buildings would have represented 73% of total emissions.

Entering in an agreement with Total Energy to buy green electricity from October 2024 will greatly contribute to reducing the impact of buildings in HDC's Carbon Pathway, in both absolute and relative terms. However, to stay on track, there is a clear requirement to accelerate building decarbonisation through enhanced energy management, retrofits, and renewable energy.

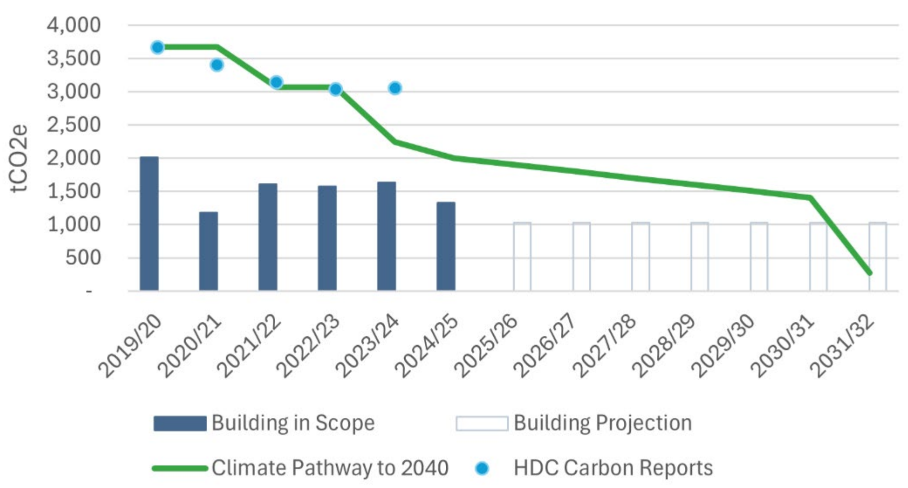



*Figure 9: Carbon pathway scenarios and historic building emissions for HDC properties*

A review of total energy consumptions (kWh gas and electricity) between the 2019/20 Baseline and 2024/25 shows a saving of 9.9%.

In terms of carbon emissions, this translated ton a reduction of 16.7% (Location-based emissions). When taking into account the Green Electricity tariff taking effect in October 2024, the emission reduction improves to 34.1% (Market-based emissions).

The 34.1% carbon emission reductions are comprised of:

- 5.1% from PSDS projects (£3,783k investment at Pathfinder House and OL Ramsey);
- 3.9% from other changes in demand (electricity and gas);
- 17.4% from Total Energy deal, which came into effect in October 2024, and only impacts for 6 months;
- 7.8% from electricity grid decarbonisation and change in gas emissions factors.

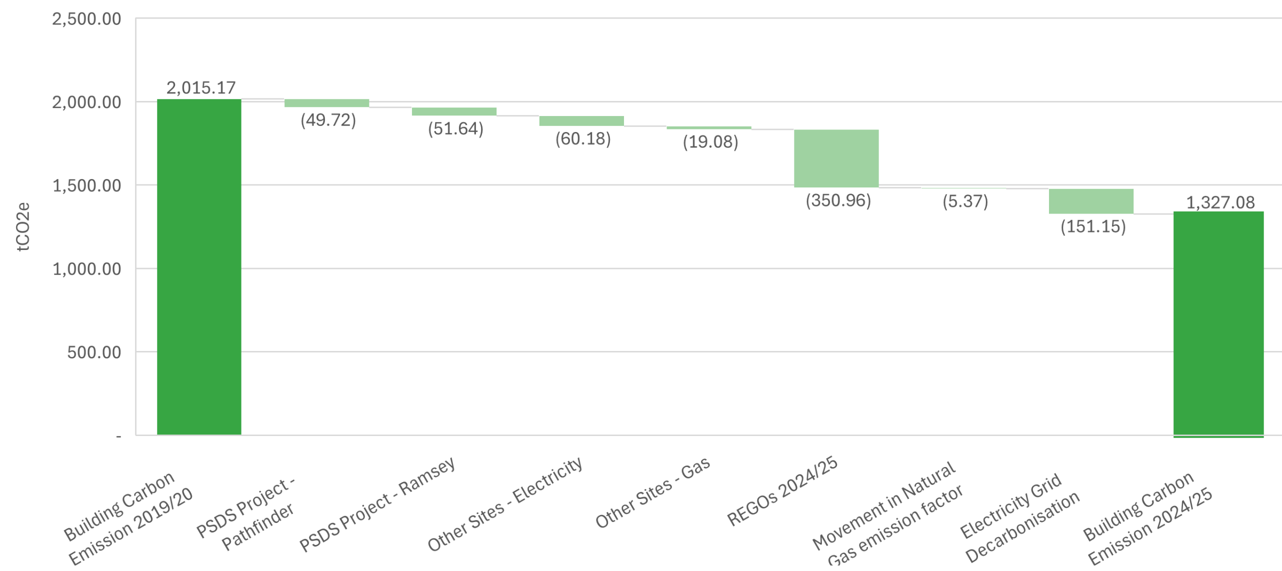



*Figure 10: Building Carbon Emission Changes From 2019/20 To 2024/25*

Some buildings have performed much better than others. A focus on **the 5 buildings, that generate 87% of HDC's building emissions**, shows a particularly challenging situation at One Leisure St Ives Indoor. This should inform the strategy to focus on the sites having the most impact and underperforming.

| | 2024/25 vs 2019/20 kWh | 2024/25 vs 2019/20 tCO2e |
|---|---|---|
| All buildings | -9.9% | -16.7% |
| Pathfinder House | -21.3% | -29.9% |
| One Leisure St Neots | -18.2% | -23.9% |
| Eastfield house | -14.8% | -25.3% |
| One Leisure Huntingdon (Wet) | -3.4% | -4.8% |
| One Leisure St Ives indoor | +12.5% | +4.4% |

*Table 6: kWh and tCO2e (market based) at the 'Big 5' HDC buildings*

It should be noted that the 2024 numbers do not benefit yet from a series of RE-Fit, PSDS, and Swim England Funding projects undertaken since 2023 (see project pathway section 4.3).

## 3.6 Evidence of Energy Management

The reporting period from the Baseline of 2019/20 to 2024/25 shows a 9.9% reduction in energy consumption. This comes from a 13.8% reduction of gas consumptions and 1.7% of electricity consumptions.

Most of the savings can be attributed to a proactive reset post-pandemic. It could also be argued that changes in demand (e.g. new ways of working and using buildings) have contributed. However, it should be noted that, as the estate ages, there is a decline in building performance. To avoid an adverse trend, HDC are actively applying and securing funding for projects (e.g, new AHU, variable speed drives, and solar PV) through schemes such as Salix or Re-fit (see "Project Pipeline").

| Year | Combined kWh |
|---|---|
| 2019/20 | 9,723,967 |
| 2020/21 | 5,842,591 |
| 2021/22 | 8,329,197 |
| 2022/23 | 8,429,498 |
| 2023/24 | 8,506,056 |
| 2024/25 | 8,763,051 |

*Table 7: Combined kWh by Year*

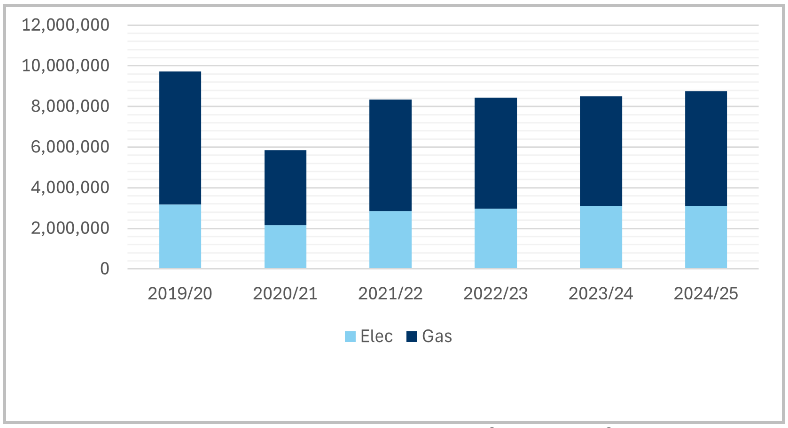



*Figure 11: HDC Buildings Combined Electricity and Natural Gas kWh*

There is also evidence of proactive energy management, as illustrated in the below daily energy consumption profiles of the "Big 4" buildings forming 80% of HDC's emissions.

Patterns of consumptions across the sites demonstrate some alignment with occupancy levels over the 48 half-hourly periods of the day. However, one of our recommendations will be to increase governance and building control strategies to reduce the baseload consumption.

The initial focus will have to be outside normal working hours and on bank holidays, when significant savings can be achieved. Also, better submetering would help understand the profile of consumptions from large energy consuming assets such as swimming pools.

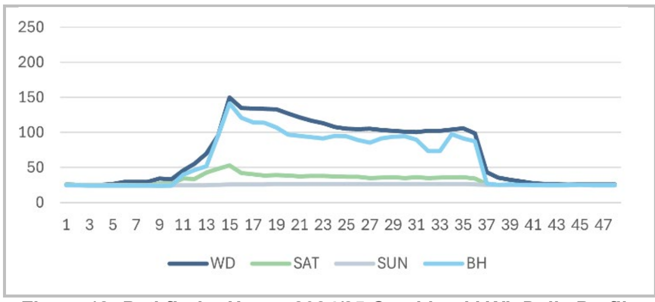



*Figure 12: Pathfinder House 2024/25 Combined kWh Daily Profile*

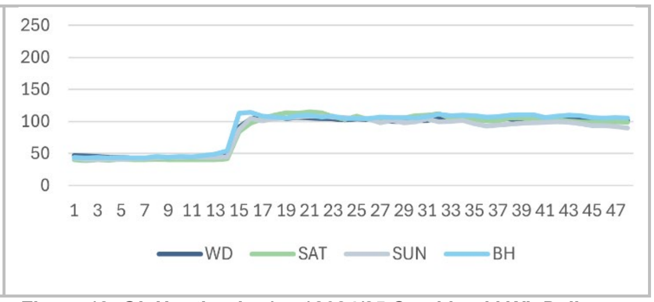



*Figure 13: OL Huntingdon(wet)2024/25 Combined kWh Daily Profile*

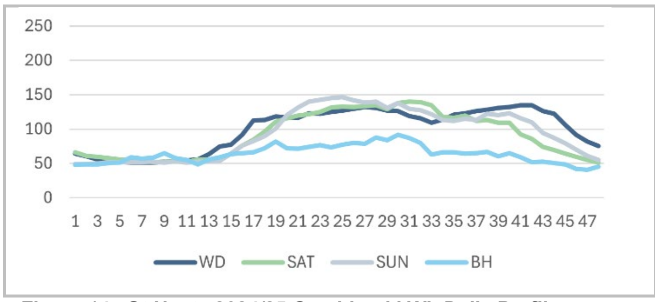



*Figure 14: St Neots 2024/25 Combined kWh Daily Profile*

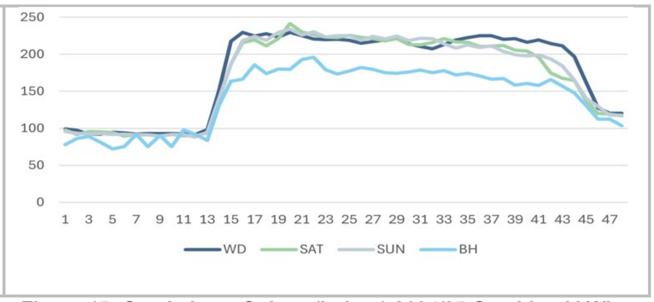



*Figure 15: One Leisure St Ives (Indoor) 2024/25 Combined kWh Daily Profile*

## 3.7 Projects Undertaken to Date

Over the years, HDC has proven particularly proactive and successful in securing funding from schemes available to local authorities. The below table provides a summary of such projects ranging from adopting current technology such as variable speed drives to major retrofit (e.g. partial electrification of heat at Pathfinder house) and renewable energy solutions.

| Value | Details | Sites | Completion (date or period) |
|---|---|---|---|
| **Salix** | The Salix scheme is a government support scheme that provides capital investment which is matched by the public Sector organisation. This scheme was a15-year scheme which closes on 31st March 2025 | | |
| £ 676,556 | Variable Speed Drives | Leisure centres | April 2010 |
| | PIR | Leisure centres | April 2010 |
| | Pool covers | Leisure centres | April 2011 & April 2012 |
| | AHU upgrades | Leisure centres | 2012 & 2014 |
| | AHU Motor replacement | Eastfield House | September 2021 |
| | LED upgrade | All | Various dates |
| | Booster pump upgrades | Pathfinder House | May 2024 |
| | Booster pump upgrades | Eastfield House | December 2020 |

| **Public Sector Decarboni-sation Scheme** | This scheme provides Public Sector bodies funding for heat decarbonisation and energy efficiency measures | | |
|---|---|---|---|
| £ 2,269,193 | Air source heat pump x 2, new BMS, Fan coil units replacement, new glazing, cavity wall insulation, roof insulation | One Leisure Ramsey | 2021 |
| £ 1,513,770 | Electrification of heat, New energy management system, 4x AHUs, 2 x ASHP, New ICT Chillers, BMS | Pathfinder House | 2021 |
| **RE-Fit Project** | Phase 2, to support sites with energy saving measures across the country. This scheme was £60 million | | |
| £ 650,000 | Roof mounted solar PV | Leisure centres | 2016 |
| | LED Lighting | Leisure centres | 2016 |
| | CHP | One Leisure St Neots | 2016 |
| | Building Energy Management System | Leisure centres | 2016 |
| | HVAC insulation | Leisure centres | 2016 |
| | Pool Pump controls | Leisure centres | 2016 |
| | Mechanical works on boilers | Leisure centres | 2016 |
| £ 650,000 | Carport solar canopies | One Leisure St Ives | 31/03/2025 |
| £ 50,000 | Triple glazing windows | One Leisure St Ives | 31/03/2025 |

*Table 8: HDC Projects Completed between 2010 and 2025*

**Examples of proactive initiatives:**

- Enhancement funded through savings made in annual funding cycles such as compartmentation of space between offices and atrium, with the effect of improving control of heating and air conditioning distribution in the Civic Centre.
- Negotiation of a 100% electricity tariff with Total Energy in September 2024 for two years, resulting in zero scope two market emissions

It is also very commendable to note the proactive funding of feasibility surveys and detailed design toward future retrofit. The business cases from the below RIBA stage 4 design for heat electrification will be inserted in the project pipeline, reducing time to procurement when the decision to progress is made.

| Value | Scheme/Study | Site |
|---|---|---|
| **Low Carbon Skills Fund** | A government grant that enables public sector organisations the ability to access skills and expertise to unlock heat decarbonisation plans. Through this scheme we have been able to gain RIBA stage 4 designs for heat electrification | |
| | Decarbonisation Feasibility Studies s. | Conducted for Pathfinder House, Eastfield House and our Leisure Centre |
| | RIBA stage 4 level designs for heat electrification | Pathfinder House |
| | RIBA stage 4 level designs for heat electrification | Eastfield House |
| | RIBA stage 4 level designs for heat electrification | One Leisure Huntingdon Dry side |

*Table 9: Low Carbon Skills Fund projects*

# 4 Proposed Way Forward

A review of net zero best practice has informed the overall HDC net zero definition and the required EUI reduction targets and DEC score for each building. A site visit and desktop energy analysis were carried out to identify suitable potential energy and carbon reduction strategies. These were then collated into fact sheets and suggested priorities for the development of bespoke decarbonisation plans.

## 4.1 High Level Summary

To better assess the key risks and emissions profile of each site, including GHG emissions, energy consumption, reduction project effectiveness, and overall impact, each location was assigned a score out of 11 across three criteria: **GHG Emissions Reduction (2019-2024), Energy Usage Reduction (2019-2024), and Relative Carbon Impact ($tCO_2$).** Each site's scores across these three categories were summed to generate a final ranking, providing a data-driven view of performance and risk.

The weighted criteria was calculated as detailed in the table below.

| Criteria | GHG Emissions Reduction (2019/20-2024/25) | Energy Usage Reduction (2019/20-2024/25) | Relative Carbon Impact ($tCO_2$) |
|---|---|---|---|
| Overview | *Scored out of 3.*<br>This metric measured the percentage reduction in emissions relative to baseline levels. | *Scored out of 3.*<br>This assessed the percentage decrease in energy usage from baseline levels. | *Scored out of 5.*<br>This evaluated each site's contribution to HDC's total carbon footprint, helping to prioritise high-impact sites. |
| Scoring | Less than 29% reduction: 1 (Low)<br>30% - 45% reduction: 2 (Medium)<br>More than 46% reduction: 3 (High) | Less than 19% reduction: 1 (Poor)<br>20% - 30% reduction: 2 (Moderate)<br>More than 31% reduction: 3 (Good) | Over 200 $tCO_2$: 1 (Very High)<br>91 - 200 $tCO_2$: 2 (High)<br>41 - 90 $tCO_2$: 3 (Medium)<br>11 - 40 $tCO_2$: 4 (Low)<br>10 $tCO_2$ or less: 5 (Minimal) |

*Table 10: Weighted Score Criteria Used to Assess Key Risks and Emissions Profile at Each HDC Site*

**The table below shows the scoring attributed to each site.**

| Site | Share of Total GHG Carbon Emissions | GHG Change (2019/20-2024/25) *Market Based* | Score GHG Reduction (2019/20-2024/25) *Market Based* | Energy Change (2019/20-2024/25) | Energy Use Reduction (2019/20-2024/25) | Gas C Cooking H Heating | Relative Carbon Impact ($tCO_2e$) | Score (Out of 11) | Carbon Emissions (2024/25) ($tCO_2E$) *Location Based* |
|---|---|---|---|---|---|---|---|---|---|
| Pavilion Hartford Road Huntingdon | 0.0% | -94% | Good | -82% | Good | N | Minimal | 11 | 0.1 |
| Pavilion Sapley Park | 0.0% | -86% | Good | -43% | Moderate | N | Minimal | 10 | 0.5 |
| Hinchingbrooke Country Park Café | 0.2% | -69% | Good | 32% | Poor | N | Minimal | 9 | 4.0 |
| Pavilion Priory Park (New) | 0.3% | -56% | Good | 3% | Poor | N | Minimal | 9 | 5.9 |
| One Leisure Ramsey | 4.6% | -76% | Good | -48% | Good | N | Med | 9 | 76.8 |
| One Leisure St Ives Outdoor | 2.8% | -56% | Good | -21% | Moderate | Yes - H & C | Med | 8 | 46.6 |
| One Leisure Huntingdon Dry | 3.9% | -52% | Good | -28% | Moderate | Yes - H & C | Med | 8 | 65.6 |
| Pavilion Priory Park (Old) | 0.2% | 71% | Poor | 246% | Poor | N | Minimal | 7 | 2.8 |
| Little Paxton Visitor Centre | 0.3% | 59% | Poor | 355% | Poor | N | Minimal | 7 | 4.3 |
| Eastfield House | 4.8% | -57% | Good | -15% | Poor | Yes - H | Med | 7 | 80.4 |
| Hinchingbrooke Country Park Visitor Centre | 0.7% | -25% | Poor | 91% | Poor | N | Low | 6 | 12.5 |
| Pathfinder House | 12.4% | -62% | Good | -21% | Moderate | Yes - H | Very High | 6 | 208.1 |
| One Leisure St Neots | 20.4% | -37% | Moderate | -18% | Poor | Yes - H | Very High | 4 | 341.5 |
| One Leisure Huntingdon Wet | 16.4% | -8% | Poor | -3% | Poor | Yes - H & C | Very High | 3 | 275.1 |
| One Leisure St Ives Indoor | 33.0% | -7% | Poor | 12% | Poor | Yes - H & C | Very High | 3 | 553.8 |

*Table 11: Scoring For Each HDC Site Showing Sites Posing Lowest to Greatest Risk*

Based on these findings, One Leisure St Ives Indoor is the poorest performer, with a score of 3 out of 11 and the highest carbon emissions among all HDC sites. This highlights the need to prioritise intervention at this location, particularly as it is also showing an upward trend in energy consumption.

## 4.2 Proposed Roadmap

We presented, in section 4.1, how HDC's carbon pathway appears to be on track until 2022/23 but fell behind last year. The HDC published "Carbon Pathway Scenario to 2040", presenting some significant milestones such as the move to Electrical Vehicle or HVO fuel.

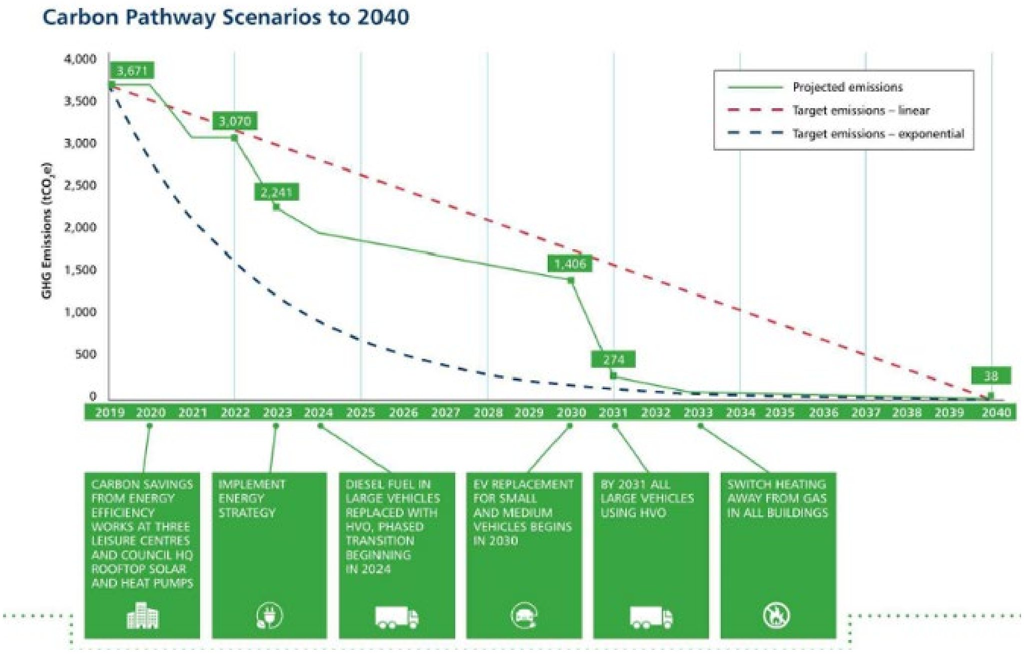



*Figure 16: HDC Carbon Pathway Scenarios to 2040*

In relation to buildings, the action **"implementation of an energy strategy"** fails to reflect the series of interventions and investments required every year to stay on track with the pathway, including a total electrification of heat by 2033.

Our review of the estate performance shows the positive effect of the existing energy management governance and the impact of projects funded through schemes. For instance, the Public Sector Decarbonisation Scheme (PSDS) greatly contributed to Pathfinder House and One Leisure Ramsey.

It is critical to appreciate that Net Zero Carbon means reducing energy use intensity in addition to removing fossil fuels. The new agreement with Total Energy will significantly reduce emissions from scope 2 electricity. However, whichever standard HDC ultimately adopts (e.g. UKGBC, SBTi), achieving Net Zero Carbon requires a reduction of Energy Use Intensity by up to 60% compared to 2020.

We have identified 5 sites representing 87% of HDC's building emissions. Unsurprisingly, the highest impact will come from improving the performance of swimming pools, with a specific focus on One Leisure St Ives indoor, which is experiencing an adverse trend.

All buildings need a strategy to leverage existing surveys available and to better understand the asset lifecycle opportunities. An investment programme will focus on retrofits affecting building services (i.e. mechanical, electrical, and public heath plants) as well as the fabric (e.g. windows, roof).

There is an element of urgency to start planning and deep diving. The capital planning will rely on an investment-grade report with detailed RIBA Level 4 design when applicable. A timely instruction of surveys and the creation of steering committees for key buildings will determine synergies and interlock between opportunities to deliver programmes in the most cost-effective way.

As part of HDC's mission "to become a positive example", an immediate priority should be to improve Pathfinder House block B, C & D Energy Performance Certificate (EPC) from a D to a B. Indeed, the Minimum Energy Efficiency Standard (MEES), currently requiring an E, is likely to require a B by 2030.

HDC will continue to explore renewable energy solutions. Solar PV is the most obvious consideration, but thermal solar water heating or wind solutions can be explored.

All of the above needs to be underpinned by enhanced energy management governance including better remote monitoring with more submetering and useful dashboards. Comfort policies and other policies limiting consumptions from small power equipment need to be written. This will improve the engagement with building users and standardised best practices which will become embedded.

The below diagram presents a high-level roadmap, which should form the basis of strategic workshop to develop a programme in full awareness of HDC's estate plans for individual buildings.

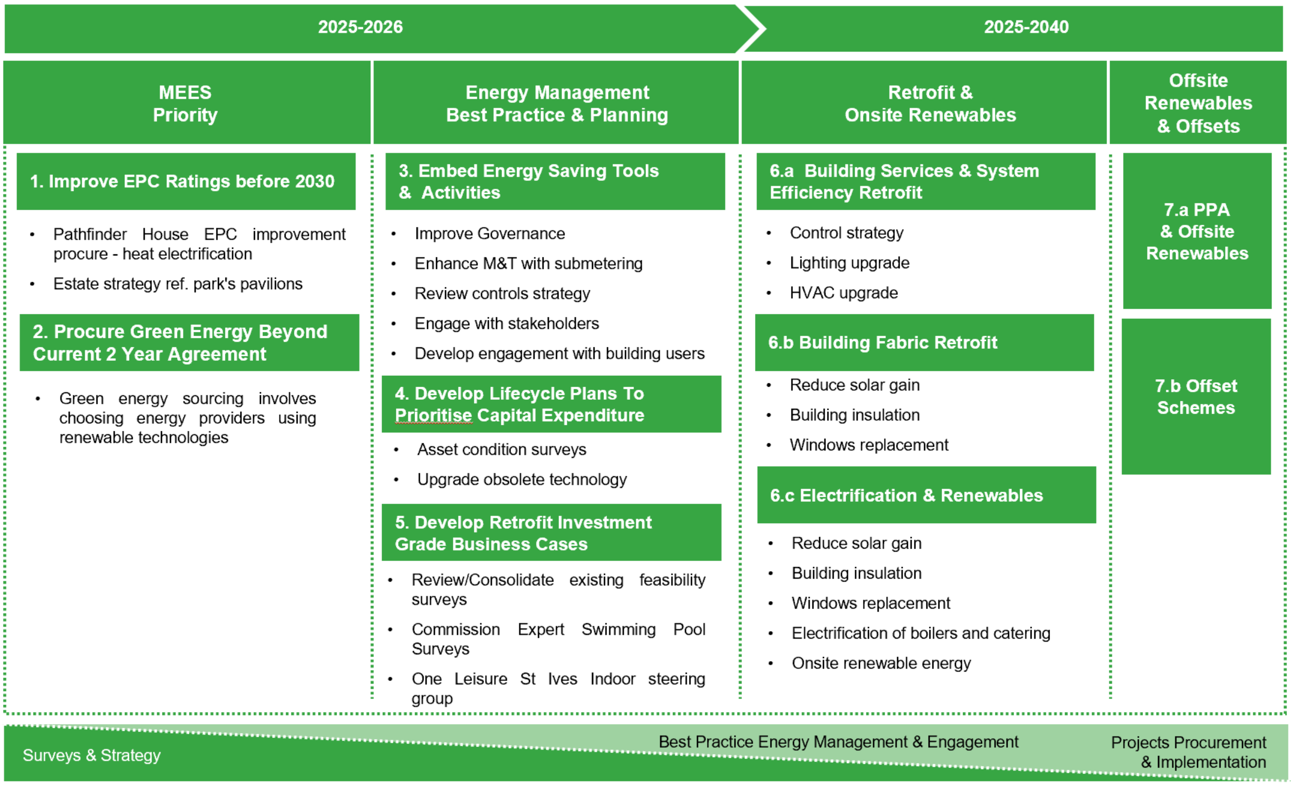



*Figure 17: Draft Roadmap to Inform Strategic Workshop*

## 1. Improve EPC Ratings Before 2030

Due to the MEES legislation, improving Pathfinder House EPC from D to B by 2030 should be a priority. All Park Pavilions have EPC D or above. They may not be considered a priority because they form a very small element of the Council's carbon footprint. However, they are very visible to the public and should have a strategy to minimise waste or perhaps include renewable energy solutions.

## 2. Procure Green Energy Beyond the Current 2 Year Agreement

Green energy sourcing involves choosing energy providers using renewable technologies. In October 2024, HDC entered a 2 year agreement with Total Energy. To maintain the benefit offered to Scope 2 emissions, HDC will need to seek a similar deal in 2026.

## 3. Embed Energy Saving Tools & Activities

Enhancing Energy Management practice will reduce operational energy consumptions at low or no cost (examples provided opposite).

## 4. Develop Lifecycle Plans To Prioritise Capital Expenditure

An asset verification with a condition survey will establish building performance, including assets already beyond their useful life and 30-year-old technology that has become obsolete (e.g, belt driven fans and pumps)

## 5. Develop Retrofit Investment Grade Business Cases

HDC proactively instructed Feasibility surveys and RIBA stage 4 design (with Low Carbon Skills Funding). These surveys need to be consolidated in a Strategy document and enhanced with the addition of expert swimming pool surveys to tackle these largest emitters. Considering the predominance of One Leisure St Ives indoor building and the adverse trend since 2019/20, a steering group will design a strategy based on risk, opportunities, assumptions, and dependencies.

## 6. Retrofit & Onsite Renewables

Execution of an investment plan based on feasibility studies and investment-grade business place forming part of a site-by-site strategy. This can take the form of pure System Efficiency measures or Building Fabric and Passive Design (examples provided opposite).

## 7. Offsite Renewables & Offsets

To reach Net Zero Carbon – Operational Energy, after all feasible emissions reductions have been achieved within HDC's building portfolio, the next steps are to fund offsite renewable energy projects or to offset (see more detail in the conclusion of this report).

### Example Energy Management Activities:

- Improve Governance structure combining progress reviews of programmes, together with impact assessment in terms of energy and carbon (using a carbon monitoring platform). Develop RACI.
- Improve Monitoring and Targeting (Spark Energy Management Platform using Automatic Meter Reading may be used more proactively with enhanced submetering).
- Review time schedules (align operating hours and HVAC running hours, with specific focus on weekend and bank holidays).
- Engagement (develop policies and behaviour change campaigns with occupiers to reduce use of small power equipment, adopt agreed indoor comfort policy).

### Example System Efficiency Activities:

- Review building controls strategy (including flow rates, delta of temperature, frost coil set point to 5 degree C).
- Review set points and deadband (adopt a policy to a minimum of 3 degree C deadband).
- Lighting upgrade (LED).
- Lighting levels (Reduce use of artificial lighting, when possible, reduce lux level to 300lux, from 500lux typically, in office areas.
- Upgrade HVAC equipment (leveraging lifecycle replacement).

### Example Building Fabric & Passive Design Activities:

- Reduce solar gain (consider windows reflective coating and façade shading measures).
- Comprehensive pipework insulation (e.g. lagging and valve jackets).
- Windows upgrade.
- Lifecycle replacement.

# 5 Conclusion

## 5.1 Summary of findings and recommendations

We are recommending the UKGBC for reference because they offer a clear pathway and are in the process of editing 30 categories which will help refine the targets for each type of building. We highlight that the terminology to be used should be **Net Zero Carbon – Operational Energy**.. At this stage, we will focus on **Reducing Operational Use, moving away from fossil fuels and increasing On-site Renewable.**

A Net Zero Carbon – Operational Energy requires upfront investment of time and capital but can lead to significantly lower operating costs while reducing exposure to future energy price inflation or climate related taxation. Moreover, enhancing environmental performance will strengthen HDC's pledge to be a "positive example", an "enabler", and an "encourager"

While current Energy Management efforts have shown some benefits, they are not sufficient to accelerate building emissions reductions at the pace needed to align with HDC's Carbon Pathway to 2040. The table below outlines the **key short-term considerations** for action.

| Continue | Do More | Change |
|---|---|---|
| **Energy Management**<br>• There is evidence of building performance from a good maintenance management and a proactive reset of controls strategies post pandemic (leading to lower energy consumptions).<br>• An Energy Management Software platform has been implemented and can be utilised for monitoring (with more submetering where possible)<br>• Government Scheme funding applications have been successful for retrofit and also to commission feasibility surveys or solution design.<br><br>**Procure Green Energy**<br>• The agreement with Total Energy is a large contributor toward market-based carbon reporting. Extending or replacing this arrangement in October 2026 will help. | **Engagement**<br>• The roles and responsibilities need to be defined more clearly for better collaboration and accountability between the central team and the occupiers.<br>• The current informal engagement of the FM and Energy Management team requires enhanced governance including monthly dashboard and exception reports<br>• Bimonthly meetings with occupiers would support review of performance, setting targets and review progress of initiatives<br><br>**Asset Management and Solution Design**<br>• An asset verification should inform a fully developed lifecycle plan.<br>• EPC and TM44 reports' recommendations need to be qualified or costed<br>• Expert Swimming Pool Surveys are required to tackle these significant energy users, with transfer of best practice between sites. | **Strategic planning and funding for Buildings**<br>• The Energy Management Strategy should align with HDC's Property Strategy. This will enable focus on retained buildings and minimize the risk of regretted spent.<br>• The Council Net Zero Carbon Pathway 2040 needs to be translated in a clear scenario for Buildings, with milestones and year on year carbon targets.<br>• The Net Zero Pathway can no longer rely mostly on government funded schemes or on surplus left in the annual budget. Specific funding is required to improve building performance, for electrification and renewable energy<br><br>**Establish policies**<br>• Clearer policies need to be defined and communicated. This includes comfort policies for each building and general principles in the use of small power equipment. |

Robust Energy Management best practice and detailed investment plans to decarbonise each building are required. Priority should be given to **reducing energy consumptions through building services retrofits, fabric improvement, and onsite renewable**. The resulting lower energy demand will be beneficial to right size new heating systems and therefore reduce the cost of heat electrification projects.

Continuing to procure green electricity will be beneficial to accelerate HDC's Carbon pathway. HDC can rely on the UK grid decarbonisation to reduce the emissions from the electricity consumed. By 2040, the UK electricity grid emissions factor is projected to be almost zero — around 0.01 $kgCO_2e/kWh$ or lower.

Net Zero Carbon is differentiated from Carbon Neutral in the way that renewable generation should be maximised before considering offsetting. To reach Net Zero Carbon – Operational Energy, after all feasible emissions reductions have been achieved within HDC's building portfolio, the final steps are:

- Procurement of Offsite Renewable Energy: Remaining energy demand should be met through credible procurement of renewable energy generated offsite, such as via Power Purchase Agreements (PPAs) that are certified and additional.

- Offsetting Residual Emissions: For any unavoidable residual emissions — after deep reductions and renewable procurement — credible, high-quality carbon offsetting should be employed. Offsets must be verified, permanent, and aligned with best practice standards.

We can only emphasise that offsetting is a final step, not a substitute for real emissions reductions. The Appendix 1 to this document presents a site-by-site review of key findings and recommendations.

**Strategically, the recommendation is to set up a Steering Group** reflecting the importance of achieving the Buildings Net Zero Carbon – Operational Energy by 2040. The Steering Group will oversee the **development of a comprehensive Energy Management System (EnMS)** responsible for developing plans and embedding an Energy Management culture required to drive improvement.

This Buildings Energy Strategy document and the development of an Energy Management System will inform the roadmap and will lead the production of investment grade retrofit business cases.

The below table provides directions on the priorities to be considered by the Steering Group. Appendix 3 offers the detail of the proposed methodology of an Energy Management System to underpin a new continuous improvement approach following the principles of ISO50001.

- **Improve EPC ratings** in line with anticipated Minimum Energy Efficiency Standards (MEES)

- **Extend the period of green electricity procurement** which is set to expire in September 2026. As the agreement with Total Energy is delivering a significant contribution to the Net Zero Carbon pathway it is a necessary and low-cost action to renew the agreement while the UK grid continues its journey toward Net Zero.

- **Invest in HDC's Energy Management Software** to expand submetering capabilities and **enhance monitoring & targeting**. The low-cost activity will inform further building performance improvement measures and support the necessary engagement with occupiers.

- **Inform the Corporate sites strategy with the findings from the Buildings Energy Strategy** including a prioritisation of site redevelopment where a decarbonisation of the existing facilities is the most challenging.

- **Prioritise capital investment to meet the Council's deadline of heat electrification by 2033 while improving building performance and adding onsite renewable energy**. Re-ordering capital spend will reduce the energy baseload and thus lower the overall investment needed for electrification.

- **Consider offsetting as a final step**, not a substitute for real emissions reductions. Offsetting should be transparently reported and should support projects that deliver wider environmental and social co-benefits wherever possible.

In our experience, achieving a Net Zero pathway can be perceived as inherently complex, involving numerous variables and long-term planning. However, with this Buildings Energy Strategy, HDC has the crucial advantage of understanding their current emissions baseline, providing a solid foundation from which to move forward.

With this starting point, they can confidently engage internal teams and external consultants to help shape and refine their Net Zero Carbon strategy. While some of the investments required may not deliver a direct financial return, the shift toward Net Zero will consistently lead to reduced operational costs through lower energy consumption.

Appendix 1 presents key metrics and comments for each site

Appendix 2 highlights typical interventions to consider in an energy management plan

Appendix 3 provides an overview of the Energy Management System recommended

Appendix 4 offers links to two reference documents

Appendix 5 is an illustration of a roles and responsibilities matrix to be developed

# Appendix 1:
# Building Fact Sheets & Recommendations

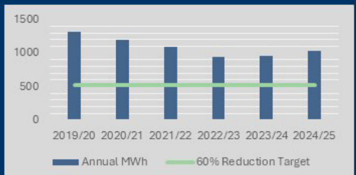
# Pathfinder House

## BUILDING KEY METRICS FACTSHEET

### PATHFINDER HOUSE

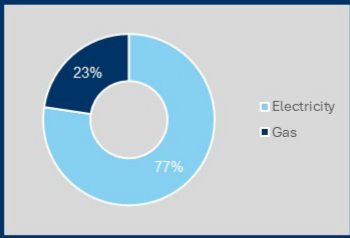
Huntingdonshire DISTRICT COUNCIL | Cambridge mc² Management Consulting

**Energy Pathway Total MWh (Gas + Elec)**

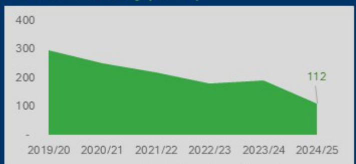



| | | |
|---|---|---|
| 2019/20 | 1,311 | MWh |
| 2024/25 | 1,032 | MWh |
| Consumption Change | -21% | |

**Energy Mix by MWh 2024/25**




**Emissions History (tCO2e)**




| | MB | LB | |
|---|---|---|---|
| 2019/20 | 297 | 297 | tCO2e |
| 2024/25 | 112 | 208 | tCO2e |
| Consumption Change | -62% | -30% | |

**EUI Pathway**

| | |
|---|---|
| **Site Area** | **6044sqm** |
| **Site Use** | **COMMERCIAL** |
| Realised EUI (kWh/sqm) | |
| 2019/20 | 217 |
| 2020/21 | 197 |
| 2021/22 | 180 |
| 2022/23 | 155 |
| 2023/24 | 158 |
| 2024/25 | 171 |
| EUI NZ Target | 55 |

**Project Work Pipeline**

| Project | Value | Date |
|---|---|---|
| Booster pump upgrades | ? | May 2024 |
| Electrification of heat, new energy management system, new AHU | £1.5M | 2021 |
| RIBA Stage 4 Level Designs for heat electrification | ? | N/A |

**High-level Building Positioning**

| GHG Reduction (2019-2024) | Energy Reduction (2019-2024) | EPC Rating |
|---|---|---|
| Good | Moderate | D+ |
| **Gas Utilisation** | **Relative Carbon Impact** | **Share of Total Emissions** |
| Heat | Very High | 12.4% |

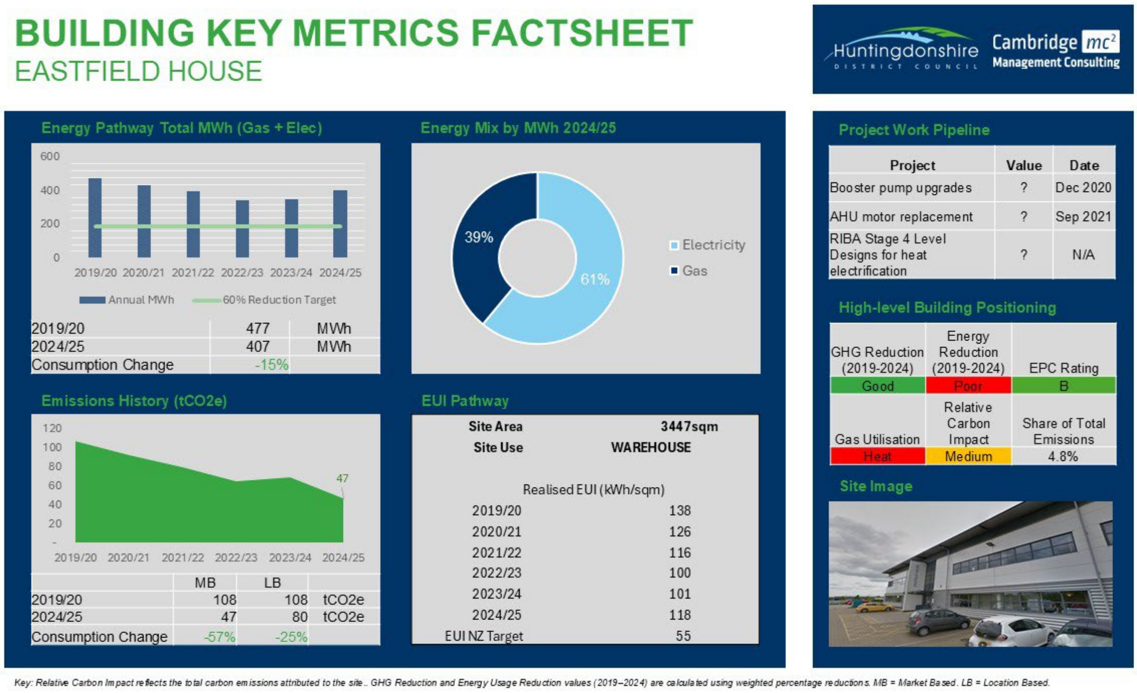
**Site Image**

*Key: Relative Carbon Impact reflects the total carbon emissions attributed to the site.. GHG Reduction and Energy Usage Reduction values (2019–2024) are calculated using weighted percentage reductions. MB = Market Based. LB = Location Based.*

## Key Comments & Items for Consideration

- Successful partial electrification of heat with a PSDS funded project in 2021.
- Priority needs to be given to EPC improving measures (including further heat electrification) to improve current EPC rating and meet the anticipated Minimum Energy Efficiency Standards of a B by 2030 (currently a D).
- Pathfinder House represents 12.4% of total emissions. Reducing consumptions will have a large impact on the Net Zero Plan. To improve Energy Utilisation Intensity (EUI), Pathfinder house is particularly dependent on improving controls and enabling a strategy to reflect occupancy levels.
- Heat electrification will remove 43 tCO2e, which is 3% of HDC's current buildings related emissions

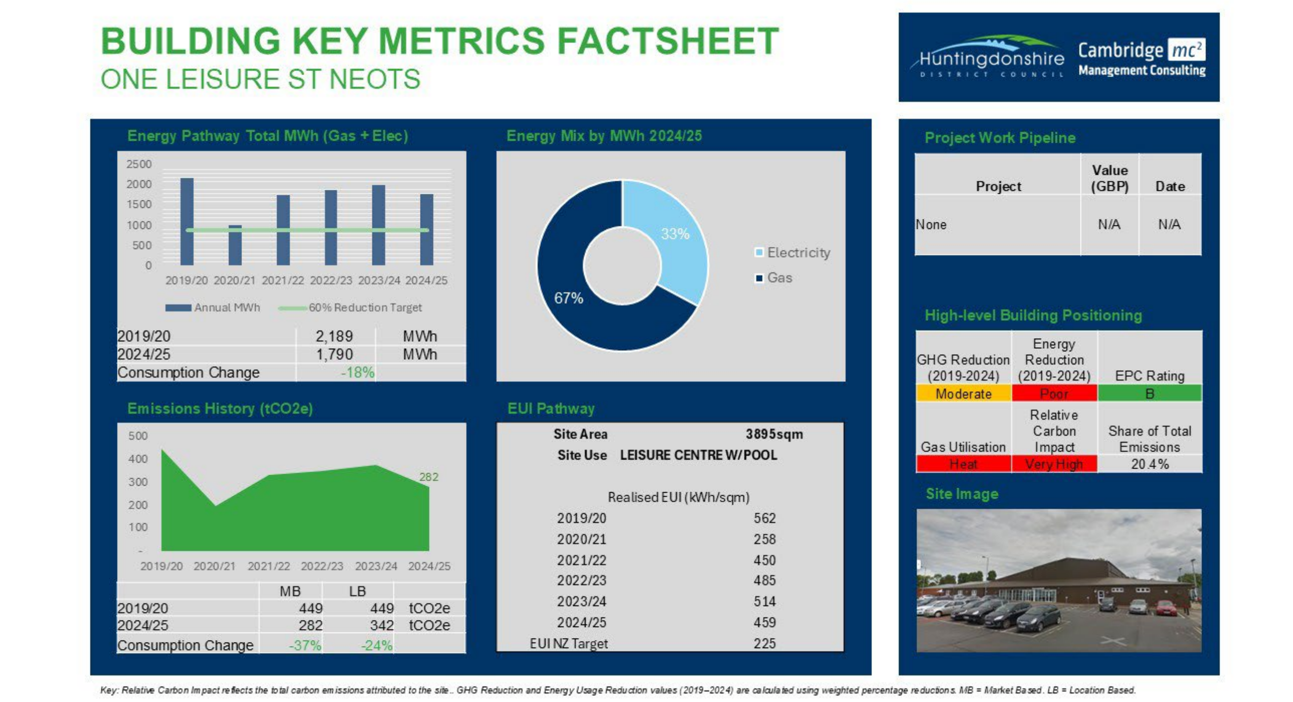
# Eastfield House




## Key Comments & Items for Consideration

- Eastfield House has benefitted from some investment including air handling unit upgrades.
- Historic data shows an improvement of the site with a reduction of consumption by 15%. However, last year’s increase, compared to the previous year, demonstrates a dependency on controls and users demand level, which need to be investigated.
- The other specific challenge of the site is its reliance on radiant heating tubes, controlled locally and using natural gas for fuel. HDC has a RIBA stage 4 design of heat electrification.
- Heat electrification will remove 29 tCO2e, which is 2% of HDC’s current buildings related emissions
- Beyond an investment plan, this site would specifically benefit from an engagement with the occupiers, with the potential to limit adverse consumption trends.

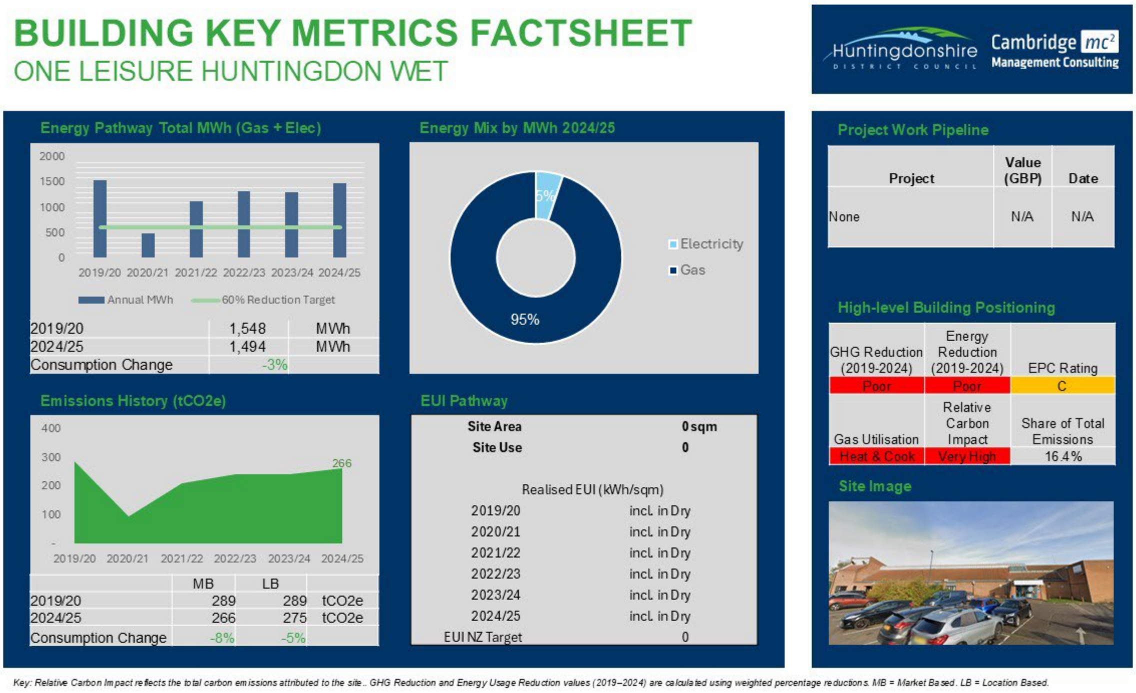
# One Leisure St Neots




## Key Comments & Items for Consideration

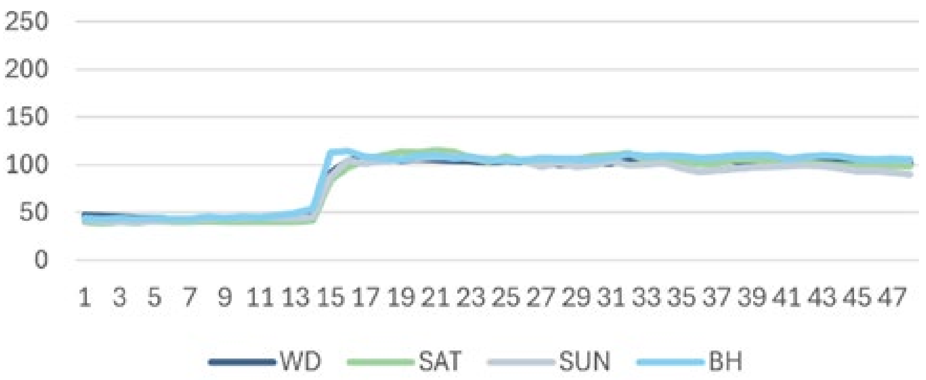
- Despite limited investments, St Neots appears to make some progress over time. However, it represents 20.4% of HDC's building emissions, with 67% of energy fuelled with Natural Gas.
- It is therefore critical to invest in heat electrification design (HDC's stated goal is to "switch heating away from all buildings by 2033") and to involve swimming pool experts to review the feasibility of plants upgrades.
- Heat electrification will remove 220 tCO2e, which is 17% of HDC's current buildings related emissions

# One Leisure Huntingdon (Wet)




## Key Comments & Items for Consideration

- This site is one of the most critical for HDC's NZ pathway. Representing 16.4% of the buildings' emissions, it has only seen a small reduction of energy and emission in the past five years.
- Considering a 95% dependency on natural gas. Heat electrification will remove 259 tCO2e, which is 20% of HDC's current buildings related emissions
- A potential plan to build a new pool next to One Leisure Huntingdon dry facility would address a large challenge.
- Nonetheless, the below diagram of half-hourly consumptions indicate that the site energy use should be managed and better understood, possibly with the addition of submeters for the significant energy use.



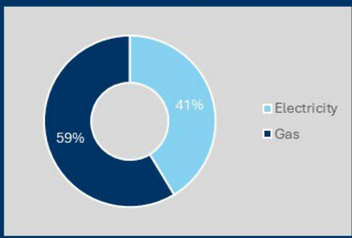
# One Leisure Huntingdon (Dry)

## BUILDING KEY METRICS FACTSHEET
ONE LEISURE HUNTINGDON DRY

### Energy Pathway Total MWh (Gas + Elec)


| | | |
|---|---|---|
| 2019/20 | 475 | MWh |
| 2024/25 | 340 | MWh |
| Consumption Change | -28% | |

### Energy Mix by MWh 2024/25




### Emissions History (tCO2e)


| | MB | LB | |
|---|---|---|---|
| 2019/20 | 107 | 107 | tCO2e |
| 2024/25 | 51 | 66 | tCO2e |
| Consumption Change | -52% | -39% | |

### EUI Pathway

| | |
|---|---|
| Site Area | 3379sqm |
| Site Use | LEISURE CENTRE W/POOL |

| Realised EUI (kWh/sqm) | |
|---|---|
| 2019/20 | 559 |
| 2020/21 | 225 |
| 2021/22 | 448 |
| 2022/23 | 499 |
| 2023/24 | 492 |
| 2024/25 | 543 |
| EUI NZ Target | 239 |

### Project Work Pipeline

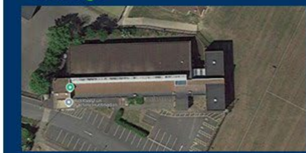
| Project | Value (GBP) | Date |
|---|---|---|
| Riba Stage 4 Level Designs for Heat Electrification | ? | N/A |

### High-level Building Positioning

| GHG Reduction (2019-2024) | Energy Reduction (2019-2024) | EPC Rating |
|---|---|---|
| Good | Moderate | C |

| Gas Utilisation | Relative Carbon Impact | Share of Total Emissions |
|---|---|---|
| Heat & Cook | Medium | 3.9% |

### Site Image

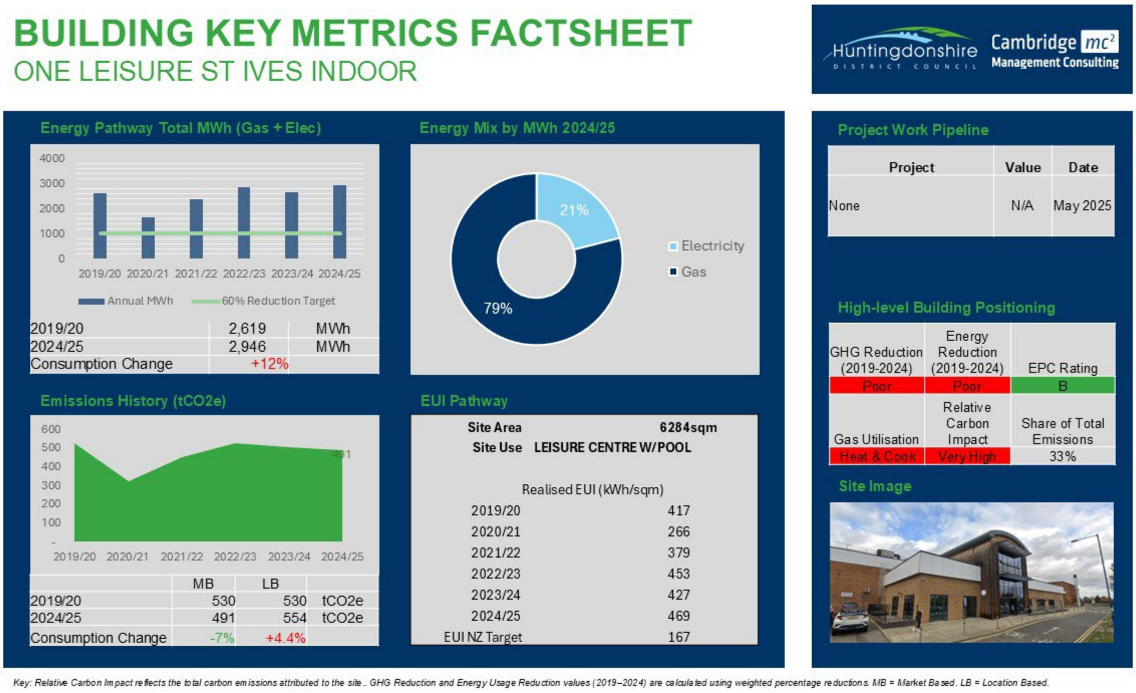


*Key: Relative Carbon Impact reflects the total carbon emissions attributed to the site. GHG Reduction and Energy Usage Reduction values (2019–2024) are calculated using weighted percentage reductions. MB = Market Based. LB = Location Based.*

## Key Comments & Items for Consideration

- This site is showing signs of good management with post-pandemic levels of consumptions and emissions maintained at 28% below the baseline of 2019/20. However, there are limited signs of energy reduction year on year.
- With 59% energy coming from natural gas, the site will rely heavily on heat electrification. Heat electrification will remove 36 tCO2e, which is 3% of HDC's current buildings related emissions.
- HDC is in possession of a RIBA stage 4 design which needs to be included in an investment plan for the site (HDC's stated goal is to "switch heating away from all buildings by 2033").

# One Leisure St Ives (Indoor)




## Key Comments & Items for Consideration

- With an EPC rating B, the site appears to be efficient by design. A DEC 54C, that takes into account energy consumptions (contrary to EPC), also indicates a relatively acceptable performance.

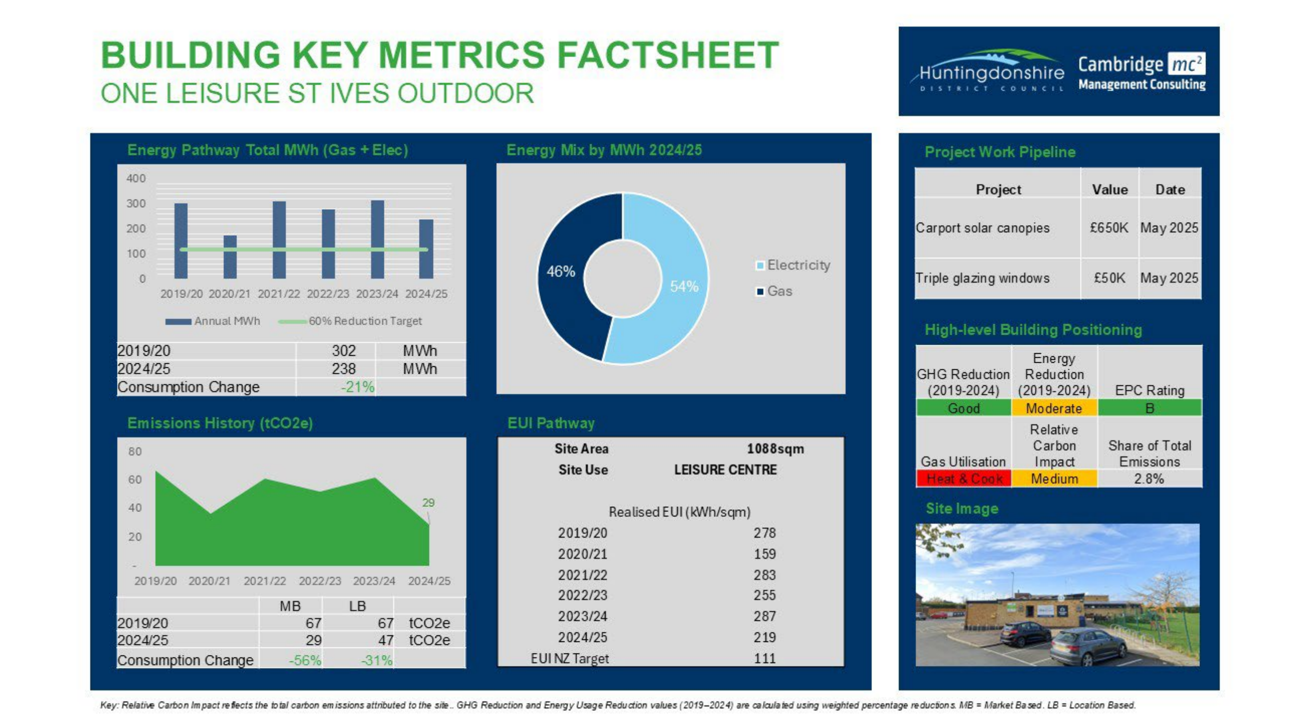
- However, representing 33% of HDC's emissions and having increased its consumptions by 12% between 2019 and 2024, this site is the most critical to tackle.

- It is recommended to understand the estate strategy for this site and have a full review with a dedicated working group including the FM team, occupiers, and appointed swimming pool experts.

- With 79% of its energy fuelled with Natural Gas, alternative solutions are required (HDC's stated goal is to "switch heating away from all buildings by 2033").

- Heat electrification will remove 426 tCO2e, which is 32% of HDC's current buildings related emissions.

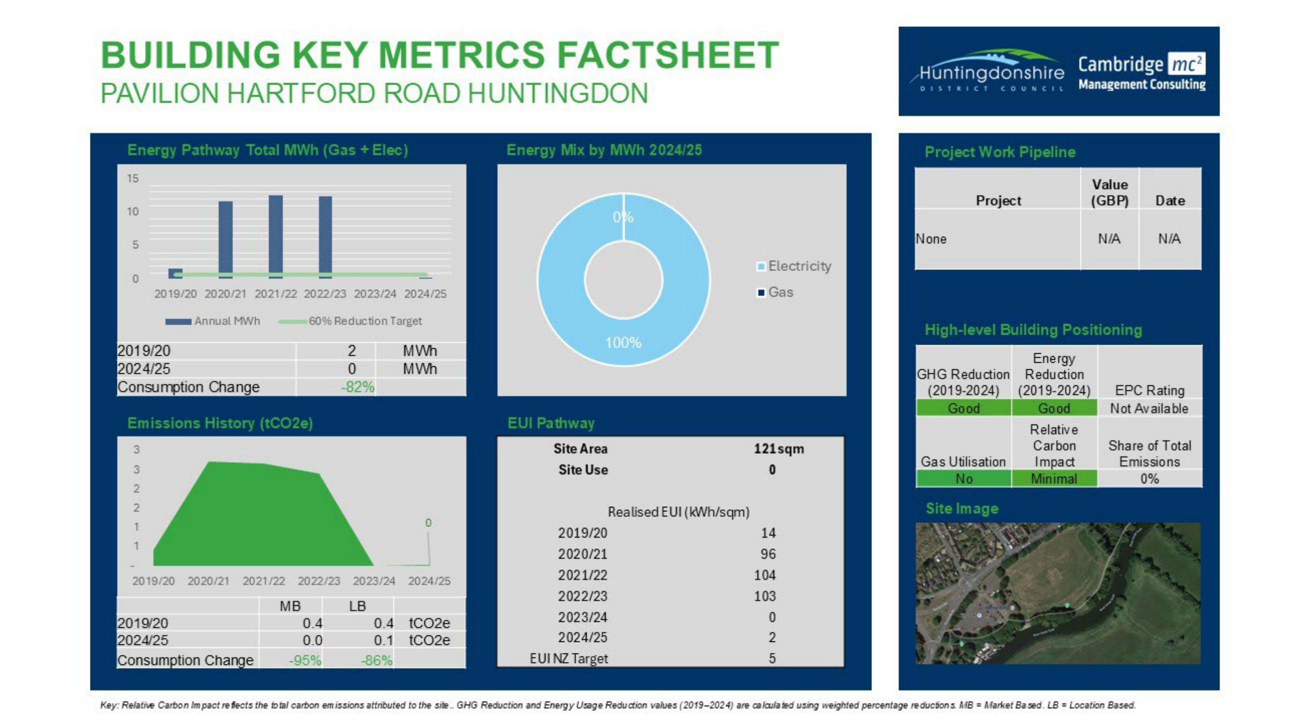
# One Leisure St Ives (Outdoor)




## Key Comments & Items for Consideration

- Representing 2.8% of HDC's emissions and having 46% of its energy in the form of natural gas, this site presents opportunities to help the Net Zero Carbon pathway.
- The current investments funded through the ReFIT scheme will help reduce the consumptions baseload.
- In turn, this will support an electrification of heat with a better payback (contributing to the HDC objective to move away from natural gas by 2033).
- Heat electrification will remove 47 tCO2e, which is 2% of HDC's current buildings related emissions.
-

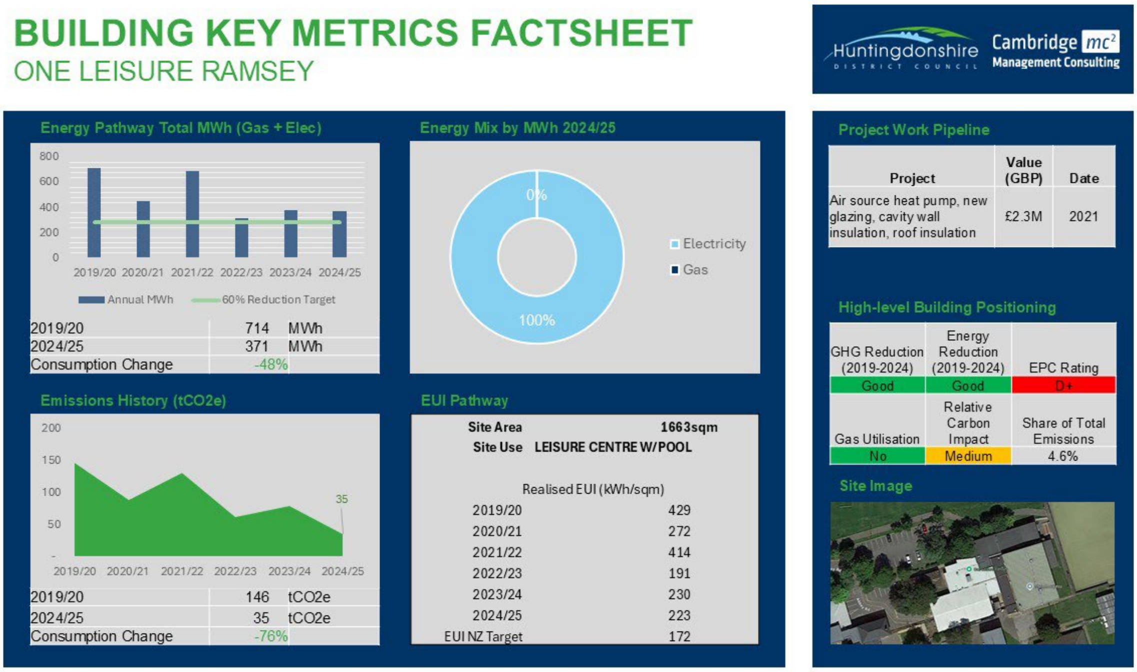
# Pavilion Hartford Road Huntingdon




## Key Comments & Items for Consideration

- The site energy consumptions are relatively low (in the 3 years when the record could be found).
- It is an all-electric site.

# One Leisure Ramsey




*Key: Relative Carbon Impact reflects the total carbon emissions attributed to the site.. GHG Reduction and Energy Usage Reduction values (2019–2024) are calculated using weighted percentage reductions.*

## Key Comments & Items for Consideration

- This site is a case study for HDC’s Net Zero pathway activities. A £2.3m investment in air source heat pump and fabric insulation have reduced kWh consumptions by 48% and emissions by 76%.
- The EPC D is a concern, but it may be because the rating predates the retrofit. A new rating is to be considered.
- Further plant upgrades will be required to reduce energy consumptions, with the possible transfer of best practice learned from swimming pool experts initially commissioned for the other leisure centres.

# Pavilion Priory Park (Old)

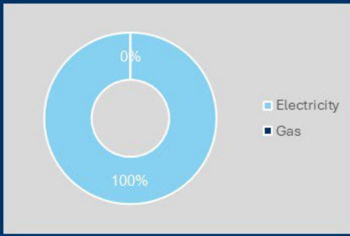
## BUILDING KEY METRICS FACTSHEET

### PAVILION PRIORY PARK (OLD)

**Energy Pathway Total MWh (Gas + Elec)**


| | | |
|---|---|---|
| 2019/20 | 4 | MWh |
| 2024/25 | 14 | MWh |
| Consumption Change | +246% | |

**Energy Mix by MWh 2024/25**




**Emissions History (tCO2e)**


| | | |
|---|---|---|
| 2019/20 | 1 | tCO2e |
| 2024/25 | 2 | tCO2e |
| Consumption Change | +71% | |

**EUI Pathway**

| | |
|---|---|
| **Site Area** | **0sqm** |
| **Site Use** | **0** |
| Realised EUI (kWh/sqm) | |
| 2019/20 | 0 |
| 2020/21 | 0 |
| 2021/22 | 0 |
| 2022/23 | 0 |
| 2023/24 | 0 |
| 2024/25 | 0 |
| EUI NZ Target | 0 |

**Project Work Pipeline**

| Project | Value (GBP) | Date |
|---|---|---|
| None | N/A | N/A |

**High-level Building Positioning**

| GHG Reduction (2019-2024) | Energy Reduction (2019-2024) | EPC Rating |
|---|---|---|
| Moderate | Moderate | D+ |
| **Gas Utilisation** | **Relative Carbon Impact** | **Share of Total Emissions** |
| No | Minimal | 0.2% |

**Site Image**

*Key: Relative Carbon Impact reflects the total carbon emissions attributed to the site.. GHG Reduction and Energy Usage Reduction values (2019–2024) are calculated using weighted percentage reductions.*

## Key Comments & Items for Consideration

- The site is all electric and makes a relatively low impact on the Net Zero Carbon pathway.
- However, it appears to experience fluctuations worth exploring to limit waste.
- The EPC D is a concern, but this would have to be reviewed in the context of HDC's Property strategy and long-term plan for the site.

# Pavilion Priory Park (New)

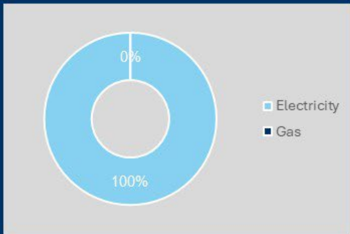
## BUILDING KEY METRICS FACTSHEET

PAVILION PRIORY PARK (NEW)

### Energy Pathway Total MWh (Gas + Elec)


| | | |
|---|---|---|
| 2019/20 | 27 | MWh |
| 2024/25 | 28 | MWh |
| Consumption Change | +3% | |

### Energy Mix by MWh 2024/25




### Emissions History (tCO2e)


| | | |
|---|---|---|
| 2019/20 | 7 | tCO2e |
| 2024/25 | 3 | tCO2e |
| Consumption Change | -56% | |

### EUI Pathway

| | |
|---|---|
| **Site Area** | **0sqm** |
| **Site Use** | **0** |
| Realised EUI (kWh/sqm) | |
| 2019/20 | 0 |
| 2020/21 | 0 |
| 2021/22 | 0 |
| 2022/23 | 0 |
| 2023/24 | 0 |
| 2024/25 | 0 |
| EUI NZ Target | 0 |

### Project Work Pipeline

| Project | Value (GBP) | Date |
|---|---|---|
| None | N/A | N/A |

### High-level Building Positioning

| GHG Reduction (2019-2024) | Energy Reduction (2019-2024) | EPC Rating |
|---|---|---|
| Poor | Poor | D+ |
| **Gas Utilisation** | **Relative Carbon Impact** | **Share of Total Emissions** |
| No | Minimal | 0.3% |

### Site Image

*Key: Relative Carbon Impact reflects the total carbon emissions attributed to the site.. GHG Reduction and Energy Usage Reduction values (2019–2024) are calculated using weighted percentage reductions.*

## Key Comments & Items for Consideration

- Priory Park is all electric with a relatively low emission.
- The EPC D is a concern, but this would have to be reviewed in the context of HDC’s Property strategy and long-term plan for the site.

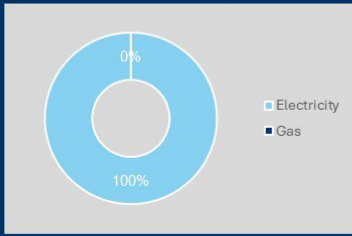
# Hinchingbrooke Country Park Cafe

## BUILDING KEY METRICS FACTSHEET
### HINCHINGBROOKE COUNTRY PARK CAFE

**Energy Pathway Total MWh (Gas + Elec)**


| | | |
|---|---|---|
| 2019/20 | 15 | MWh |
| 2024/25 | 19 | MWh |
| Consumption Change | +32% | |

**Energy Mix by MWh 2024/25**




**Emissions History (tCO2e)**


| | | |
|---|---|---|
| 2019/20 | 4 | tCO2e |
| 2024/25 | 1 | tCO2e |
| Consumption Change | -69% | |

**EUI Pathway**

| | |
|---|---|
| **Site Area** | **115sqm** |
| **Site Use** | **0** |
| Realised EUI (kWh/sqm) | |
| 2019/20 | 128 |
| 2020/21 | 113 |
| 2021/22 | 122 |
| 2022/23 | 105 |
| 2023/24 | 107 |
| 2024/25 | 169 |
| EUI NZ Target | 51 |

**Project Work Pipeline**

| Project | Value (GBP) | Date |
|---|---|---|
| None | N/A | N/A |

**High-level Building Positioning**

| GHG Reduction (2019-2024) | Energy Reduction (2019-2024) | EPC Rating |
|---|---|---|
| Poor | Poor | B |
| **Gas Utilisation** | **Relative Carbon Impact** | **Share of Total Emissions** |
| No | Minimal | 0.2% |

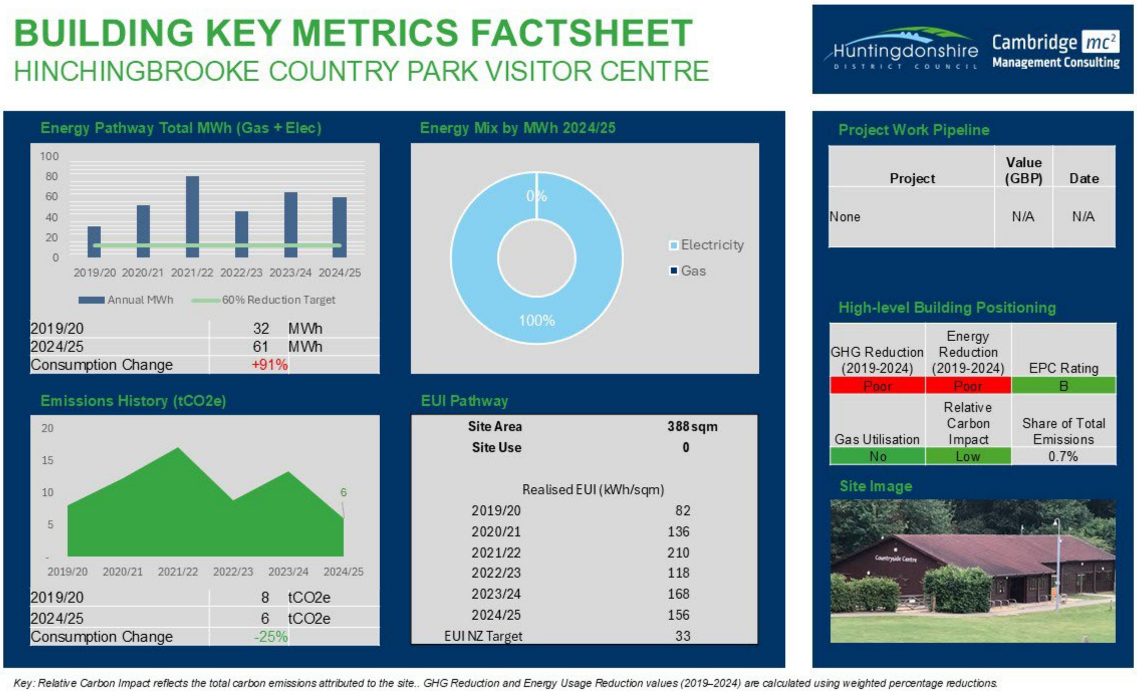
**Site Image**

*Key: Relative Carbon Impact reflects the total carbon emissions attributed to the site.. GHG Reduction and Energy Usage Reduction values (2019–2024) are calculated using weighted percentage reductions.*

## Key Comments & Items for Consideration

- The café has very low consumptions and is due to be relocated in the visitor centre (subject to planning permission). Therefore, it is not a priority to invest time and effort on this site.

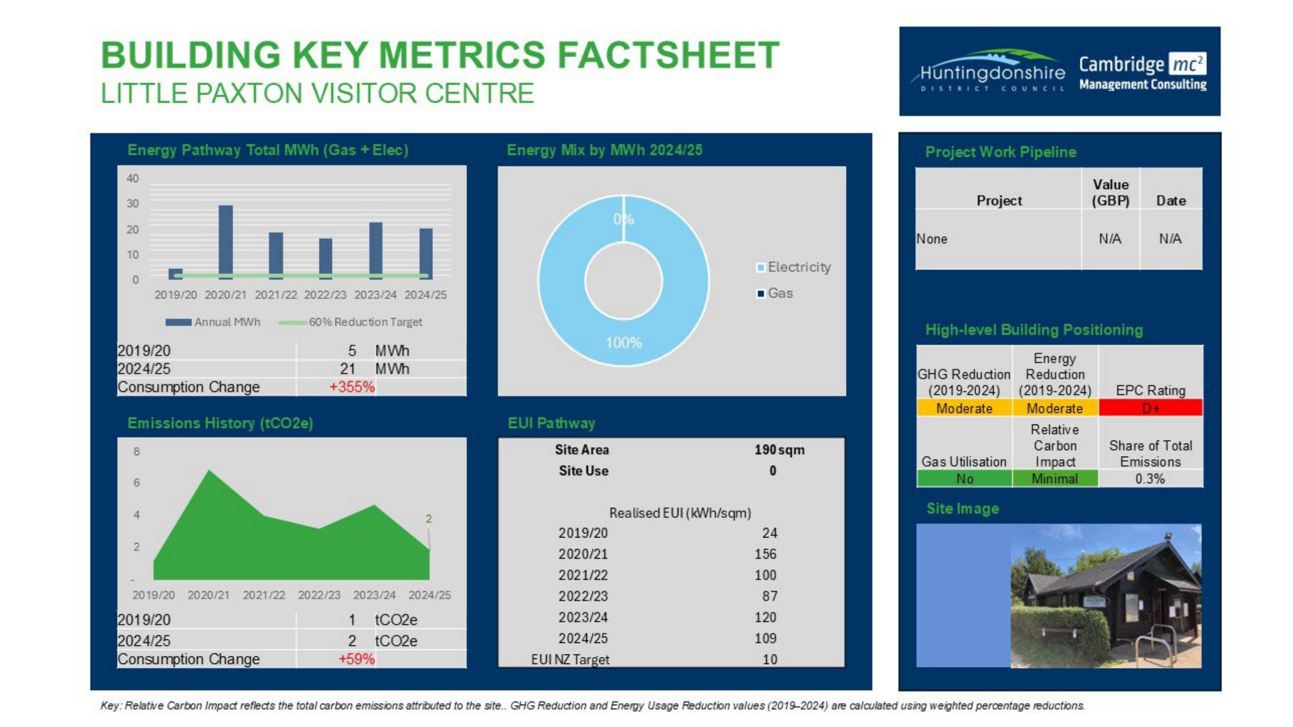
# Hinchingbrooke Country Park Visitor Centre




## Key Comments & Items for Consideration

- While relatively small in the scale of HDC's emissions (0.7%), the site shows great variability of consumptions year-on-year.
- A review of governance and policies may minimise waste.
- Economies are expected if the café was moved in the Visitor centre.

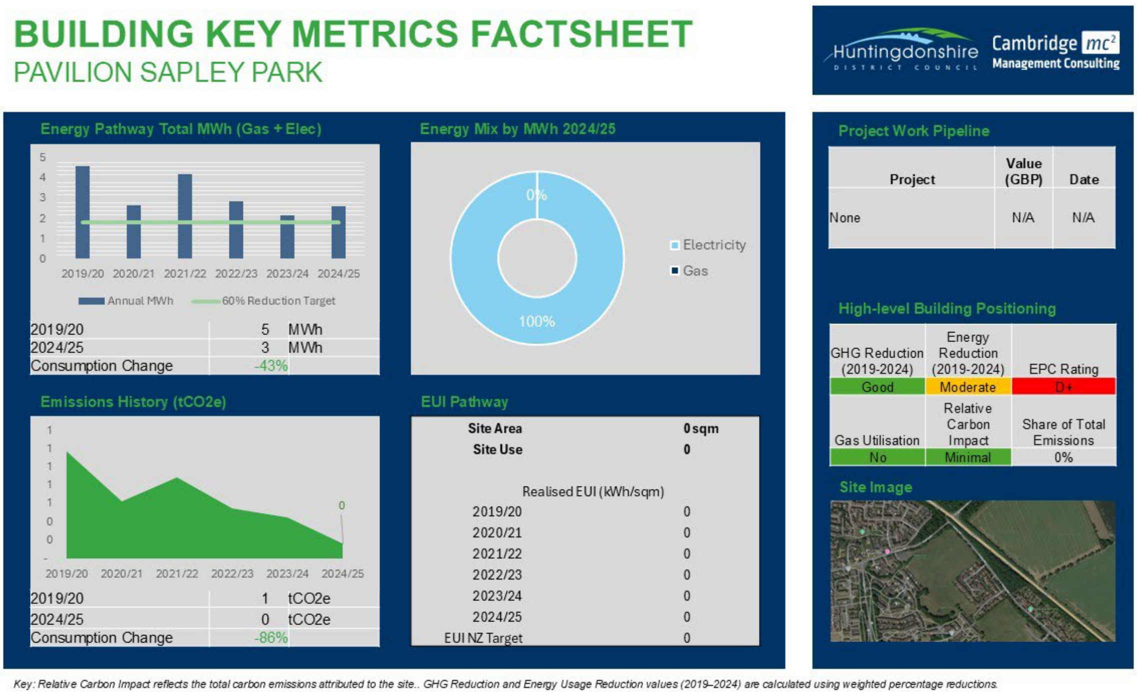
# Little Paxton Visitor Centre




## Key Comments & Items for Consideration

- The EPC D is a concern, but this would have to be reviewed in the context of HDC’s Property strategy and long-term plan for the site

# Pavilion Sapley Park




## Key Comments & Items for Consideration

- The EPC D is a concern, but this would have to be reviewed in the context of HDC’s Property strategy and long-term plan for the site

Appendix 2: Link to external references

# Appendix 2: Energy Management Interventions for consideration

### Enhance Energy Management

- Adopt an Energy Management System for remote meter reading and monitoring
- Develop a submetering strategy to monitor significant energy users
- Define Energy Performance Indicators and targets

### Review Comfort Policies

- Consider acceptable indoor air temperature including a seasonal approach.
- Increase HVAC set points to 3 degrees C deadband between heating and cooling
- Review light level requirement for potential dimming

### Improve Controls Strategy

- Ensure alignment between operational hours and BMS schedules
- Adapt air flow to actual occupancy levels
- Review set points (e.g. frost temperature) and flow temperature

### Electrification

- Replace fossil fuel powered heat production with heat pump
- Consider point of use domestic hot water electrical immersion heaters
- Electrify catering when applicable

### Building Services Upgrade

- Adopt direct driven fan when possible
- Fit motors with invertors
- Upgrade Air Handling Units to include energy recovery systems
- Consider Power Factor Correction equipment

### Building Insulation

- Consider roof insulation as well as pipework
- Consider widows surface coating or brise soleil on south facing windows
- Review opportunity of replacing windows

### Renewable Energy

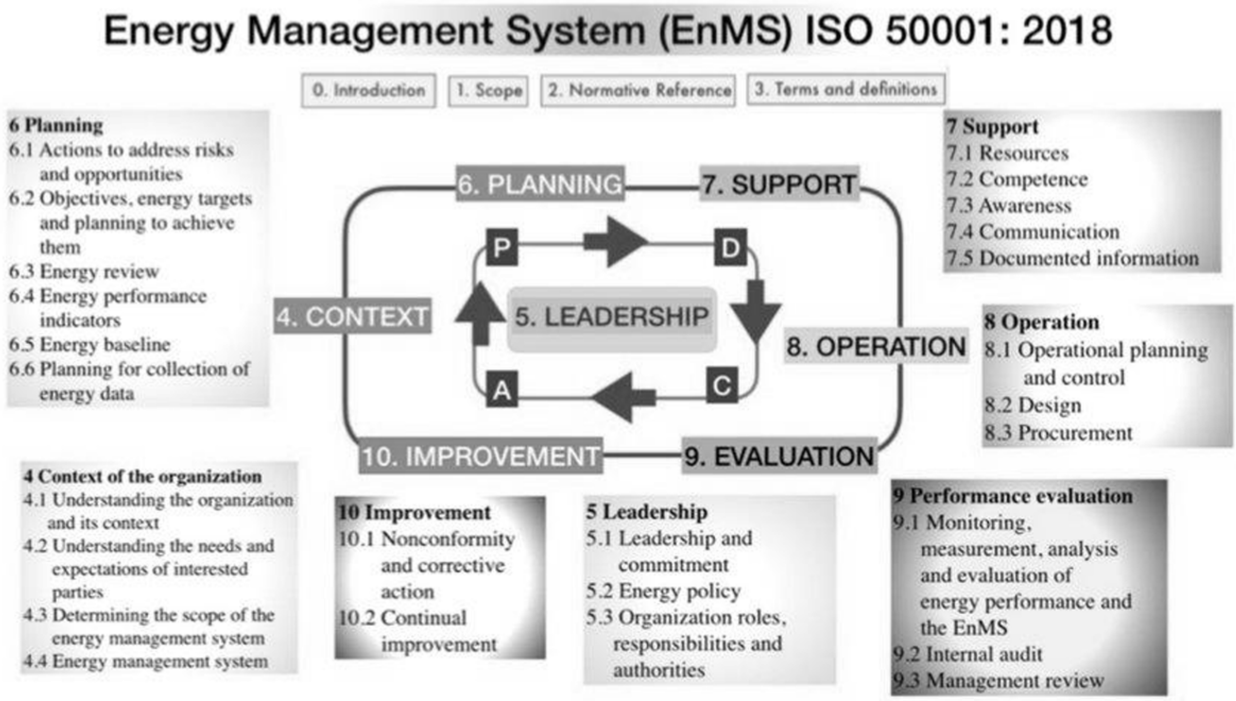
- Identify areas for solar PV or thermal solar solution
- Review car park space for solar PV Carport opportunity
- Consider wind power including roof mounted solutions

### Occupiers Engagement

- Limit occupier small power equipment to 9W/sqm (procurement of IT and limit temporary heaters)
- Implement behaviour change campaigns

# Appendix 3: Proposed EnMS delivery methodology

We recommend to progress from this Energy Strategy report with the adoption of the principles of an overarching **Energy Management System** (EnMS) following the best practice approach offered by the ISO50001 standard in a Plan-Do-Check-Act (PDCA) cycle.




Below are the key steps for implementation:

## 1. Commitment and Policy (Plan)

**Obtain top management commitment** and develop a Steering group with a definition of Responsible, Accountable, Consulted, Informed stakeholders.

**Establish an energy policy** outlining energy performance goals, compliance, continuous improvement.

**Engage** to ensure the policy is communicated, understood, and reviewed regularly.

## 2. Planning (Plan)

**Overall property strategy**. This strategy is crucial and HDC need to identify their long-term plan for each of their property assets.

**Conduct an energy review:**

- Involve swimming pool experts to tackle significant energy uses (SEUs).
- Analyse energy consumption and usage patterns.
- Establish a baseline and performance indicators (EnPIs)

**Identify legal and other requirements,** such as MEES and DEC improvement expectations.

**Set energy objectives, targets, and action plans:**

- Define measurable goals.
- Assign responsibilities, resources, and timelines.
- Align total building carbon pathway to 2040 with the HDC's overarching pathway.

### 3. Implementation and Operation (Do)

**Define roles, responsibilities, and authorities** in the implementation of the plan.

**Ensure competence, training, and awareness** of staff.

**Establish communication procedures** (internal and external).

**Document and control EnMS documentation** (policies, plans, records).

**Operational control**:

- Implement procedures for significant energy users
- Ensure effective operation and maintenance.

**Design considerations** for energy efficiency in new projects or upgrades.

**Procurement**:

- Consider energy performance in purchasing decisions.

### 4. Checking (Check)

**Monitor, measure, and analyse** EnPIs and energy performance.

**Evaluate legal and other compliance.**

**Conduct internal audits** of the EnMS.

**Handle nonconformities** and take corrective/preventive actions.

### 5. Management Review (Act)

**Conduct periodic management reviews** to ensure continuing suitability, adequacy, and effectiveness.

**Update** the policy, objectives, and processes based on review outcomes.

### 6. Continual Improvement

Use audit findings, performance data, and management reviews to drive ongoing improvements in energy performance and the EnMS.

# Appendix 4: Links to reference material

Greater Cambridge proposed policy CC/NZ

UKGBC Net Zero Carbon Buildings Framework

**Public**
**Key Decision - No**

**HUNTINGDONSHIRE DISTRICT COUNCIL**

| | |
|---|---|
| **Title/Subject Matter:** | Corporate Performance Report, Quarter 1 2025/26 |
| **Meeting/Date:** | Cabinet, September 16th, 2025, |
| **Executive Portfolio:** | Councillor Stephen Ferguson, Executive Councillor for Resident Services and Corporate Performance and Councillor Lara Davenport-Ray, Executive Councillor for Climate Transformation & Workforce |
| **Report by:** | Ben Clifton-Attfield (Insights Coordinator),<br>Neil Sloper (Head of Policy, Performance & Emergency Planning) and<br>Gregory Moore (Performance Coordinator) |
| **Ward(s) affected:** | All |

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**Executive Summary:**

This report provides Cabinet with an update on the Council's performance against the Corporate Plan at the end of Quarter 1 2025/2026 (covering the period April to June 2025) including:

- Progress with Corporate Plan actions and projects
- Operational performance measures.

**Recommendations:**

The Cabinet is invited to consider and comment on progress and performance during Quarter 1, as summarised in the Corporate Performance Report attached and detailed in Appendices A, B, C and D

## 1. PURPOSE

1.1 This report presents the Council's progress against the Corporate Plan Actions and Corporate Performance Indicators during Quarter 1 (April to June 2025).

## 2. BACKGROUND

2.1 The Council's Corporate Plan 2023-2028 was refreshed for 2025/26 and approved at Council in May 2025.

2.2 The performance data in the attached Corporate Performance Report and its appendices relate to the performance measures, actions and projects agreed for 2025/26 and has been collated in accordance with standardised procedures.

2.3 An accessible version of the performance data is enclosed as Appendix D.

## 3. PERFORMANCE MANAGEMENT

3.1 Robust performance management is a priority at Huntingdonshire District Council, with stretch targets being commonplace and external benchmarking occurring where possible. This was noted as strength for HDC by our recent Local Government Association Corporate Peer Challenge.

3.2 Appendix E shows the proposed targets and tolerances for the remaining performance metrics through the annual refresh process.

3.3 Cabinet members and the Overview and Scrutiny (Performance and Growth) Panel are central to the Council's Performance Management Framework. This report provides regular performance data, allowing Councillors to review quarterly progress on strategic outcomes.

3.4 The annual target setting process varies according to its specific context. A growth KPI will use the previous years target, plus a data driven percentage increase, to increase the target. A maintain KPI will retain the same target each year. A reduction KPI will reduce the target from the previous year, based on the available data. Stretch targets are in place where possible and help to drive continuous improvement.

3.5 The **Corporate Performance Report** (**Appendix A**) summarises progress and performance by outcome. Each outcome has a summary followed by tables and pie charts summarising the status of actions/ and projects followed by the performance measures. A full list is also provided for each outcome which shows the status reported for each action/project and performance measure linked to that outcome as at the end of Quarter 1. The appendices to the Corporate Performance Report provide more detail.

3.6 **Appendix B** provides integrated updates on Corporate Plan actions and projects from officers, covering both progress against planned delivery and the impact that has had on the outcome.

3.7 **Appendix C** provides updates on operational 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:

[Corporate Plan and Performance - Huntingdonshire.gov.uk]

3.8 The following table summarises overall progress in delivering Corporate Plan actions for 2025/26 at the end of Q1:

| **Status of Corporate Plan Actions** | **Number** | **Percentage** |
|---|---|---|
| **Green (on track)** | 47 | 85% |
| **Amber (within acceptable variance)** | 8 | 15% |
| **Red (behind schedule)** | 0 | 0% |

Note: actions being delivered as/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. Percentages may not sum to 100% due to rounding.

The year has started strong, with 85% of our actions reporting as on track (green), 15% reporting within the acceptable variance (amber) and none reporting behind schedule (red). Of these actions, 18 (32%) were directly carried over from last year, and of these, one has improved from amber status to green.

3.9 The statuses of Corporate Plan projects at the end of June 2025 are shown in the following table.

| **Status of Corporate Plan Projects/Programmes** | **Number** | **Percentage** |
|---|---|---|
| **Green (on track)** | 11 | 91% |
| **Amber (within acceptable variance)** | 1 | 9% |
| **Red (behind schedule)** | 0 | 0% |

Note: this only includes corporate projects which are linked to actions in the current Corporate Plan.

The year has commenced positively in relation to our corporate plan projects, with 91% reported as on track (green), 9% within acceptable variance (amber), and none identified as behind schedule (red). Of these projects, 25% were directly carried over from last year and are remaining to report as on track (green).

3.10 The latest status of operational performance measures at the end of June are summarised here:

| **Latest Operational Performance Indicator Results** | **Number** | **Percentage** |
|---|---|---|
| **Green (on track)** | 25 | 74% |
| **Amber (within acceptable variance)** | 4 | 12% |
| **Red (behind schedule)** | 5 | 14% |

| Metric | Result | Direction of Travel (since Q4) |
|---|---|---|
| 8. The number of households housed through the Housing Register and Home-Link scheme | R | ↓ |
| 10. Net change in the number of homes with a council tax banding | R | ↔ |
| 11. The number of new affordable homes delivered | R | ↓ |
| 19. Percentage of household waste reused / recycled / composted | R | ↓ |
| 32. Staff short-term sickness days lost per FTE | R | ↔ |

Please note: that other metrics are routinely reported internally to other committees (e.g. HR data goes before the Employment Committee and the Corporate Governance Committee receives an annual report on complaints and compliments), copies of these reports can be requested.

3.11 The number of attendances at our One Leisure Active Lifestyles continue to climb this quarter and are currently up 35% year-on-year. Following the improvements to the DFG system earlier in the year, we have seen our best quarter one in the last three years, with the number of people helped being up nearly 50%. Footfall in our four market towns has continued to increase this quarter, with more residents coming to our highstreets for our markets, shopping and civic events than in previous years. Finally, the number of fly-tips reported continues to remain below the target this quarter, showing the early successes of our interventions, culminating in our best performance in the last three years.

3.12 The number of households housed through the Housing Register and Home-Link scheme has fallen below the accepted tolerance this quarter, at only 125 households. This is due to the number of new homes becoming available being lower than in previous years. However, as houses become available, we are working hard to get our residents housed. This trend has, in turn, impacted the number of homelessness preventions achieved, with the performance falling below the tolerance at the start of the quarter. However, this has since bounced back above target due to our work with our partners to deliver more homes and minimise the root causes of homelessness.

3.13 While the delivery of affordable housing remains below target this quarter, this is due to external factors beyond our direct control. These include market conditions, developer viability assessments, broader economic pressures such as inflation and interest rates and government funding. While we continue to work proactively with partners to maximise delivery, it is important to recognise that progress is inherently linked to these external dependencies and that most Council's do not achieve their yearly target of affordable delivery matched to demand

3.14 In June, a total of 5329.32 tonnes of waste were collected from domestic properties across the district, with 51% of this either recycled or composted. Year to date, the recycling and composting rate stands at 51%, a 4% decrease on last year. Although the number of garden waste subscriptions is higher for the 2025/26 period, the amount of garden waste being collected has reduced, mainly due to the exceptional dry period we are experiencing, as recycling is measured by weight this has a direct impact on the overall % recycled.

3.15 Short-term sickness has increased slightly, following a detailed review there is no clear pattern or reason at this point. HR continues to work with managers to address the increase by helping people back into work. This reflects a national trend in short-term sickness increases.

**4. COMMENTS OF OVERVIEW & SCRUTINY PANELS**

4.1 The Overview & Scrutiny (Performance & Growth) Panel discussed the report at its meeting on 3rd September 2025.

4.2 Councillor Catmur has questioned the predicted status of PI10. It is currently Red and predicted to be Red, but the text states that it is not clear how this will be achieved. It is understood this can be attributed to the Valuation Office backlog, which it is expected will be resolved. Following a further question from Councillor Jenning on this PI about whether the Council is able to collect Council Tax if properties do not have a banding valuation and what the implications might be, Members have been advised that affected properties are given an estimated banding.

4.3 Councillor Jennings has also welcomed the improvement in performance on missed bins.

4.4 The Vice-Chair has commented on the introduction of Civil Parking Enforcement (CPE) but has questioned whether there are enough enforcement resources. Enforcement only recently commenced, and this will form part of the scheduled ongoing monitoring process.

4.5 After questions by the Members about street cleansing performance, the Panel has discussed the methodology through which standards are assessed. It has been agreed that this together with information on context is required better to understand the figures. This information will be provided with the next Quarter report. Details of how parking "hotspots" can be reported also will be provided.

4.6 Following an enquiry from Councillor Martin, it has been agreed that PI19 will be split between blue and green bin recycling.

4.7 After a comment by Councillor Catmur, future reports will make clear whether the direction of travel shown in each illustration is positive or negative.

4.8 It has been noted that food collection will be included in the report from the first Quarter next year.

4.9 Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for an informed decision to be made on the report recommendations.

**5. RECOMMENDATIONS**

5.1 The Cabinet is invited to consider and comment on progress and performance during Quarter 1, as summarised in the **Corporate Performance Report** (**Appendix A**) and detailed in **Appendices B and C**.

## 6. LIST OF APPENDICES INCLUDED

**Corporate Performance Report, Quarter 4, 2024/25**
**Appendix A** – Cover Report, Quarter 1, 2024/25
**Appendix B** – Progress on Corporate Plan Actions/Projects, Quarter 1, 2024/25
**Appendix C** – Operational Performance Measure Graphs, Quarter 1, 2024/25
**Appendix D** – Accessible Copy of Performance Measure, Quarter 1, 2024/25
**Appendix E** – Proposed targets and tolerances for the remaining performance metrics.

## CONTACT OFFICERS

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Huntingdonshire District Council

# Performance Report

# Quarter 1 - 2025/26

Do - Enable - Influence

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# 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.**

*All of the corporate plan actions for this outcome are on track at the end of this quarter. Delivery of the Community Health and Wealth strategy has continued to progress well this quarter, with workshops being held with residents as well as the community and voluntary sector representatives to develop a funding model. The initial proposal, based on this input, is now being drawn into a Pilot study that is set to run throughout August.*

*This quarter has also seen us further embed the priorities of Huntingdonshire Futures into our work as a council, whilst enabling our communities to do the same. The project to determine the value of establishing a self-designated landscape in the Great Ouse Valley was initiated, in collaboration with the Great Ouse Valley Trust, and a business case is being developed. The Huntingdonshire Futures grant scheme was also re-launched this quarter, with renewed criteria focused on building pride in place and on building from the 2024 scheme. 35 applications were received before the scheme had to close early due to the strong demand.*

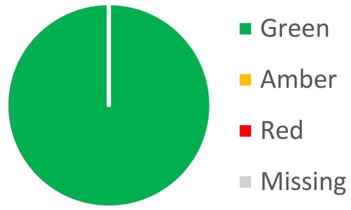
*Our work to maximise the impact of businesses on local health and wellbeing has also seen significant progress this quarter. Through our utilisation of the UK Shared Prosperity Fund, we were able to work with the North West Anglia NHS Trust to identify new employment opportunities for our residents in the build of the new hospital. This is the first of the anchor institution initiatives that will provide opportunities for young people, as well as those looking to reskill or make the move back into the workplace.*

*The One Leisure program has also made strides this quarter. The website redevelopment is in its final stages and is on target for completion by quarter 2. The Huntingdon and Ramsey gym upgrades are also well underway and are on track for completion by Autumn 2025, better enabling our residents to get active.*

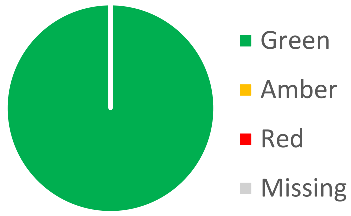
*The number of residents attending our One Leisure Active Lifestyles and Sport Development sessions has seen a 35% growth compared to our best ever June performance. Active lifestyles are continuing to deliver weight management programmes for inactive adults, frailty sessions with older adults, and specialist sessions such as the two new cancer exercise sessions. One Leisure has similarly had a good start to the year, seeing 9.5k more attendances than the same period last year.*

## Performance Summary:

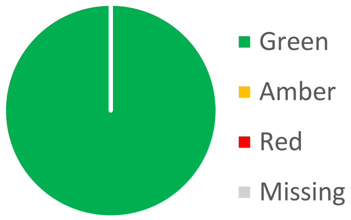
| Status of Corporate Plan actions | Number | % |
|---|---|---|
| Green (on track) | 4 | 100% |
| Amber (within acceptable variance) | 0 | 0% |
| Red (behind schedule) | 0 | 0% |
| Missing | 0 | 0% |



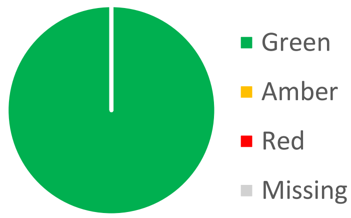

| Status of Corporate Plan projects/programmes | Number | % |
|---|---|---|
| Green (progress on track) | 6 | 100% |
| Amber (behind schedule, project may be recoverable) | 0 | 0% |
| Red (significantly behind schedule, serious risk/issues) | 0 | 0% |
| Missing | 0 | 0% |




| Operational PI latest status | Number | % |
|---|---|---|
| Green (achieved) | 2 | 100% |
| Amber (within acceptable variance) | 0 | 0% |
| Red (below acceptable variance) | 0 | 0% |
| Missing | 0 | 0% |




| Operational PI year-end forecast status | Number | % |
|---|---|---|
| Green (achieved) | 2 | 100% |
| Amber (within acceptable variance) | 0 | 0% |
| Red (below acceptable variance) | 0 | 0% |
| Missing | 0 | 0% |



| Corporate Plan Action | Direction of Travel | Latest Status |
| --- | --- | --- |
| 1. Deliver the approved Community Health & Wealth Strategy and go-live with funding mechanisms to invest in initiatives identified and chosen by our communities. | N/a | G |
| 2. Refresh our Social Value Procurement Policy to ensure our spend benefits local communities and ensure our work complies with recent changes to the Procurement Act 2024. | N/a | G |
| 3. Improve our evaluation of how we make a difference to local people ensuring we become even better at demonstrating impact | N/a | G |
| 4. Deliver continued improvements to the One Leisure offer, enhancing existing facilities, implementing recommendations of the One Leisure Long-Term Operating Model and other beneficial opportunities. | N/a | G |

| Corporate Plan Project/Programme | Direction of Travel | Latest Status |
| --- | --- | --- |
| 5. Work with partners to further skills and employment opportunities in the District: including direct delivery of funded schemes. | N/a | G |
| 6. Work with other organisations and businesses to maximise the impact they can have on the health and wellbeing of local communities. Our focus will be on piloting new approaches that can be embedded in future years | N/a | G |
| 7. Focus on maximising physical activity in the district, and work to promote this across local partners. | N/a | G |
| 8. Maximise, and report on, the benefits of a targeted approach to support residents to improve their quality of life through the promotion and delivery of relevant services. | ↔ | G |
| 9. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel. | ↔ | G |
| 10. Embed the priorities of Huntingdonshire Futures across the work of the Council and Partners whilst influencing and enabling communities to do the same. | N/a | G |

| Operational Performance Indicator | Latest Status | Forecast Status |
| --- | --- | --- |
| The number of attendances at One Leisure Active Lifestyles and Sports Development Programmes | G | G |
| The number of One Leisure Facilities Admissions - swimming, Impressions and fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions) | G | 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.**

*All of the actions and projects linked to this outcome have ended quarter 1 with a Green status. The delivery of an integrated financial vulnerability model, working with our partners, continues to progress well. Recommendations have now been shared from the Cambridgeshire Poverty Commission, and discussions are now underway to utilise our Residents Advice team as a 'single front door' for residents tackling poverty. Work is also underway with Places for People so that we can directly support their highest need tenants.*

*Quarter one has also seen reviews commence on the homelessness prevention pathways relating to care leavers, prison leavers and vulnerable young people. The pathways aim to deliver a multi-agency early intervention approach to help tackle the root causes of homelessness. These reviews are scheduled for completion in 2025, with a further substance misuse toolkit and pathway set to start later in the year.*

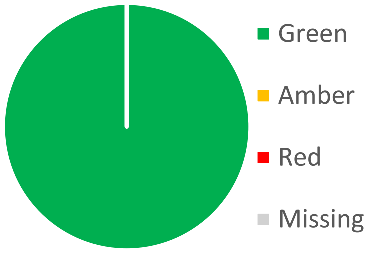
*Following our successful pilot study into Serious and Violent Crime prevention with the Police & Crime Commissioner last financial year, works have now commenced to expand the trial and to help minimise the risks of serious and violent crime in the district. This quarter, we were able to meet with the Police, Cambridgeshire County and Cambridgeshire Insight to work on a set of proposals, scheduled for completion later this year.*

*The number of residents enabled to live safely at home and prevented from requiring a long hospital stay due to Disabled Facilities Grants (DFG) has seen a great start to the year, with 67 people getting access to the funding. The average time taken between referral and completion of DFG-funded jobs has also improved since this time last year, decreasing by around 5 weeks. The improvements to this service are critical, helping our residents get access to the funding they need to live independently.*

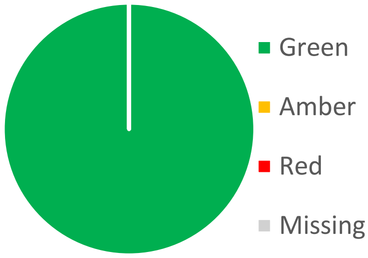
*However, the number of households housed through the Housing Register and Home-Link scheme has fallen below the accepted tolerance this quarter, at only 125 households. This is due to the number of new homes becoming available being lower than in previous years. However, as houses become available, we are working hard to get our residents housed. This trend has, in turn, impacted the number of homelessness preventions achieved, with the performance falling below the tolerance at the start of the quarter. However, this has since bounced back above target due to our work with our partners to deliver more homes and minimise the root causes of homelessness.*

**Performance Summary:**

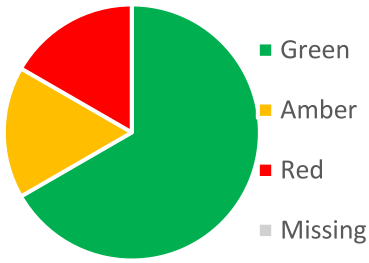
| Status of Corporate Plan actions | Number | % |
|---|---|---|
| Green (on track) | 3 | 100% |
| Amber (within acceptable variance) | 0 | 0% |
| Red (behind schedule) | 0 | 0% |
| Missing | 0 | 0% |



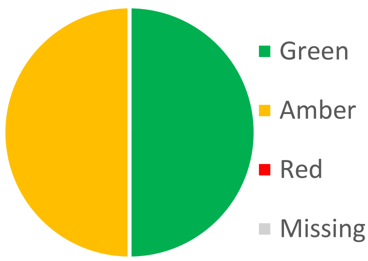

| Status of Corporate Plan projects/programmes | Number | % |
|---|---|---|
| Green (progress on track) | 1 | 100% |
| Amber (behind schedule, project may be recoverable) | 0 | 0% |
| Red (significantly behind schedule, serious risk/issues) | 0 | 0% |
| Missing | 0 | 0% |




| Operational PI latest status | Number | % |
|---|---|---|
| Green (achieved) | 4 | 67% |
| Amber (within acceptable variance) | 1 | 17% |
| Red (below acceptable variance) | 1 | 17% |
| Missing | 0 | 0% |




| Operational PI year-end forecast status | Number | % |
|---|---|---|
| Green (achieved) | 3 | 50% |
| Amber (within acceptable variance) | 3 | 50% |
| Red (below acceptable variance) | 0 | 0% |
| Missing | 0 | 0% |



| Corporate Plan Action | Direction of Travel | Latest Status |
|---|---|---|
| 12. Act on opportunities for early intervention and regularly report on learning and impact. | ↔ | G |
| 13. Maximise, and report on, the benefits of a targeted approach to support residents at risk of experiencing crisis through the promotion and delivery of relevant services (e.g. improve data sharing with the police to inform a targeted on-the-ground door-knocking campaign to help prevent crime). | ↔ | G |
| 14. Prevent the causes of homelessness wherever we can by our own efforts but also by working with other partners to tackle the root causes where we can | N/a | G |

| Corporate Plan Project/Programme | Direction of Travel | Latest Status |
|---|---|---|
| 11. Report regularly on progress on the delivery of an integrated financial vulnerability model between HDC and partners (PROJECT). | ↔ | G |

| Operational Performance Indicator | Latest Status | Forecast Status |
|---|---|---|
| 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) | G | A |
| The average time (weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants | A | A |
| The average number of days to process new claims for Housing Benefit and Council Tax Support | G | G |
| The average number of days to process changes of circumstances for Housing Benefits and Council Tax support | G | G |
| The number of homelessness preventions achieved | G | A |
| The number of households housed through the Housing Register and Home-Link Scheme | R | 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**

*All actions relating to this outcome have remained at green status since quarter 4, 2024/25, and the two new additions have also started the year strong at green status. We have continued to support guests in Huntingdonshire through the Homes for Ukraine scheme, helping them to establish independent and resilient lives within our district. Due to the number of new arrivals being low, our focus has shifted to sustaining accommodation for our existing guests and providing more support to our hosts.*

*Following the review of the Disabled Facilities Grant system in 2024/25, by a cross-party working group, an action plan was established and has been underway throughout quarter one. This has resulted in various improvements to the DFG system and our best performance in the last three years for both DFG metrics.*

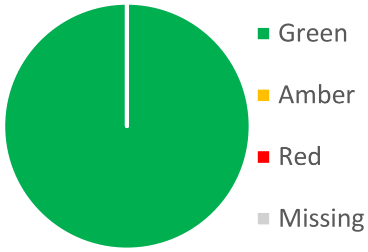
*Our work to lobby and support campaigns for improvements to the living conditions of residents has seen progress in quarter one. Our officers continued to lobby for Huntingdonshire's communities, ensuring that our residents' voices were heard as the county developed a Poverty Strategy, with the report being finalised in May. We believe that this now will translate into commitments within the district to support our work in preventing a crisis.*

*Through our work to be an active partner in health and social care, we have been able to ensure that new projects and initiatives are delivered in Huntingdonshire and that they maximise the positive impact felt locally. This quarter, we were able to use our influence within the Integrated Care Board and North West Care Board to minimise the disruption felt by our residents following changes to the NHS. Alongside this, we have also been working with local and neighbourhood GPs to help our residents better access healthcare. The involvement of our Active Lifestyles team and the WorkWell programme has resulted in a strong partnership working model, helping us to maximise the full benefits of the public healthcare system for our residents.*

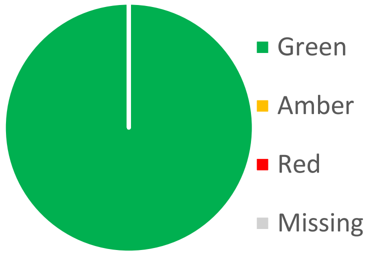
*Despite a lower number of households housed through Homelink and the Housing register this quarter, our efforts to tackle root causes of homelessness has meant number of households in temporary accommodation consistently below target every month this quarter, and remains below the national average.*

## Performance Summary:

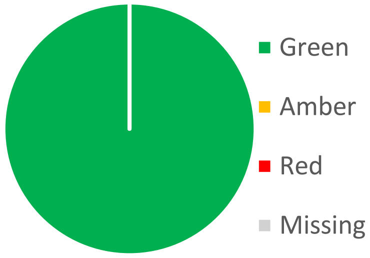
| Status of Corporate Plan actions | Number | % |
|---|---|---|
| Green (on track) | 5 | 100% |
| Amber (within acceptable variance) | 0 | 0% |
| Red (behind schedule) | 0 | 0% |
| Missing | 0 | 0% |




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



| Corporate Plan Action | Direction of Travel | Latest Status |
|---|---|---|
| 15. Continue to support refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home. | ↔ | G |
| 16. Deliver the recommendations of the review into Disabled Facilities Grants undertaken by Officers and Members in 2024/25. | N/a | G |
| 17. Maximise, and report on, the benefits of a targeted approach to support residents experiencing crisis through the promotion and delivery of relevant services (e.g. identifying individuals who could benefit from support offered by the Resident Advice and Information team and reporting on outcomes). | ↔ | G |
| 18. Lobby, and support campaigns, for improvements to the living conditions of local residents. | ↔ | G |
| 19. Be an active partner working with others within health and social care to make sure projects and new initiatives are delivered within Huntingdonshire and maximise the positive impact felt locally | N/a | G |

| Operational Performance Indicator | Latest Status | Forecast Status |
|---|---|---|
| The 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.**

*Quarter one saw the advancement of the works on a new Housing Strategy for 2025-2030, with work remaining on track to conclude before the deadline. We have continued to source new and up-to-date information to inform the strategy, including the latest Housing Needs assessment, which will help direct the delivery of new homes to where they are needed most, and will ensure that the right types of housing are built to match the districts needs.*

*Our aim to develop a policy to support private sector housing enforcement and to implement the government's new Supported Housing Act has stalled this quarter. This is due to the delays the central Government have faced in releasing information about the policies, as well as in releasing the outcomes of the Supported Housing consultation. These are expected in quarter two, after which work can resume.*

*We have also continued to maintain the level of new housing delivery within the district through our work with partner Housing Associations and developers. Construction across most sites takes place in the spring and summer; therefore, we expect delivery to be higher in the coming months. This has also impacted our performance in the construction of affordable housing, which is reported as red this quarter.*

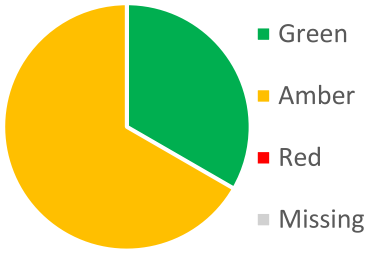
*Through our work with Places for People, we have begun a regeneration project in Huntingdonshire to help improve the conditions in their existing accommodation. Awaabs Law is also set to come into effect later this year, which will tackle issues surrounding mould, damp and other emergency hazards, giving us greater ability to take action against indecent accommodation.*

*Our work with Health and Social Care Providers to explore future models of housing has advanced this quarter, with housing profiles now becoming available on specialist housing need in the district. These will now be used to better inform our discussions with housing developers and Housing Associations so we can better provide for the residents of our district.*

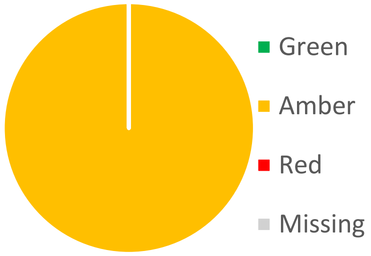
*The planning service has excelled this quarter, completing 13/14 major applications, 74/76 minor applications and 152/156 householder applications on time. The planning backlog has also ended as Green this quarter and is down to 27 cases from 78 in June last year.*

**Performance Summary:**

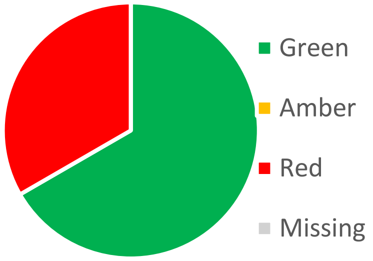
| Status of Corporate Plan actions | Number | % |
|---|---|---|
| Green (on track) | 3 | 33% |
| Amber (within acceptable variance) | 6 | 67% |
| Red (behind schedule) | 0 | 0% |
| Missing | 0 | 0% |



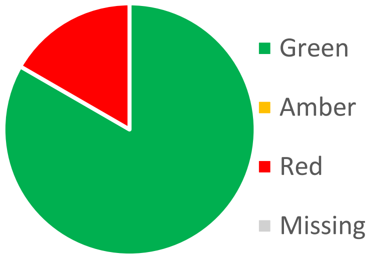

| Status of Corporate Plan projects/programmes | Number | % |
|---|---|---|
| Green (progress on track) | 0 | 0% |
| Amber (behind schedule, project may be recoverable) | 1 | 100% |
| Red (significantly behind schedule, serious risk/issues) | 0 | 0% |
| Missing | 0 | 0% |




| Operational PI latest status | Number | % |
|---|---|---|
| Green (achieved) | 4 | 67% |
| Amber (within acceptable variance) | 0 | 0% |
| Red (below acceptable variance) | 2 | 33% |
| Missing | 0 | 0% |




| Operational PI year-end forecast status | Number | % |
|---|---|---|
| Green (achieved) | 5 | 83% |
| Amber (within acceptable variance) | 0 | 0% |
| Red (below acceptable variance) | 1 | 17% |
| Missing | 0 | 0% |



| Corporate Plan Action | Direction of Travel | Latest Status |
|---|---|---|
| 20. Develop a new Housing Strategy and Action Plan for 2025-26. | N/a | G |
| 22. Develop policy to support the use of civil penalties with regard to private sector housing enforcement. | ↔ | A |
| 23. Implement the government's new Supported Housing (Regulatory Oversight) Act, review of supported exempt accommodation in the area and introduce licensing regulations. | N/a | A |
| 24. 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). | ↔ | A |
| 25. Work in partnership to look at best practice and funding to improve housing conditions, including retrofit programmes in social and private housing. | ↔ | A |
| 26. Work with Registered Providers to improve conditions in existing accommodation through regeneration schemes. | ↑ | G |
| 27. Work with partners to address barriers to housing delivery and support housing delivery rates. | N/a | A |
| 28. Work with Health and Social Care Providers to explore future models of housing, support and care, enabling people to live independently for longer. | ↔ | G |
| 29. Produce sustainable housing guidance for developers that encourages sustainable construction methods and new homes to be of high environmental standards. | N/a | A |

| Corporate Plan Project/Programme | Direction of Travel | Latest Status |
|---|---|---|
| 21. Continue to use surplus Council owned sites to deliver affordable housing (PROJECT). | N/a | A |

| Operational Performance Indicator | Latest Status | Forecast Status |
|---|---|---|
| The net change in the number of homes with a council tax banding | R | G |
| The number of new affordable homes delivered | R | R |
| Percentage of planning applications process on target - Major (within 8 weeks or agreed extended period) | G | G |
| Percentage of planning applications process on target - Minor (within 8 weeks or agreed extended period) | G | G |
| Percentage of planning applications process on target - Household Extension (within 8 weeks or agreed extended period) | G | G |
| The number of planning applications over 16 weeks old where there is no current extension in place (total at the end of the month) | G | G |

# 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.**

*This quarter has seen the continued promotion of Huntingdonshire as a destination for high-value inward investment, culminating with the launch of the new Invest in Huntingdonshire website. This new website features a sustainability section to help guide businesses to reduce their carbon footprint, and is paired with the new Huntingdonshire Business Awards, which include two categories dedicated to green initiatives.*

*Preparatory works also began in quarter one for the final year of the Rural England Prosperity Fund grants, including the signing of the REPF formal agreement, ready for the roll out of the program in August 2025. We have also been in contact with the CPCA regarding the UK Shared Prosperity Fund and are now awaiting sign-off on the program, ready for rollout in quarters two and three. The Economic Growth Strategy is also in the final stages of approval now and is going before the cabinet for approval in July, helping to direct the economic growth efforts of the district.*

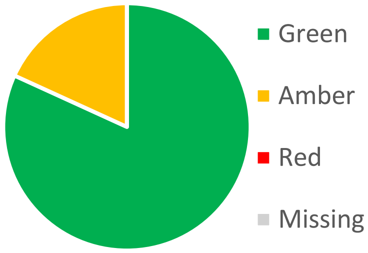
*Significant progress has been made on our Local Plan refresh, with the Gypsie, Traveller, Travelling Show People Accommodation assessment and the Economic and Employment needs assessment being published on our website. This quarter, work also commenced on other subsidiary works, including Integrated Water management studies, a Strategic Transportation Study and the Infrastructure Delivery study. These reports are all being used to evidence and support the delivery of our local plan, helping us to be best in class.*

*This quarter, we also collaborated with two secondary schools to deliver enterprise days for year 9 and 10 students, highlighting the range of careers available in the construction sector, raising awareness of the career opportunities available to young people and helping to develop their career and employability skills.*

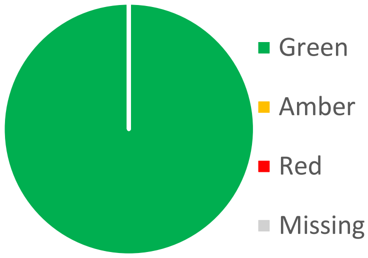
*The Economic Development team was also out representing the district at events all over the country this quarter. Over 100 new businesses were engaged with at these events, strengthening our relationships across sectors and providing us insights into business needs, and increasing the awareness of our local support offers.*

## Performance Summary:

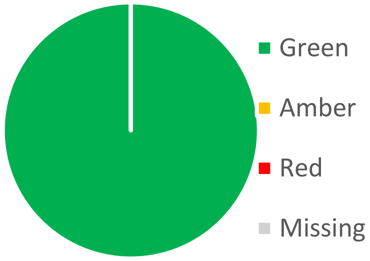
| Status of Corporate Plan actions | Number | % |
|---|---|---|
| Green (on track) | 9 | 82% |
| Amber (within acceptable variance) | 2 | 18% |
| Red (behind schedule) | 0 | 0% |
| Missing | 0 | 0% |



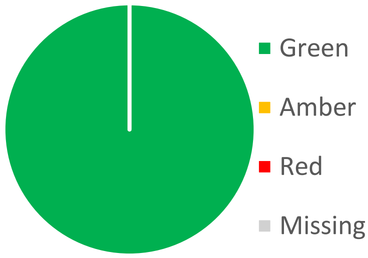

| Status of Corporate Plan projects/programmes | Number | % |
|---|---|---|
| Green (progress on track) | 1 | 100% |
| Amber (behind schedule, project may be recoverable) | 0 | 0% |
| Red (significantly behind schedule, serious risk/issues) | 0 | 0% |
| Missing | 0 | 0% |




| Operational PI latest status | Number | % |
|---|---|---|
| Green (achieved) | 2 | 100% |
| Amber (within acceptable variance) | 0 | 0% |
| Red (below acceptable variance) | 0 | 0% |
| Missing | 0 | 0% |




| Operational PI year-end forecast status | Number | % |
|---|---|---|
| Green (achieved) | 2 | 100% |
| Amber (within acceptable variance) | 0 | 0% |
| Red (below acceptable variance) | 0 | 0% |
| Missing | 0 | 0% |



| Corporate Plan Action | Direction of Travel | Latest Status |
|---|---|---|
| 30. Promote Huntingdonshire as a destination for high value inward investment, prioritising businesses that are proactively reducing their carbon emissions, and produce an annual report on activity. | ↔ | G |
| 32. Establish the Economic Growth Strategy and Action Plan. | N/a | G |
| 33. Delivery of the Market Town Programme and their High Street projects. Ensuring their promotion to drive additional economic and social activity. | N/a | A |
| 34. Continue the update to the Local Plan, including updating evidence bases in line with National Planning Policy, particularly where it relates to Economy, Environment and Housing. | N/a | G |
| 35. Support our market towns and town centres as hubs of economic and social activity. | N/a | G |
| 36. Support the visitor economy and culture sector including CPCA Local Visitor Economy Partnership. | N/a | A |
| 37. Work with the CPCA and partners to support skills development and opportunities. | N/a | G |
| 38. Work with partners to secure investment and growth in Huntingdonshire, maximising the opportunities presented through Local Government Reorganisation and additional devolved powers. | N/a | G |
| 39. Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies. | ↔ | G |
| 40. Support and engage in the development of the Local Growth Plan as it is developed by the CPCA, highlighting the inward investment and growth priorities and opportunities for Huntingdonshire | N/a | G |
| 41. Run and attend a programme of events to promote the profile of Huntingdonshire as a place to invest, grow and deliver economic growth. | N/a | G |

| Corporate Plan Project/Programme | Direction of Travel | Latest Status |
|---|---|---|
| 31. Deliver the business grants within the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) programme. | ↔ | G |

| Operational Performance Indicator | Latest Status | Forecast Status |
|---|---|---|
| Cumulative footfall in our market towns (Huntingdon, St Ives, St Neots & Ramsey) (monthly) | G | G |
| Total number of business engagements by the Economic Development team | G | G |

# Outcome 6: Lowering 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.**

*All actions on this outcome are reporting as Green status at the end of quarter one, with good progress made all around.*

*Following the approval of a business case for the use of Hydrotreated Vegetable Oil (HVO) in our operations fleet last quarter, we have now entered the final stages of tender. Once the contract is in place, we will be launching full fleet usage of HVO, which will reduce fleet emissions by around 82%. The contract is on track to be in place by the end of July 2025. This quarter also saw our waste fleet surpass its energy-efficient driving score target every month, ending the quarter above target and helping contribute towards lowering our CO2 emissions.*

*This quarter has also seen us maximise our use of solar panels across operational buildings, with five solar installations being completed and signed off this quarter (all five sites were the One Leisure buildings).*

*The project to implement the use of household food waste collections is also well underway, with vehicles and caddies being procured and arriving later this year. All back office systems are now being updated, new routes are being modelled and optimised, and the comms plan is being finalised. The recruitment of new staff is also now in the planning phase ready for implementation later in the year.*

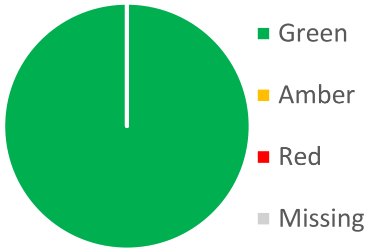
*Our aim to expand positive climate action support for local businesses is also progressing well, with the Annual Climate Report being submitted to Overview and Scrutiny and cabinet approval being planned for July. Planning is now underway for our third annual Climate Conference, focusing on community resilience.*

*The St Ives nature corridor project has had audits completed by the graduate ecologists, and the data is currently being processed. Community engagement is also being completed alongside the Dart Green Project. Following the processing of the data, it will be used to support the development of management plans across the corridor sites.*

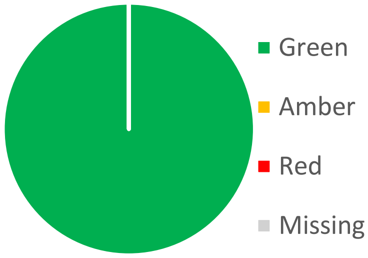
*Our work with natural flood defences has also advanced, with two sites now being agreed for use with internal and external stakeholders (Spring Common and Loves Farm). Ecological audits, topographical surveys and archaeological surveys are now in progress and will help inform the planning of the physical works later in the year.*

## Performance Summary:

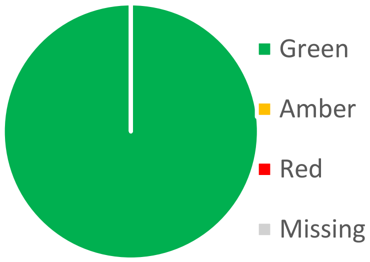
| Status of Corporate Plan actions | Number | % |
|---|---|---|
| Green (on track) | 8 | 100% |
| Amber (within acceptable variance) | 0 | 0% |
| Red (behind schedule) | 0 | 0% |
| Missing | 0 | 0% |



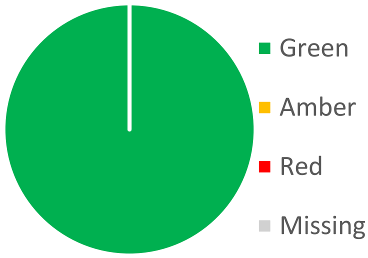

| Status of Corporate Plan projects/programmes | Number | % |
|---|---|---|
| Green (progress on track) | 4 | 100% |
| Amber (behind schedule, project may be recoverable) | 0 | 0% |
| Red (significantly behind schedule, serious risk/issues) | 0 | 0% |
| Missing | 0 | 0% |




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



| Corporate Plan Action | Direction of Travel | Latest Status |
|---|---|---|
| 42. Maximise opportunities to expand the use of Hydrotreated Vegetable Oil (HVO) Fuel where there is a business case to do so. | N/a | G |
| 43. Maximise decarbonisation of our fleet where there is a business case to do through a fleet strategy. | N/a | G |
| 44. Minimise use of fossil fuels for energy where there is a business case to do so. | N/a | G |
| 45. Showcase and encourage community action to lower carbon emissions. | N/a | G |
| 46. Identify emissions from HDC IT data centres to include in reporting and establish disposal methods for IT equipment to reduce environmental impact. | N/a | G |
| 47. Delivery of Climate Awareness Training across the Council. | N/a | G |
| 52. Develop the Council's procurement rules to further embed social and environmental value. | N/a | G |
| 53. Expand positive climate action support for local businesses, celebrating best practice and sharing knowledge. | N/a | G |

| Corporate Plan Project/Programme | Direction of Travel | Latest Status |
|---|---|---|
| 48. Maximise use of solar of Council operational buildings (PROJECT). | N/a | G |
| 49. Improve household recycling, reduce greenhouse gas emissions and reducing food waste through implementation of household food waste collections (PROJECT). | N/a | G |
| 50. Support community projects that reduce carbon emissions. Net Zero Villages (PROJECT). | N/a | G |
| 51. Enabling community action and engagement to achieve greater biodiversity. Biodiversity4All extension to pilot urban nature corridors and natural flood prevention (PROJECT). | N/a | G |

| Operational Performance Indicator | Latest Status | Forecast Status |
|---|---|---|
| Efficiency of vehicle fleet driving - Energy Efficient Driving Index score for the waste service | G | 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.**

*Following the delivery of an independent corporate peer challenge in quarter three 24/25 and the formation of an action plan, work has been underway to act on the recommendations in the action plan. To date, 22 out of 27 actions linked to the eight formal recommendations are completed, and 6 out of 10 additional recommendations are completed. The quarter one update report for this is set to head to Overview and Scrutiny in September.*

*This quarter also saw four out of five projects and programmes on this outcome report as being on track. Planning permission was granted in June for the Hinchingbrooke park project to commence, and a communications partner has been engaged to help with the messaging behind it, helping to highlight the new benefits available to our residents.*

*The implementation of Civil Parking Enforcement across the district is now nearing completion, with the Government announcing it will commence in early August 2025. Once started, this project will help us counter unsafe and inappropriate parking through the use of fines, helping to keep the districts roads safer.*

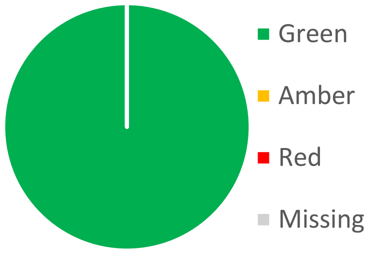
*Eleven operational performance indicators exceeded their targets this quarter, with two being delayed and reporting as amber, and a further two falling behind and reporting as red. This still includes staff short-term sickness, which ended as red in quarter one despite efforts to bring it back down.*

*Whilst the number of missed bins remained higher than expected, it ended the quarter within the acceptable range. To date, we have a missed collection rate of 0.061%, which is significantly lower than the national average of 0.076%. Further analysis and reporting are taking place to help identify problem areas.*

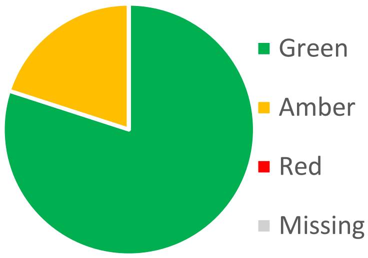
*The number of fly-tips has exceeded its target every month this quarter and is 28% lower than the same period last year, representing the efforts to reduce their frequency by the operations team. Our street cleansing team continues to excel, reporting a 100% pass rate at all cleanliness spot checks in quarter one. This effort has ranked us top of our benchmarking group and top nationally.*

**Performance Summary:**

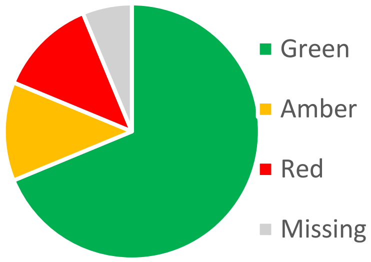
| Status of Corporate Plan actions | Number | % |
|---|---|---|
| Green (on track) | 9 | 100% |
| Amber (within acceptable variance) | 0 | 0% |
| Red (behind schedule) | 0 | 0% |
| Missing | 0 | 0% |



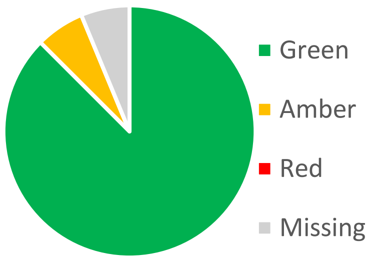

| Status of Corporate Plan projects/programmes | Number | % |
|---|---|---|
| Green (progress on track) | 4 | 80% |
| Amber (behind schedule, project may be recoverable) | 1 | 20% |
| Red (significantly behind schedule, serious risk/issues) | 0 | 0% |
| Missing | 0 | 0% |




| Operational PI latest status | Number | % |
|---|---|---|
| Green (achieved) | 11 | 69% |
| Amber (within acceptable variance) | 2 | 13% |
| Red (below acceptable variance) | 2 | 13% |
| Missing | 1 | 6% |




| Operational PI year-end forecast status | Number | % |
|---|---|---|
| Green (achieved) | 14 | 88% |
| Amber (within acceptable variance) | 1 | 6% |
| Red (below acceptable variance) | 0 | 0% |
| Missing | 1 | 6% |



| Corporate Plan Action | Direction of Travel | Latest Status |
|---|---|---|
| 54. Refresh our Commercial Investment Strategy to support informed and impactful investment. | N/a | G |
| 60. Implement the recommendations and suggestions made from the Local Government Association Corporate Peer Challenge, continuing to drive transparent continuous improvement. | N/a | G |
| 61. Extend the use of benchmarking data to identify opportunities for transformation. | N/a | G |
| 62. Expand the use of unit costing within priority service areas to demonstrate productivity and opportunities for transformation. | N/a | G |
| 63. Identify opportunities to use Artificial Intelligence in a targeted way to support transformation and efficiency in compliance with emergent legislation. | ↔ | G |
| 64. Listen to local residents and respond to their input on service delivery. | ↔ | G |
| 65. Engage proactively with Local Government Reorganisation to ensure the priorities, opportunities and efficiencies for our communities are maximised | N/a | G |
| 66. Enable our outstanding volunteers in our parks, nature reserves and elsewhere to continue to improve the quality of those spaces. | ↔ | G |
| 67. Our well-run Council will act as a model for our peers. | ↔ | G |

| Corporate Plan Project/Programme | Direction of Travel | Latest Status |
|---|---|---|
| 55. Delivery of the Workforce Strategy Action Plan equipping the workforce with skills for the future whilst attracting, retaining and nurturing talent (PROJECT). | ↔ | G |
| 56. Continue our Customer Services improvement programme to ensure that our customers are always at the heart of what we do (PROJECT). | ↑ | G |
| 57. Progress the Development Management Improvement programme informed by the Local Government Association Peer Review to deliver continued efficiency in the planning service (PROJECT). | ↔ | A |
| 58. Progress delivery of Civil Parking Enforcement across the District to enforce on-street parking activity (PROJECT). | ↔ | G |
| 59. Build the enhancements to visitor facilities at Hinchingbrooke Country Park (PROJECT). | ↔ | G |

| Operational Performance Indicator | Latest Status | Forecast Status |
|---|---|---|
| Percentage of household waste reused / recucled / composted | R | G |
| Collected household waste per person (kilograms) | G | G |
| Residual waste collected per household (kilograms) | A | G |
| Number of missed bins | A | G |
| The percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations | G | G |
| The number of flytips reported (cumulative) | G | A |
| Sanctions against environmental crimes and anti-social behaviour | G | G |

| Operational Performance Indicator | Latest Status | Forecast Status |
|---|---|---|
| The number of programmed food safety inspections undertaken (cumulative) | G | G |
| Percentage of calls to the Contact Centre answered | G | G |
| Average wait time for customers calling the Contact Centre (seconds) | G | G |
| Customer Satisfaction (Contact Centre) [Collection Due to Commence in Q3] | 0 | 0 |
| Council Tax collection rate | G | G |
| Business Rates collection rate | G | G |
| Short-term staff sickness days lost per full time equivalent (FTE) (rolling 12-month total) | R | G |
| Long-term sickness days lost per full time equivalent (FTE) (rolling 12-month total) | G | G |
| Staff Turnover (per month) | G | G |

# Appendix A: Progress on Corporate Plan Actions

**Outcome: Improving the happiness and wellbeing of residents**

**Activity type: Do**



| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 1. Deliver the approved Community Health & Wealth Strategy and go-live with funding mechanisms to invest in initiatives identified and chosen by our communities. | Cllr Ferguson | Workshops have been held with community and Voluntary and Community Sector representatives to develop a funding model. The initial proposal, based on input, is now being drawn up for the pilot of the Community Health & Wealth Strategy fund. The proposal is that the pilot will run throughout August, followed by a review and amendments, and a launch of the remaining fund will take place in September. | N/a | G | The actions taken have significantly progressed this project, with us now having a clear plan for the pilot. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 2. Refresh our Social Value Procurement Policy to ensure our spend benefits local communities and ensure our work complies with recent changes to the Procurement Act 2024. | Cllr Davenport-Ray | A working group has been set up with work commencing in the last week of July, and key stakeholders have been invited. Work completed will be taken to the Procurement Board for validation. | N/a | G | The formation of this board has allowed the refreshment process to have the appropriate oversight, helping us to deliver a high-quality service. |
| 3. Improve our evaluation of how we make a difference to local people ensuring we become even better at demonstrating impact | Cllr Ferguson | To support the delivery of our ambition, licences have been bought for a software tool that allows us to capture and quantify the impact of our work on health and wealth building. The principles of the approach were shared with O&S in June 2025. | N/a | G | We will be able to measure, quantify and track the impact we have, and demonstrate back to residents the impact of our work. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 4. Deliver continued improvements to the One Leisure offer, enhancing existing facilities, implementing recommendations of the One Leisure Long-Term Operating Model and other beneficial opportunities. | Cllr Howell | The One Leisure Website update is in the final stages of redevelopment and is on target for completion in Autumn 2025. Huntingdon Gym & Changing Rooms and Ramsey Gym investment projects are underway and will be completed by Autumn 2025. Huntingdon Sports and Health Hub is progressing to RIBA (architectural stages) stage 2. Work is underway to secure funding for an additional 3G synthetic turf pitch at St Ives Outdoor Centre. Active Lifestyles are continuing to deliver weight management programmes for inactive adults and frailty in older adults activities in partnership with the local Primary Care Network and integrated neighbourhoods. | N/a | G | Better facilities and services for our residents.<br>More activities and options are available for residents.<br>Improvement to OL digital offering for customers and staff. Attendances are up 30% year to date for Active Lifestyles, and One Leisure is 5% ahead of 24/25. |

**Outcome: Improving the happiness and wellbeing of residents**

**Activity type: Enable**

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 5. Work with partners to further skills and employment opportunities in the District: including direct delivery of funded schemes. | Cllr Ferguson | Through the Workwell initiative, we are proposing to trial an initiative with the voluntary and community sector where they receive a grant for work experience that they offer to individuals who are unemployed/ signed off/ wanting to re-train. Work is progressing with the anchor project. We are awaiting further details on the day-to-day activities from North West Anglia NHS Foundation Trust. | N/a | G | Funding is reaching the VCS differently so that they feel encouraged to invest in volunteers through training, courses, etc, meaning that the individual is more 'work ready'. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 6. Work with other organisations and businesses to maximise the impact they can have on the health and wellbeing of local communities. Our focus will be on piloting new approaches that can be embedded in future years | Cllr Ferguson | Utilising the UK Shared Prosperity Fund, we are working with North West Anglia NHS Foundation Trust to identify employment opportunities for Huntingdonshire residents within the build of the new hospital and the roles involved for its operation. This is the first of the anchor institution initiatives that will provide opportunities for young people as well as those looking to reskill or move from unemployed to employed. Through this approach, we are seeking investment from local businesses to duplicate this model and provide opportunities for those who would normally be overlooked. | N/a | G | This ensures that residents are aware of the employment opportunities and associated pathways provided by employers local to them. This will ensure the retention of talent and help those who have no recent work experience to use as part of the application process. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 7. Focus on maximising physical activity in the district, and work to promote this across local partners. | Cllr Howell | Strategic Sports Development have been working with various partners to ensure S106 is released and spent on projects to improve sporting access across the district, including Warboys Parish Council.<br>1,479 sessions have been delivered in Q1 by Active Lifestyles (Sport and Health), which is our best performance to date for Q1; enabling more people to access safe, effective and fun physical activity sessions across the district.<br>Active Lifestyles has attended thirteen events across the district in Q1, leading to over 1,600 contacts with residents. The events have included Integrated Neighbourhood Board partnership events and Workplace Wellbeing Week in partnership with Living Sport. | N/a | G | When the S106 project is delivered, it will enable Warboys Sports and Social Club Field to be better used and ensure the village is well set for the changes to football pitch sizes being implemented nationally for children.<br>An average of 2,800 individuals have taken part in an Active Lifestyles session since April.<br>The increase in sessions delivered has contributed to the highest Q1 attendances ever at 17,298, and an increase in average attendance per session to 12. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
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| 8. Maximise, and report on, the benefits of a targeted approach to support residents to improve their quality of life through the promotion and delivery of relevant services. | Cllr Ferguson | The Residents Advice and Information Team continues to provide day-to-day services, and so does the Active Lifestyles Team.<br><br>In addition, the WorkWell programme is helping ~40 residents into work each month by supporting residents from sickness to working. | ↔ | G | This action enables us to ensure help is available to those who need it, improving our residents' quality of life. |

**Outcome: Improving the happiness and wellbeing of residents**

**Activity type: Influence**

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 9. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel. | Cllr Sanderson | This quarter has seen active engagement with our colleagues at Cambridgeshire County Council to help influence the delivery of transport improvements, resulting in the Tiger Bus scheme being successfully renewed for under-25s by the CPCA. We have also been actively trying to influence this through the delivery of planning applications. | ↔ | G | Through our work with CCC and the CPCA, we can help influence the delivery of transport improvements within the district, improving the mobility and quality of life of our residents. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 10. Embed the priorities of Huntingdonshire Futures across the work of the Council and Partners whilst influencing and enabling communities to do the same. | Cllr Conboy | A project to determine the value of establishing a self-designated landscape in the Great Ouse Valley in Huntingdonshire was initiated, working in partnership with the Great Ouse Valley Trust. Consultants have begun to research and develop the business case.<br>Huntingdonshire Futures grants were also re-launched, with renewed criteria focusing on building Pride in Place in Huntingdonshire, building on the success of the 2024 scheme. 35 applications were received before the scheme closed early due to demand. 19 organisations from across Huntingdonshire were awarded small grants of £500 - £2,500, totalling circa £40,000. | N/a | G | Grants have enabled 19 community groups, charities, and Town and Parish councils to deliver activities and events in their communities. The events support Pride in Place, celebrating what makes Huntingdonshire and its communities special. |

**Outcome: Keeping people out of crisis**

**Activity type: Do**

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 11. Report regularly on progress on the delivery of an integrated financial vulnerability model between HDC and partners (PROJECT). | Cllr Ferguson | Recommendations have now been shared from the Cambridgeshire Poverty Commission, reflecting some of the work started by Huntingdonshire. Discussions are underway with partners to utilise the RAI Team as a 'single front door' for residents aligned to tackling poverty via sustained independence as opposed to short-term help. Conversations have taken place with Places for People to directly support their highest need tenants, who are struggling with debt and arrears, to find long-term solutions, including securing employment. | ↔ | G | Recognition of the need to align support for residents, as well as ensuring that longer-term solutions to situations are found, as opposed to relying on expensive short-term solutions. In turn, this is guiding the model that we will, in time, implement. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
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| 12. Act on opportunities for early intervention and regularly report on learning and impact. | Cllr Ferguson | Close working has begun between the RAI and CAB to ensure a single approach and that the customer tells their story once and receives the correct support from the outset. As part of the way of working, we are moving towards an expectation from all of a 10% focus on prevention to move away from a reliance on public services. Conversations are taking place with RPs in relation to providing direct support to residents experiencing issues, as well as with CCC on delivery of the outcomes from the Poverty Commission. This additional work would be delivered on a paid basis. | ↔ | G | Aligning support to customers ensures that they receive the right support from the outset and also helps to establish a sustainable service. |

**Outcome: Keeping people out of crisis**

**Activity type: Enable**

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 13. Maximise, and report on, the benefits of a targeted approach to support residents at risk of experiencing crisis through the promotion and delivery of relevant services (e.g. improve data sharing with the police to inform a targeted on-the-ground door-knocking campaign to help prevent crime). | Cllr Ferguson | We are working with the Police on a potential expansion of the successful trial to share data and help tackle the risks of serious violence in the District.<br><br>In Q1, we met with CCC, Police and Camb Insights to work up a set of proposals. | ↔ | G | Working with partners allows us to make a bigger impact on the quality of life of local people, and preventing the risk of serious crime occurring would be a welcome contribution |
| 14. Prevent the causes of homelessness wherever we can by our own efforts but also by working with other partners to tackle the root causes where we can | Cllr Ferguson | Reviews of the homelessness prevention pathways relating to care leavers, prison leavers, and vulnerable young people have all commenced. These aim to be completed this year, with the substance misuse toolkit and pathway also due to start later in the year. | N/a | G | These pathways aim to deliver a multi-agency early intervention approach across all agencies working with residents at high risk of homelessness. The pathways are being reviewed to ensure they are working effectively and maximise opportunities to intervene early, and will be amended where necessary so that all partners are working together to tackle the root causes of homelessness. |

**Outcome: Helping people in crisis**

**Activity type: Do**

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
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| 15. Continue to support refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home. | Cllr Ferguson | Arrivals from Ukraine continue to be minimal, so the focus has been on sustaining accommodation for existing guests and supporting moves within hosts. We have agreed to support an Afghan cohort if suitable accommodation can be procured by the MOD. Asylum seeker numbers accommodated in the district continue to be low, with 17 individuals currently placed in dispersed accommodation. This is due to the difficulties faced by our partners in procuring rental properties. | ↔ | G | We continue to support our refugee cohort and are actively working with partner agencies and the VCS to ensure that those accommodated in the district have access and support to the services that they need. In turn, this managed approach ensures reduced likelihood of community tensions. |
| 16. Deliver the recommendations of the review into Disabled Facilities Grants undertaken by Officers and Members in 2024/25. | Cllr Ferguson | Action plan in place and underway. We received confirmation from MHCLG in June that the legislation is being reviewed, including the amount of funding awarded to LAs in line with need. | N/a | G | Ensuring effective delivery of this grant means that our most vulnerable residents get the help and assistance that they need. |

**Outcome: Helping people in crisis**

**Activity type: Enable**

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 17. Maximise, and report on, the benefits of a targeted approach to support residents experiencing crisis through the promotion and delivery of relevant services (e.g. identifying individuals who could benefit from support offered by the Resident Advice and Information team and reporting on outcomes). | Cllr Ferguson | Discussions are underway with CAB to create one offer across CAB and RAI so that issues are identified sooner, improving the outcome for residents. A focus on both services will include a 10% provision focused on prevention - helping reduce repeat cycles of behaviour. The Poverty Commission findings are now published, and conversations are scheduled with CCC for the RAI to be the delivery arm for Huntingdonshire. Meeting with Places for People to consider a payment by results approach to supporting their higher need/ cost tenants and focus on improved outcomes. | ↔ | G | These conversations are helping explore options for establishing a longer-term and sustainable offer from the RAI team that is funded via multiple partners. This recognises the importance that partners place on this area of work. |

**Outcome: Helping people in crisis**

**Activity type: Influence**

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 18. Lobby, and support campaigns, for improvements to the living conditions of local residents. | Cllr Conboy | In Q1, officers continued to lobby for Huntingdonshire's communities, with the work to ensure HDC's voice was heard as the County Council and other partners developed a Poverty Strategy being a key task. The report was finalised in May, and we are hopeful that in Q2 this will translate into commitments within the District to support our work on preventing crisis. | ↔ | G | These actions will help us to support those experiencing crisis and will also be significant for prevention, allowing us to better help those most in need. |
| 19. Be an active partner working with others within health and social care to make sure projects and new initiatives are delivered within Huntingdonshire and maximise the positive impact felt locally | Cllr Ferguson | HDC is a key partner within the integrated care board and North West Care Board. In Q1, the changes in approach to delivering these services as a consequence of changes to the NHS have been a key challenge<br><br>Alongside this, working with local GPs in neighbourhoods has progressed with impacts from Active Lifestyles and the Workwell Programme leading to strong partnership working. | N/a | G | Influencing key partners for the benefit of Huntingdonshire is a key approach in the Corporate Plan - and with an ageing population, it is vital we maximise the full benefit of the public health system. |

**Outcome: Improving housing**

**Activity type: Do**

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 20. Develop a new Housing Strategy and Action Plan for 2025-26. | Cllr Wakeford | We have continued to source and compile data to support the new Housing Strategy for later this year. We are also working alongside the Local Plans Team concerning the Housing Needs Assessment as part of the Local Plan evidence. This will support the identification of housing need across the district. Following the completion of this work, the activity on the Housing Strategy will be escalated in the second quarter of the year. | N/a | G | This will enable the Council to have a Housing Strategy based on the most up-to-date information for the district and support the Council's Corporate Plan outcome of Improving Housing. At a practical level, it will enable the Council to have accurate information on the level and type of demand for housing. |
| 21. Continue to use surplus Council owned sites to deliver affordable housing (PROJECT). | Cllr Wakeford | Work has continued to be undertaken by Amplius, formerly Longhurst, to bring forward the first site that is part of the contract of nine sites. At the end of June, a planning application was submitted for this site. | N/a | A | This action will have the ability to support the Council's Corporate Plan outcome of Improving Housing within the District. The use of surplus Council-owned sites to deliver much-needed affordable housing is an important element of the plan and the Council's Housing Strategy. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 22. Develop policy to support the use of civil penalties with regard to private sector housing enforcement. | Cllr Ferguson | We are currently awaiting further information to allow the policy to best help our residents. | ↔ | A | Once actioned, this policy will help drive better conditions in private sector housing, improving the living conditions of our residents. |
| 23. Implement the government's new Supported Housing (Regulatory Oversight) Act, review of supported exempt accommodation in the area and introduce licensing regulations. | Cllr Ferguson | The Act became law in August 2023, empowering the Government to introduce: National Supported Housing Standards, Local Licensing Schemes and a duty for Councils to produce supported housing strategies. Govt consultation opened in February and closed in May. We are still awaiting the outcome of this consultation and further guidance on the Act. | N/a | A | This action will support creating a better Huntingdonshire for Future generations by improving housing conditions. |

**Outcome: Improving housing**

**Activity type: Enable**

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 24. 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 | The Council continues to work with partner Housing Associations and Developers to deliver new housing, including affordable homes. Most construction tends to take place over the spring/summer months, and we therefore tend to achieve higher numbers of units in the last two quarters of the year. Officers are also looking to bring forward innovative opportunities to increase supply when the opportunity is available. | ↔ | A | This action will have the ability to support the Council's Corporate Plan with Improving Housing in the District. The delivery of new housing across all tenures is an important element of the plan and the Council's Housing Strategy. |
| 25. Work in partnership to look at best practice and funding to improve housing conditions, including retrofit programmes in social and private housing. | Cllr Wakeford | As and when opportunities occur, the Council's Housing and Climate teams work in partnership to ensure there is take-up on retrofit and other housing programmes to enable the improvement of housing in the district. | ↔ | A | This action supports the Council's Corporate Plan action in Improving Housing. |

**Outcome: Improving housing**

**Activity type: Influence**

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 26. Work with Registered Providers to improve conditions in existing accommodation through regeneration schemes. | Cllr Wakeford | The Council is working with Places for People (P4P) on a regeneration project in Huntingdon. Residents have now been made aware, and discussions have commenced with Planning colleagues as part of a PPA. Regular quarterly meetings are now taking place with P4P to address issues that are identified by the Corporate Team. Awaab's Law comes into effect in October 2025 in relation to hazards around damp/mould and all emergency hazards, with further elements over the next 2 years. This will give greater ability by the Regulator of Social Housing and Environmental Health Teams to take action. | ↑ | G | This action supports the Council's Corporate Plan action in Improving Housing. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
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| 27. Work with partners to address barriers to housing delivery and support housing delivery rates. | Cllr Wakeford | The Council continues to work with partner Housing Associations and Developers to deliver new housing, including affordable homes, in a timely manner. The housing and planning teams work closely together to ensure barriers to delivery of sites with planning permission are considered and supported as soon as they occur. | N/a | A | This action supports the Council's Corporate Plan action in Improving Housing. |
| 28. 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 | Housing profiles are now available on specialist housing need in the district, this informs our discussion on housing sites being brought forward by Developers and Housing Associations. The new Housing Needs Assessment and Housing Stratgey will further enhance the data held. | ↔ | G | This action supports the Council's Corporate Plan action in Improving Housing. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
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| 29. Produce sustainable housing guidance for developers that encourages sustainable construction methods and new homes to be of high environmental standards. | Cllr Wakeford | This work will centre on low carbon construction, including off-site fabrication to align with Part L(2025), including improved insulation, triple glazing, solar PV and heat pumps and ensure compliance with Future Homes Standard (2025) for net zero-ready homes. It will also include use of low VOC and prioritise lifecycle carbon assessments and sustainable transport integration, and aim for BREEAM excellent or Passivhaus opportunities. | N/a | A | This action will support creating a better Huntingdonshire for Future generations by lowering carbon emissions and providing good quality housing. |

**Outcome: Forward-thinking economic growth**

**Activity type: Do**

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
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| 30. Promote Huntingdonshire as a destination for high value inward investment, prioritising businesses that are proactively reducing their carbon emissions, and produce an annual report on activity. | Cllr Wakeford | We have launched a new "Invest Huntingdonshire" website, featuring a sustainability section to guide businesses on reducing their carbon footprint. Additionally, we have introduced the Huntingdonshire Business Awards, including two categories dedicated to green initiatives. | ↔ | G | The launch of the new Invest Huntingdonshire website, featuring a dedicated sustainability section, has equipped local businesses with practical guidance to help reduce their carbon footprint and adopt more environmentally responsible practices. Complementing this, the introduction of the Huntingdonshire Business Awards—with two categories focused on green initiatives—has raised the profile of sustainability within the local business community, recognising those leading the way and encouraging others to follow suit. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
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| 31. Deliver the business grants within the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) programme. | Cllr Wakeford | Please note that due to significant progress between Q4 2024/45 and Q1 2025/26, some of the programmes have been completed, so the action has been renamed.<br><br>Prep work has begun for the final year REPF grants this quarter, including the signing of the REPF formal agreement, ready for delivery in August. We are currently awaiting sign off from the CPCA for the UKSPF; due to the recent mayoral changes, however, this is not expected to impact rollout in quarters 2 and 3. | ↔ | G | These grants will help local businesses expand and invest, driving local economic development. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
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| 32. Establish the Economic Growth Strategy and Action Plan. | Cllr Wakeford | The Economic Growth Strategy is being presented to the Cabinet for final approval in mid-July. Following approval, it will be published on the Invest Huntingdonshire website, accompanied by a launch event to bring everyone involved together and express our gratitude. | N/a | G | Once approved and published on the Invest Huntingdonshire website, the strategy will provide a shared framework for action, aligning partners around common priorities. The planned launch event will help strengthen collaboration, reinforce stakeholder commitment, and recognise the valuable contributions made during its development |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
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| 33. Delivery of the Market Town Programme and their High Street projects. Ensuring their promotion to drive additional economic and social activity. | Cllr Wakeford | In relation to the St Neots projects, the Town Centre Improvement Project has now been completed, and there was an event at the end of May which was supported by thousands of residents. Work has commenced on the Priory Centre and is proceeding well, and we continue to support the owner of the Old Falcon to bring forward the planning application that was considered earlier in the year. Projects in Ramsey are progressing well in partnership with the Town Council, although this is slightly behind schedule. The Digital Screens have now been installed and are being used by the community. Other projects within the programme are progressing well across all Market Towns. | N/a | A | The Market Towns Programme supports the aim in the Corporate Plan of Forward Thinking Economic Growth. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
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| 34. Continue the update to the Local Plan, including updating evidence bases in line with National Planning Policy, particularly where it relates to Economy, Environment and Housing. | Cllr Sanderson | Local plan strategy and policy development has commenced, informed by the outcomes of the Further Issues and Options and the Additional Sites consultations. Progress is being reviewed by the Local Plan Advisory Group. Evidence is being published on our website as it becomes available. Since April 2025, the Gypsy, Traveller, Travelling Showpeople Accommodation Assessment and the Economic and Employment Needs Assessment have been published. Work is ongoing on the Integrated Water Management Studies, Strategic Transport Study, Infrastructure Delivery Study, Viability Assessment and Habitats Regulations Assessment. | N/a | G | Work is well underway to complete the local plan and is informed by our public consultations. The evidence base is growing and being published online. |

**Outcome: Forward-thinking economic growth**

**Activity type: Enable**

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 35. Support our market towns and town centres as hubs of economic and social activity. | Cllr Wakeford | We are enhancing town centres by improving vacant unit aesthetics, promoting local markets, expanding events, and collaborating with Huntingdon BID. Efforts include exploring a district-wide BID and boosting online presence through the Discover Huntingdonshire website and Instagram. | N/a | G | These combined efforts are helping to revitalise town centres, attract footfall, support local traders, and strengthen place identity, contributing to more vibrant, economically resilient high streets across the district. |
| 36. Support the visitor economy and culture sector including CPCA Local Visitor Economy Partnership. | Cllr Wakeford | We are currently awaiting an update from the Mayor to understand if this programme is going ahead. LVEP meeting held on 9.7.25. | N/a | A | We are currently awaiting an update from the Mayor to understand if this programme is going ahead. LVEP meeting held on 9.7.25. |

**Outcome: Forward-thinking economic growth**

**Activity type: Influence**

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 37. Work with the CPCA and partners to support skills development and opportunities. | Cllr Wakeford | This quarter, we collaborated with two secondary schools to deliver enterprise days for Year 9 and Year 10 students, highlighting the variety of careers available in the construction sector, an industry facing long-term skills shortages. | N/a | G | This activity has helped to raise awareness of career opportunities in construction among young people, inspiring future talent and contributing to efforts to address long-term skills shortages in a key local industry. |
| 38. Work with partners to secure investment and growth in Huntingdonshire, maximising the opportunities presented through Local Government Reorganisation and additional devolved powers. | Cllr Wakeford | We held meetings with several key businesses following the UKREiiF conference to promote our district as a prime location for growth and investment. | N/a | G | These meetings helped strengthen relationships with potential investors and key employers, hence raising the profile of the district as a competitive and attractive location for future growth and inward investment. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
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| 39. Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies. | Cllr Sanderson | This quarter, we have entered into a Planning Performance Agreement with East-West Rail to influence their application to the central government, and have seconded a Development Management Officer to assist in the management of the project. On the A428 Black Cat to Caxton Gibbet scheme, our Implementation Team was heavily involved in the Development Consent Order application, and now that construction work is well underway, we still sit on the Project Board to ensure that the delivery of the scheme has its impact on residents minimised. We have also been involved in the A141 Strategic Outline Business Case this quarter. | ↔ | G | The planning team has been helping with business cases and has been influencing the development of these key infrastructure developments, helping to ensure our residents have access to high-quality transport infrastructure. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 40. Support and engage in the development of the Local Growth Plan as it is developed by the CPCA, highlighting the inward investment and growth priorities and opportunities for Huntingdonshire | Cllr Wakeford | Officers from the service area are contributing to the Local Growth Plan development through workshops and meetings. The CPCA CMT is scheduled to review the draft Local Growth Plan as part of the CA Board process. | N/a | G | Officer involvement in the development of the Local Growth Plan ensures that local priorities and opportunities are well-represented in the emerging strategy, helping to shape a more place-responsive plan that supports future investment and economic growth across the district. |
| 41. Run and attend a programme of events to promote the profile of Huntingdonshire as a place to invest, grow and deliver economic growth. | Cllr Wakeford | The team engaged with over 100 businesses through these events: We organised and delivered the CEO Breakfast event on 8th May and hosted a stall at the Cambs B2B North Peterborough Chamber of Commerce. Additionally, we arranged and ran the Business Network event on 18th June at the East Anglia Energy Academy and had a stand at the Town and Parish Forum on 19th June. | N/a | G | These meetings and events have strengthened relationships across sectors, increased awareness of local support offers, and provided valuable insight into business needs, helping to shape future service delivery and promote the district as a dynamic place to do business. |

**Outcome: Lowering carbon emissions**

**Activity type: Do**

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 42. Maximise opportunities to expand the use of Hydrotreated Vegetable Oil (HVO) Fuel where there is a business case to do so. | Cllr Kerr | The final stages of tender for the fuel contract of HVO are underway. Once we have a full response from the market with a clear pricing structure, we will approach Finance/Place directors for a financial decision on how the HVO will be financed (fixed price, spot market, etc). Once a contract is in place, we will be launching full fleet usage of HVO, with expected completion at the beginning of July 25, along with engaging with blue light services to access the HVO. | N/a | G | HVO implementation across the entire HDC fleet is now in the final stages. Once rolled out, the CO2 emissions will be reduced by around 82%, aligning with our corporate goals and climate strategy aspirations of net zero by 2040. |
| 43. Maximise decarbonisation of our fleet where there is a business case to do through a fleet strategy. | Cllr Kerr | Final stages of tender for fuel contract of HVO underway. Once we have a full response from the market with a clear pricing structure, we will approach Finance/Place directors for financial decisions on how the HVO is financed (fixed price, spot market, etc). Once the contract is in place, we will be launching full fleet usage of HVO. | N/a | G | HVO implementation across the entire HDC fleet is now in the final stages. Once rolled out, the CO2 emissions will be reduced by around 82% this will align with our corporate goals and climate strategy aspirations of net zero by 2040. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
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| 44. Minimise use of fossil fuels for energy where there is a business case to do so. | Cllr Kerr | The full rollout of HVO in the service is underway and should be completed by July 25. This will see only a small number of specialist plant and machinery (strimmers, chainsaws, etc) still requiring fossil fuels. | N/a | G | This will significantly reduce the emissions from the HDC fleet, improving the quality of air for our residents and helping us become a greener authority. |
| 45. Showcase and encourage community action to lower carbon emissions. | Cllr Howell | Completion of partnership with Warboys Parish Council and Cambridge Carbon Footprint for the thermal imaging camera project.<br><br>Sponsorship of 3 sustainability accolades for the 'Invest in Huntingdonshire' business awards | N/a | G | 56 people were trained across Great Paxton and Warboys to use the thermal imaging cameras. 73 properties were surveyed, resulting in residents applying measures to reduce their energy bills, including increasing loft insulation, fitting radiator reflectors, and applying draft exclusion measures<br><br>The sustainability awards will recognise businesses that have made key steps in their carbon savings journey. This will provide an additional platform to promote their brand, as well as become more attractive to eco-conscious customers. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 46. Identify emissions from HDC IT data centres to include in reporting and establish disposal methods for IT equipment to reduce environmental impact. | Cllr Conboy | This project was completed in early 2025. | N/a | G | This project was completed in early 2025. |
| 47. Delivery of Climate Awareness Training across the Council. | Cllr Howell | Online Climate training is now available for all staff to access through the Learning and Development portal. | N/a | G | All staff now have access to online training to help up-skill them, contributing to HDC's Climate agenda. |
| 48. Maximise use of solar of Council operational buildings (PROJECT). | Cllr Howell | 5 Solar installations have been completed and signed off during Q1. Solar Canopy at OLSI (Sport England Funded). OLH, OLSIO, OLSN, OLR (HDC Funded). | N/a | G | Reduction in HDC carbon emissions and reduction in utilities across the one leisure centre. |
| 49. Improve household recycling, reduce greenhouse gas emissions and reducing food waste through implementation of household food waste collections (PROJECT). | Cllr Kerr | The project is on target, with vehicles and caddies arriving in 2025. Our back office systems are being updated, routes are modelled and being transferred to an In-cab system. Recruitment of new staff is currently in the planning stages. Comms plan is being finalised. | N/a | G | This project will help to reduce greenhouse gas emissions and will help to reduce food waste, reducing the amount we send to landfills each year. |

**Outcome: Lowering carbon emissions**

**Activity type: Enable**

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 50. Support community projects that reduce carbon emissions. Net Zero Villages (PROJECT). | Cllr Howell | Currently collating evidence for a heat feasibility mapping funding bid for Huntingdon. Partners include HDC, NHS (Hinchingbrooke Hospital) and Aces Trust. Currently awaiting confirmation from Cambs police.<br><br>Net Zero Villages - 5 out of 11 projects completed, along with a press release to show updates. | N/a | G | If successful, a survey will be conducted to assess the heat emitted from buildings in Huntingdon. This will then present an opportunity for further funding to examine effective ways to harness this heat, reducing energy bills and subsequently carbon emissions.<br><br>Net Zero Villages - enabling community group buildings to become more energy efficient, saving on their bills, and reducing carbon emissions. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 51. Enabling community action and engagement to achieve greater biodiversity. Biodiversity4All extension to pilot urban nature corridors and natural flood prevention (PROJECT). | Cllr Howell | St Ives Nature Corridor Project - Audits have been completed by the Graduate Ecologists, and the Data has been processed. Some community engagement work has been done through piggybacking on the Dart Green Project, which is being completed in partnership between St Ives Eco Action and the Parks, Countryside and Climate Team. Natural Flood Defence Project - Two sites have been agreed with internal and external stakeholders (Spring Common and Loves Farm). Working in partnership with CCC and ecological audits, archaeological surveys and Topographical surveys have been actioned for these sites. Finding suitable sites for natural flood defences has been challenging, and we are engaging with CCC to identify more potential sites and work with Private landowners. | N/a | G | St Ives Nature Corridor Project - Community and key stakeholders have been engaged and are supportive of the work. The key milestone of the data being processed has been completed and could be used to support the development of management plans for the sites.<br><br>Natural Flood Defence Project - site identification and evidence gathering have been the main focus. Physical work will come later in the project. |

**Outcome: Lowering carbon emissions**

**Activity type: Influence**

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 52. Develop the Council's procurement rules to further embed social and environmental value. | Cllr Davenport-Ray | Sustainable procurement and decarbonisation training has already taken place in February 25. Learning will be embedded and the council's position will be captured on the social value toolkit being developed. A Working group is in place, and a meeting is to be held at the end of July. | N/a | G | This will help us to further embed social and environmental value in our procurement service, helping us to be best in class. |
| 53. Expand positive climate action support for local businesses, celebrating best practice and sharing knowledge. | Cllr Howell | Annual Climate Report submitted to Overview & Scrutiny, with Cabinet planned for July 2025. Independent Climate Scorecard results published showing significant improvement and notably a 44% increase in Collaboration and Engagement. Plans have started for our 3rd Annual Climate Conference focusing on Community Resilience. | N/a | G | HDC is delivering against key themes to contribute to the reduction of Carbon in the District, climbing up 13 spaces in the independent climate scorecard. |

**Outcome: Delivering good quality, high value-for-money services**

**Activity type: Do**

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 54. Refresh our Commercial Investment Strategy to support informed and impactful investment. | Cllr Mickelburgh | Workshop held, draft strategy reviewed by Treasury Management and Capital Group in June. The proposed revised strategy will next go through O&S and the governance process. | N/a | G | This will work to ensure our investments are both impactful and ethical, resourcing us to better help our residents. |
| 55. Delivery of the Workforce Strategy Action Plan equipping the workforce with skills for the future whilst attracting, retaining and nurturing talent (PROJECT). | Cllr Davenport-Ray | The Leadership Development programme is underway - HR Module, Continuous Improvement and Recruitment and Onboarding have commenced. Also, A new one-to-one form titled 'My Conversation' has been launched, and the iCare Awards Ceremony has been held. Procurement commenced on the Electric Vehicle Salary Sacrifice Scheme. Initiatives were held during Mental Health Awareness Week, and the WFS Roadshows were held at all sites and HDC. | N/a | G | Based on Q4 Employment Committee Data (most recent available)<br>- 21 leavers in the quarter compared to 33 in the previous quarter.<br>- 15 existing staff were promoted or moved into other internal positions in HDC.<br>- Sickness absence to the end of Q4 has decreased to 8.3 days per FTE, which is a decrease from 8.5 days per FTE in Q3. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 56. Continue our Customer Services improvement programme to ensure that our customers are always at the heart of what we do (PROJECT). | Cllr Ferguson | Partnered with Bumps to Baby to provide wellbeing support through webinars to staff on parental and midlife support. | ↔ | G | The website and FAQ upgrades have resulted in more residents engaging with the website, and for longer periods. |
| 57. Progress the Development Management Improvement programme informed by the Local Government Association Peer Review to deliver continued efficiency in the planning service (PROJECT). | Cllr Sanderson | Of the 16 Peer Review recommendations, four have been completed, with a further 11 started. Four further individual actions have been completed. The Agents & Developers forum is scheduled to take place on 21/7/2025. A new Comms plan has been created and is now being workshopped, a DM process review is happening, and automation is being implemented. Application Validation is being reorganised and improved, the S106 process is being streamlined, AI opportunities are being scoped, and a Community Engagement Platform is being procured. | N/a | G | Following up on our peer review actions will help to improve the planning process, helping us to be best in class and helping to deliver a value-for-money and efficient service for our residents. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 58. Progress delivery of Civil Parking Enforcement across the District to enforce on-street parking activity (PROJECT). | Cllr Kerr | Communication received suggest that Civil Parking Enforcement will commence in early Aug 25. Works continuing to transition to new service | N/a | G | Works continue to deliver Civil Parking Enforcement in Huntingdonshire, helping to make the streets safer. |
| 59. Build the enhancements to visitor facilities at Hinchingbrooke Country Park (PROJECT). | Cllr Howell | Planning Permission was submitted for the development in Mar 25, with permission being granted in Jun 25. Communication partner engaged to help manage the messaging. | N/a | G | The project will ensure financial sustainability for not only Hinchingbrooke Countryside Park, but also the entire strategic parks portfolio. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 60. Implement the recommendations and suggestions made from the Local Government Association Corporate Peer Challenge, continuing to drive transparent continuous improvement. | Cllr Ferguson | Since the review was published, 22 of the 37 actions have been completed with the evidence base reported to Overview and Scrutiny on 8th July. The remaining 15, which are still in progress, are all reporting as being within target. The Q1 Peer Review Update is currently going through the governance cycle and will be reported to Overview & Scrutiny in September. | N/a | G | The Corporate Peer Challenge supports Priority 3 of the Corporate Plan – Doing our Core Work Well. It ensures the Council focuses on key learning and development areas identified through external peer review. Outcomes include:<br><br>A management structure aligned with Corporate Plan delivery<br>A communications network supporting the corporate narrative<br>A continuous improvement programme informed by peer review<br>An engaged workforce guided by the Workforce Strategy<br>Enhanced member skills through targeted training<br>A developed approach to transformation |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
| --- | --- | --- | --- | --- | --- |
| 61. Extend the use of benchmarking data to identify opportunities for transformation. | Cllr Ferguson | Following a recent recruitment, the new Performance and Insight Team are now fully operational. Scoping of the project has been completed this quarter, and a draft proposal is being taken to the next delivery board, ready for the programme to commence in Q2. Data collection has started in Q1 in order to gain endorsement for the model of review and prioritisation, to better inform and test organisational transformation priorities. | N/a | G | The performance and insight team have developed a working model to better enable the senior management team to reflect and assess whether transformation is prioritised and focused on in the areas of greatest impact. This will help drive the maximum benefit for the community and district as a whole, and is scheduled for release in Quarter 2. |
| 62. Expand the use of unit costing within priority service areas to demonstrate productivity and opportunities for transformation. | Cllr Ferguson | The Performance and Insight team is now fully resourced. Following collaboration with other services, scoping of the project has been completed this Quarter, and a proposal is being drafted ready for the Operations Board for Quarter 2. | N/a | G | Scoping has now been completed, and a working model has been developed in Q1 to inform an overall proposal, ready for the Operations board in Q2. Following its approval, the programme will be able to officially begin. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 63. Identify opportunities to use Artificial Intelligence in a targeted way to support transformation and efficiency in compliance with emergent legislation. | Cllr Ferguson | A number of staff at HDC are using AI to help deliver day-to-day services. Examples include summarising meetings or drafting documents. Work is also underway to look at the potential to summarise conversations with customers in the Call Centre to reduce 'wrap-time' for advisors.<br><br>In addition, the arrival of the CDIO in 3C ICT has introduced a stronger level of input into our approach and strategy - especially in ensuring compliance within a complex and changing technical environment. | ↔ | G | Using technology effectively will make the Council more efficient, but this must be done safely and securely to ensure data is used appropriately |
| 64. Listen to local residents and respond to their input on service delivery. | Cllr Conboy | Workshops held with community and VCS representatives to develop a funding model for CHAWS. As part of the local plan, consultation for Additional Sites Land Availability Assessments and Additional Sites Sustainability Appraisals was conducted from 23 April 2025 for 6 weeks to Wednesday 4 June 2025. | ↔ | G | The Local Plan activity has allowed residents and relevant stakeholders to have their say on how and where growth should take place across the district. |

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 65. Engage proactively with Local Government Reorganisation to ensure the priorities, opportunities and efficiencies for our communities are maximised | Cllr Ferguson | Resources have been secured for a research and policy officer, dedicated to LGR, as well as project coordinators, who will be starting in Q2. Two stand-ups a week are in place with the wider LGR team, as well as regular transformation catch-ups with a shared actions tracker. There is now an established single point of contact for all LGR resources and actions to go through, ensuring that priorities are met. We have also been proactive in holding a member workshop on scaling up services and risk, and beginning work early to identify case studies for the creation of the business case. | N/a | G | Actions tracker is in place to ensure deadlines are met and we are less at risk of losing sight of information. We have set up a shared Teams site for capturing information for the business case, and heads of service are aware of their additional responsibilities. A shared risk register is in the process of being created, which will allow us to have greater oversight of any issues/potential workstreams. The LGR 'team' is now well established and embedded within the project. |

**Outcome: Delivering good quality, high value-for-money services**

**Activity type: Enable**

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 66. Enable our outstanding volunteers in our parks, nature reserves and elsewhere to continue to improve the quality of those spaces. | Cllr Howell | Volunteering continues to be at the heart of our parks and open spaces. With spaces on work parties, delivering volunteering opportunities is being filled quickly. | ↔ | G | Community engagement and empowerment foster greater ownership of our parks and open spaces, leading to additional usage, footfall and partnership working. |

**Outcome: Delivering good quality, high value-for-money services**

**Activity type: Influence**

| 2025/26 Actions/Projects | Portfolio Holder | Progress Update at Quarter 1 | Direction of Travel | Latest Status | Impact as a Result of Action |
|---|---|---|---|---|---|
| 67. Our well-run Council will act as a model for our peers. | Cllr Conboy | We continue to show good delivery of services with multiple demonstrations of this in Q1 - the Peer Review Challenge update, attendance at UKReiif, Town & Parish Forum and many other events and positive service delivery demonstrate this.<br><br>In addition, other actions within this plan (e.g. benchmarking date) are being progressed alongside this action. | ↔ | G | Demonstrating our impact will enhance our reputation with residents, businesses and other key partners. |

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Huntingdonshire
DISTRICT COUNCIL

# Appendix C: Operational Performance Measures Graphs, Quarter 1 2025/26

Huntingdonshire DISTRICT COUNCIL



| | Improving the happiness and wellbeing of residents | Latest RAG | Forecast |
|---|---|---|---|
| 1 | The number of attendances at One Leisure Active Lifestyles and Sports Development Programmes | G | G |
| 2 | The number of One Leisure Facilities Admissions - swimming, Impressions and fitness classes, sports hall and pitches (excluding Burgess Hall and sc... | G | G |

| | Keeping people out of crisis | Latest RAG | Forecast |
|---|---|---|---|
| 3 | The number of residents enabled to live safely at home and prevented from requiring care or a prolongued stay at hospital due to a Disabled Faciliti... | G | A |
| 4 | The average time (weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants | A | A |
| 5 | The average number of days to process new claims for Housing Benefit and Council Tax Support | G | G |
| 6 | The average number of days to process changes of circumstances for Housing Benefits and Council Tax support | G | G |
| 7 | The number of homelessness preventions achieved | G | A |
| 8 | The number of households housed through the Housing Register and Home-Link Scheme | R | G |

| | Helping people in crisis | Latest RAG | Forecast |
|---|---|---|---|
| 9 | The number of households in temporary accommodation | G | G |

| | Improving Housing | Latest RAG | Forecast |
|---|---|---|---|
| 10 | The net change in the number of homes with a council tax banding | R | G |
| 11 | The number of new affordable homes delivered | R | R |
| 12 | Percentage of planning applications process on target - Major (within 8 weeks or agreed extended period) | G | G |
| 13 | Percentage of planning applications process on target - Minor (within 8 weeks or agreed extended period) | G | G |
| 14 | Percentage of planning applications process on target - Household Extension (within 8 weeks or agreed extended period) | G | G |
| 15 | The number of planning applications over 16 weeks old where there is no current extension in place (total at the end of the month) | G | G |

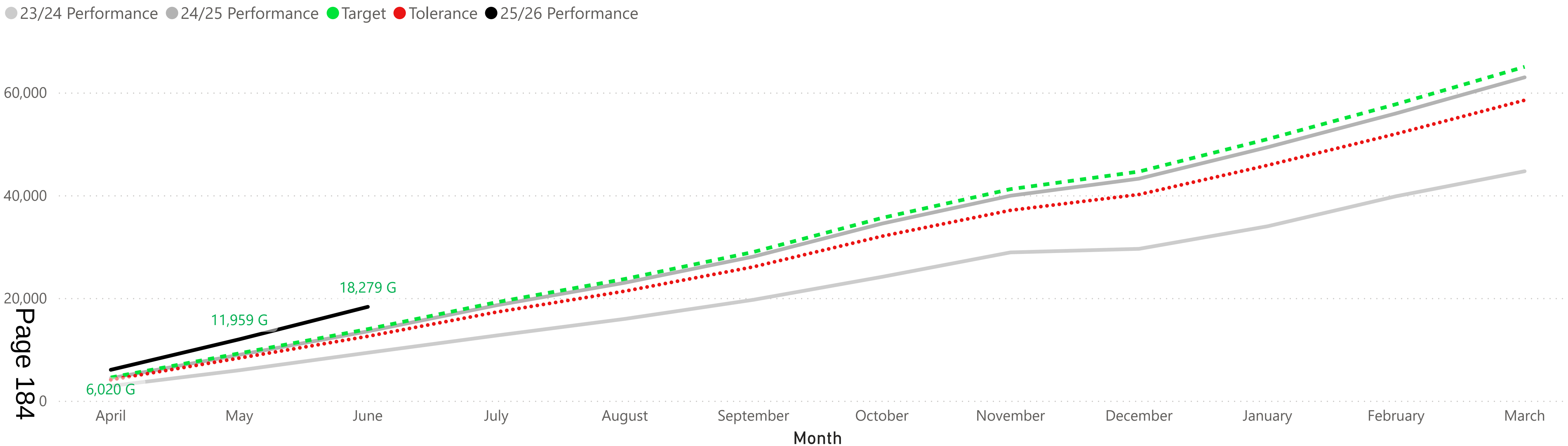
| | Forward thinking economic growth | Latest RAG | Forecast |
|---|---|---|---|
| 16 | Cumulative footfall in our market towns (Huntingdon, St Ives, St Neots & Ramsey) (monthly) | G | G |
| 17 | Total number of business engagements by the Economic Development team | G | G |

| | Lowering carbon emissions | Latest RAG | Forecast |
|---|---|---|---|
| 18 | 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 RAG | Forecast |
|---|---|---|---|
| 19 | Percentage of household waste reused / recucled / composted | R | G |
| 20 | Collected household waste per person (kilograms) | G | G |
| 21 | Residual waste collected per household (kilograms) | A | G |
| 22 | Number of missed bins | A | G |
| 23 | The percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations | G | G |
| 24 | The number of flytips reported (cumulative) | G | A |
| 25 | Sanctions against environmental crimes and anti-social behaviour | G | G |
| 26 | The number of programmed food safety inspections undertaken (cumulative) | G | G |
| 27 | Percentage of calls to the Contact Centre answered | G | G |
| 28 | Average wait time for customers calling the Contact Centre (seconds) | G | G |
| 29 | Customer Satisfaction (Contact Centre) [Collection Due to Commence in Q3] | 0 | 0 |
| 30 | Council Tax collection rate | G | G |
| 31 | Business Rates collection rate | G | G |
| 32 | Short-term staff sickness days lost per full time equivalent (FTE) (rolling 12-month total) | R | G |
| 33 | Long-term sickness days lost per full time equivalent (FTE) (rolling 12-month total) | G | G |
| 34 | Staff Turnover (per month) | G | G |
| 35 | Average length of staff service (years) | A | G |

## Outcome: Improving the happiness and wellbeing of residents

### PI 1: Attendances at Active Lifestyles & Sports Development Activities






Latest Commentary from Service:

June saw 35% growth on the previous best ever June performance (6,304 v 4,654). There are two new Cancer and Exercise Sessions now up and running in partnership with Hunts Community Cancer Network in St Ives and St Neots. Circa 1,600 attendances at Commissioned Activities. Planning is well underway for the school's summer holiday period with 63 commissioned Parish sessions, 18 sessions at Hinchingbrooke Country Park and 5 supporting the Snack Shack on Oxmoor with the Integrated Neighbourhood Team.

Latest year-end forecast:

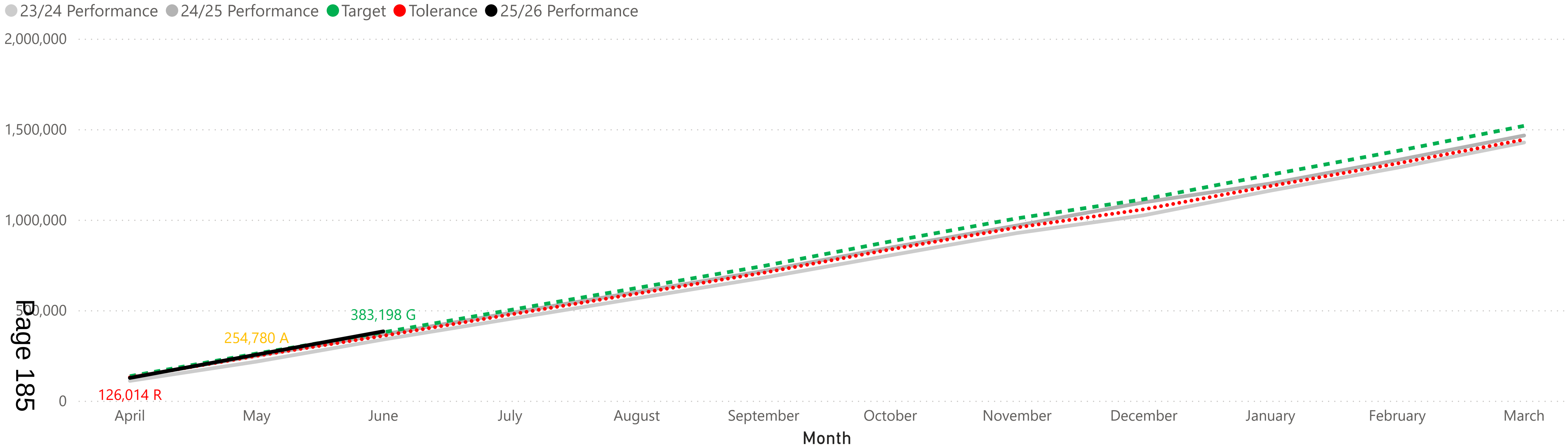
68,500

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:

A strong performance in June saw attendances increase +7k vs. the target +9.5k vs. June 24 and +54k year on year. The forecast outturn for 25/26 is +1.2k. The main activity drivers for overperformance are swimming, swim courses and gym. With the current investment in Huntingdon Leisure Centre gym and changing rooms, the service is optimistic that the year-end target will be exceeded.

Latest year-end forecast:

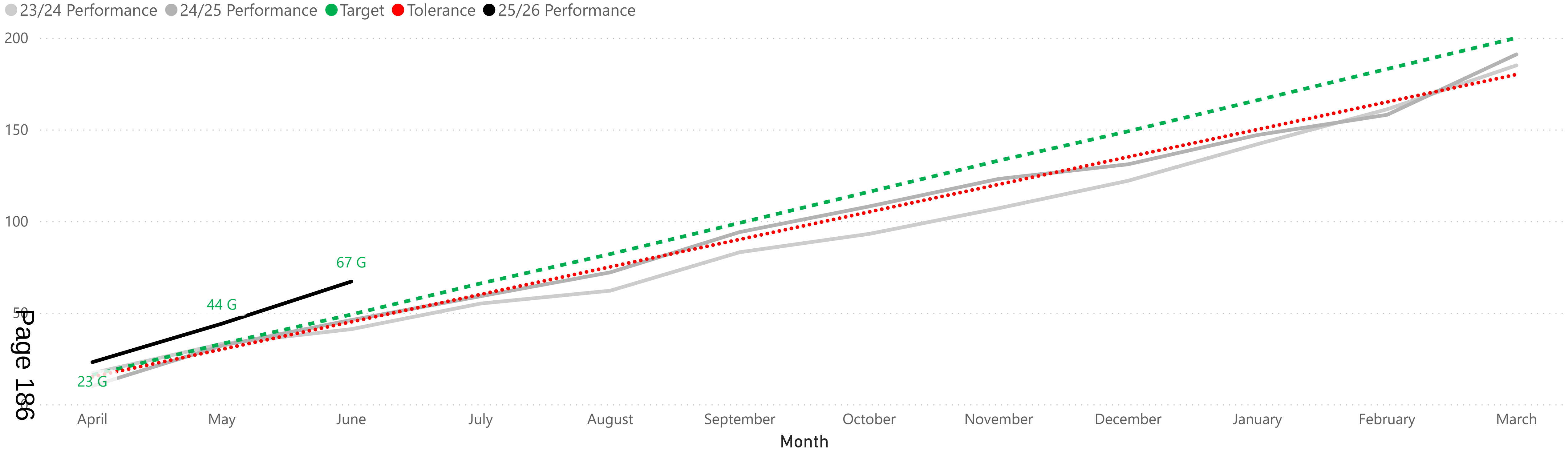
1,519,529

Latest projected outturn status:

G

## 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 residents helped via a Disabled Facilities Grant is up by 22 cases compared to June 2024. While there are still delays relating to Places for People approving works, and other complex cases, this metric has seen a significant improvement compared to previous years performance.

Latest year-end forecast:

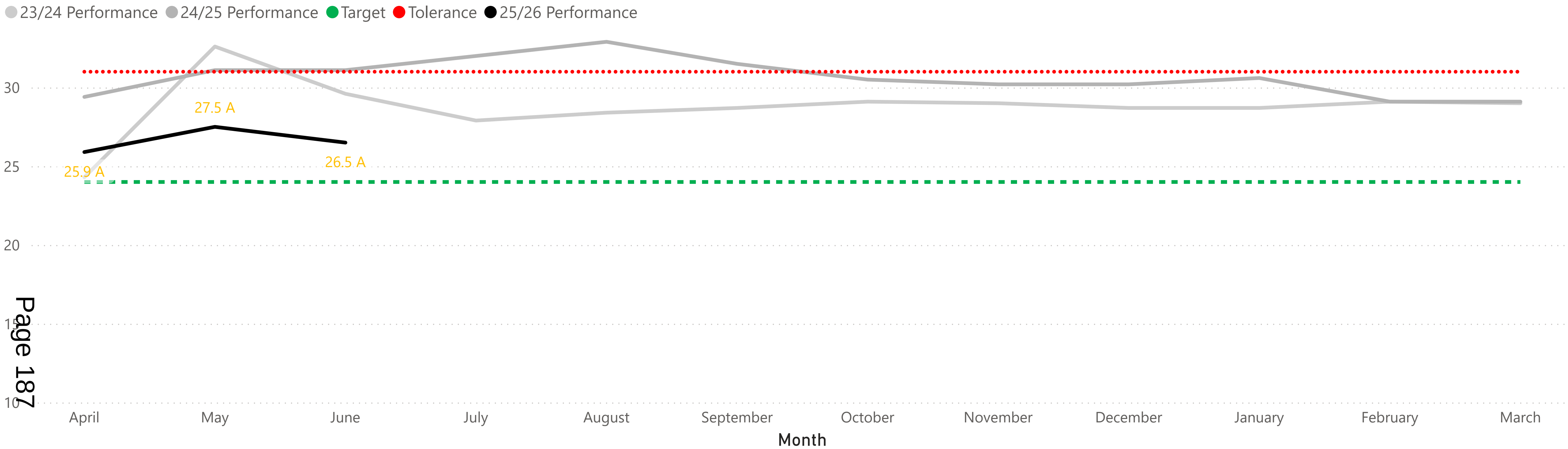
190

Latest projected outturn status:

A

## Outcome: Keeping people out of crisis

PI 4: Average time (weeks) between referral and completion of jobs funded through Disabled Facilities Grants






Latest Commentary from Service:

The average number of weeks between referral and completion has seen significant improvement compared to previous years, decreasing by just under 5 weeks compared to June 2024 (31.4 weeks). The remaining delays continue to relate to the time taken by Places for People to approve works.

Latest year-end forecast:

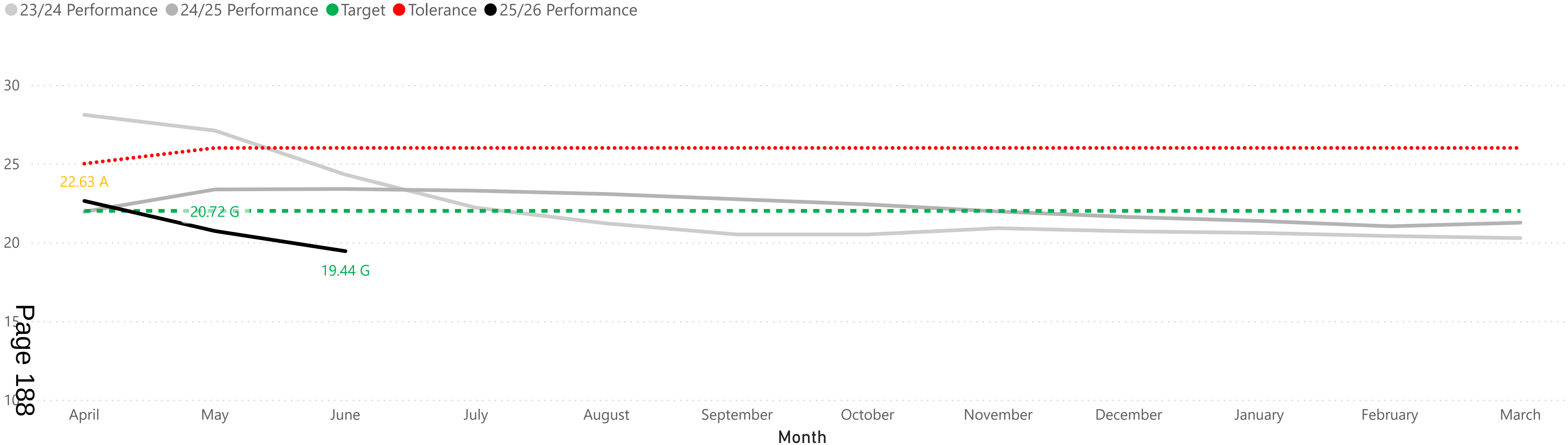
28

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 number of days taken to the end of June was 2.5 days above target and 4 days quicker compared to the same point last year as a result of changes made to the Council Tax Support Scheme. The final outturn remains unchanged.

Latest year-end forecast:

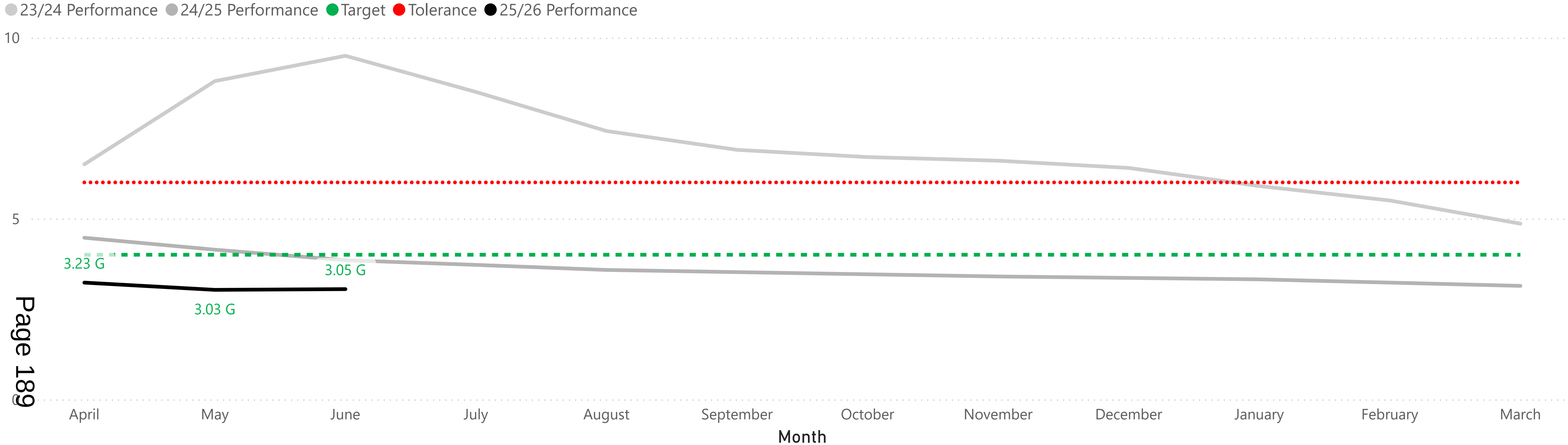
22

Latest projected outturn status:

G

## Outcome: Keeping people out of crisis

PI 6: Average number of days to process changes of circumstances for Housing Benefits and Council Tax support






Latest Commentary from Service:

The average number of days taken to the end of June was 0.8 days quicker than at the same point last year, despite a significant increase in the number of changes processed. This has been achieved as a result of improvements in automation brought about by the implementation of the new Council Tax Support Scheme.

Latest year-end forecast:

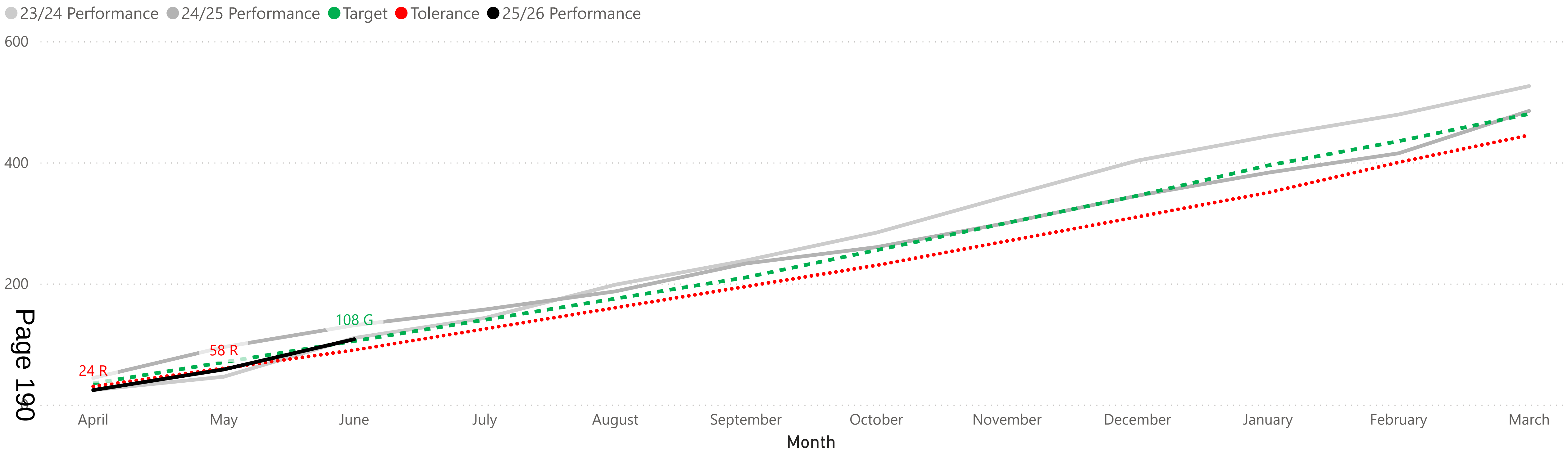
4

Latest projected outturn status:

G

**Outcome: Keeping people out of crisis**

PI 7: The 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. We have achieved a total of 108 successful preventions from April to the end of June, compared to 131 in the same period last year. This has been significantly impacted by the number of properties becoming available for letting through the Home-Link scheme over this period, which is one of the main ways in which preventions are achieved (see KPI 8). At this stage, we are forecasting that our end-of-year figure will be 460 successful preventions, but we will continue to review as the year progresses. When considering this PI it is also important to look at whether there has been an increase in the number of households in temporary accommodation (PI 9). We can see that this figure is currently being kept within target.

Latest year-end forecast:

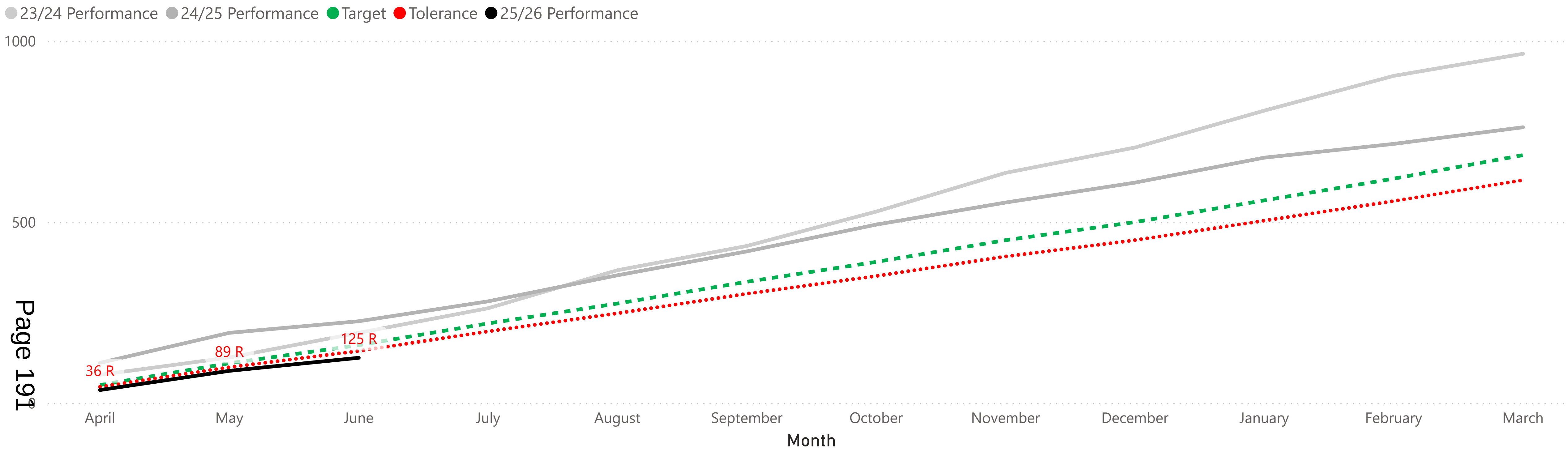
460

Latest projected outturn status:

A

## Outcome: Keeping people out of crisis

PI 8: The 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 in existing social rented stock, plus the additional units delivered through the new build programme. There were 125 households housed from April to the end of June, and this compares to the 226 households in the same period last year. This reduction is due to a large number of new builds completed in this period last year, compared to this year. With the new build delivery programme this year, we are still forecasting a total of 700 households housed by the year-end. Given the importance of the new build delivery programme in meeting the needs of households, as reflected in this PI measure, Officers have escalated the question to Registered Provider partners to seek assurances that the programme will still deliver the number of homes forecast this year.

Latest year-end forecast:

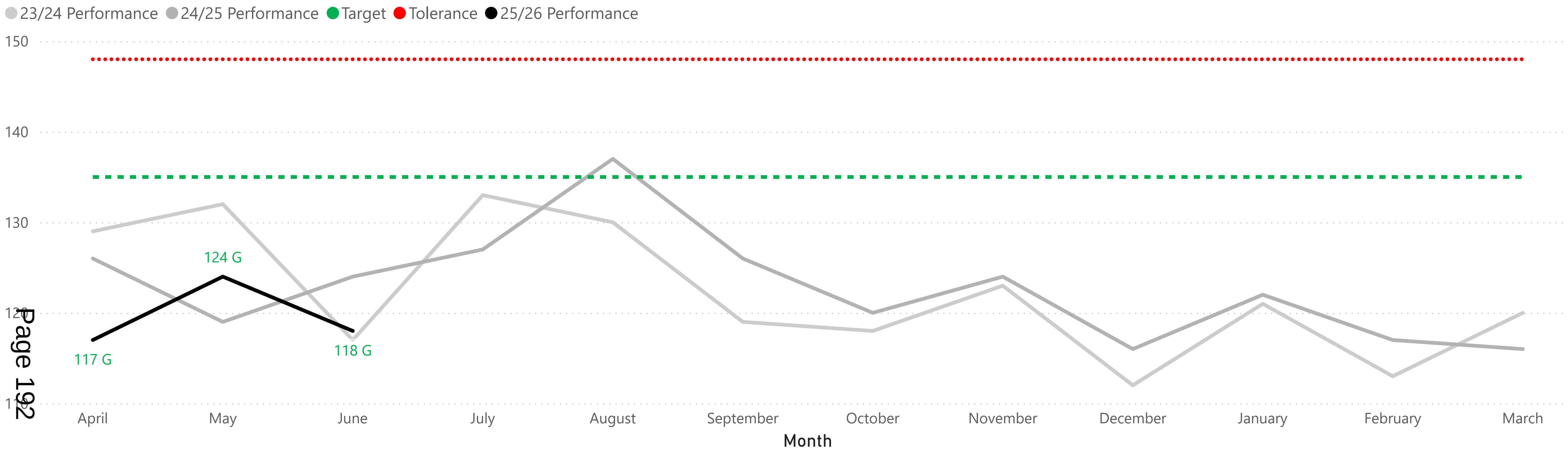
700

Latest projected outturn status:

G

# Outcome: Helping people in crisis

## PI 9: The 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 as quickly as possible. Considering each of these, we are aiming to hold the maximum number of households in TA at any one time below 135. The number at the end of June was 118, compared to the 124 households in TA at the same point as last year.

Latest year-end forecast:

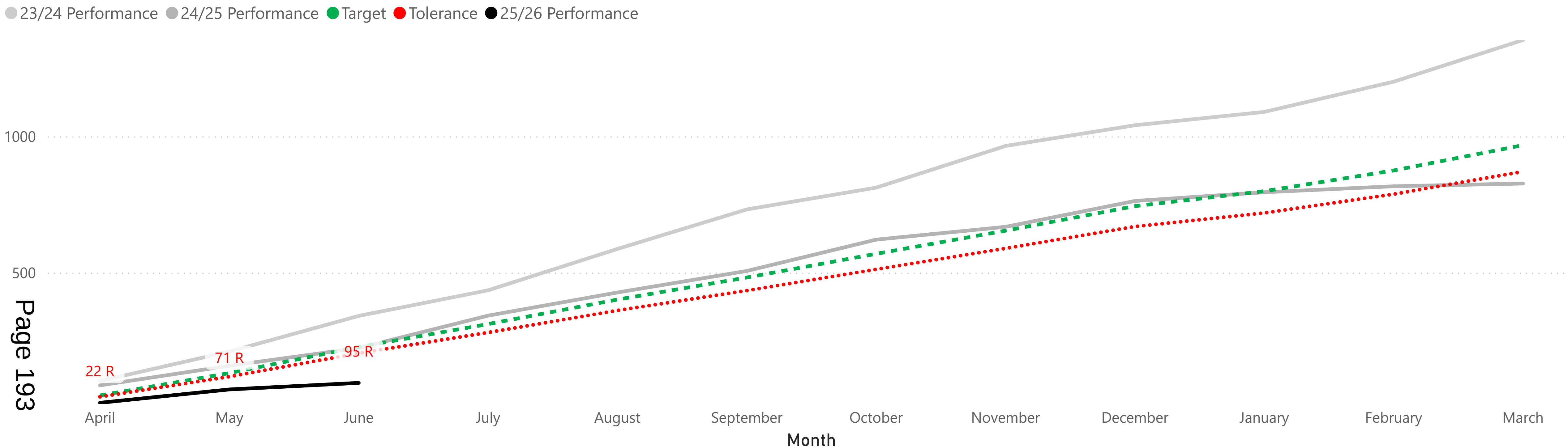
135

Latest projected outturn status:

G

## Outcome: Helping people in crisis

PI 10: Net change in the number of homes with a council tax banding






Latest Commentary from Service:

The number of homes with a council tax banding rose by 24 in the month of June.

In January, the VOA changed their council tax system, causing national delays in the number of additions each month. As things stand, there are still 356 properties awaiting a council tax banding, with the oldest being from November 2024.

Following a failed fix attempt in June, a new portal is planned for release by the end of July. It is unclear how these changes will affect the volume of release and the year end target at this stage.

Latest year-end forecast:

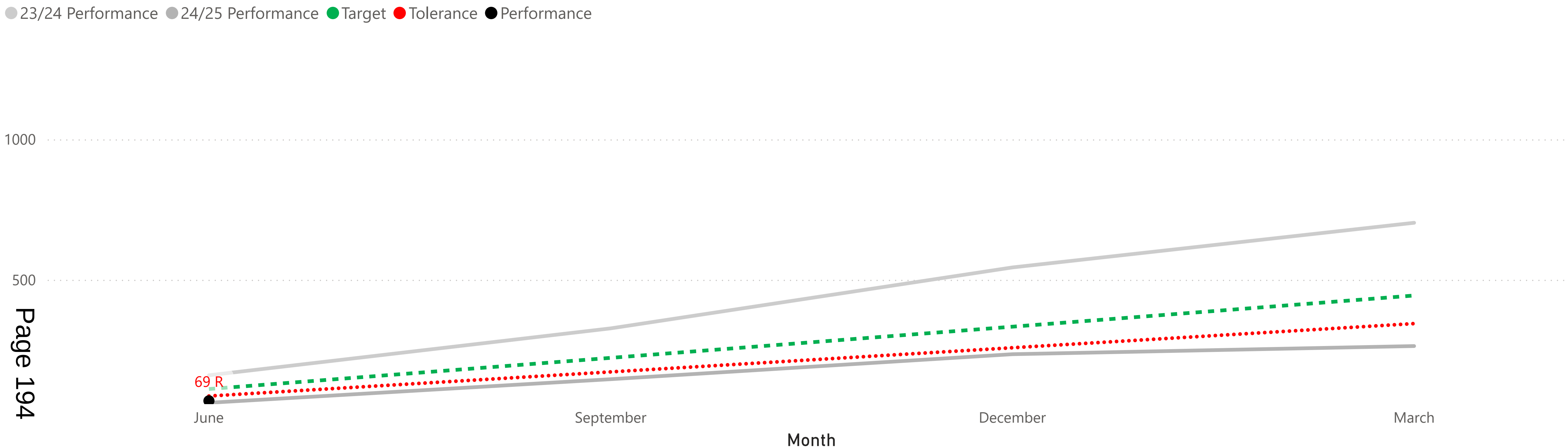
968

Latest projected outturn status:

G

## Outcome: Improving Housing

PI 11: The number of affordable houses delivered






Latest Commentary from Service:

At the end of this Quarter, 69 homes have been completed, and circa 340 are expected to be completed by year-end. However, there is concern that a large number (more than 40% of the homes) are forecast in Q4. This is a significant risk factor, as slippage would affect performance this year. Additionally, 21 homes that were previously expected to be completed this financial year are now delayed to next year due to a highway works delay.

It is also to be noted that this year, performance is to be measured against needs identified across the whole District. In common with most Local Authorities, the target is rarely met.

Latest year-end forecast:

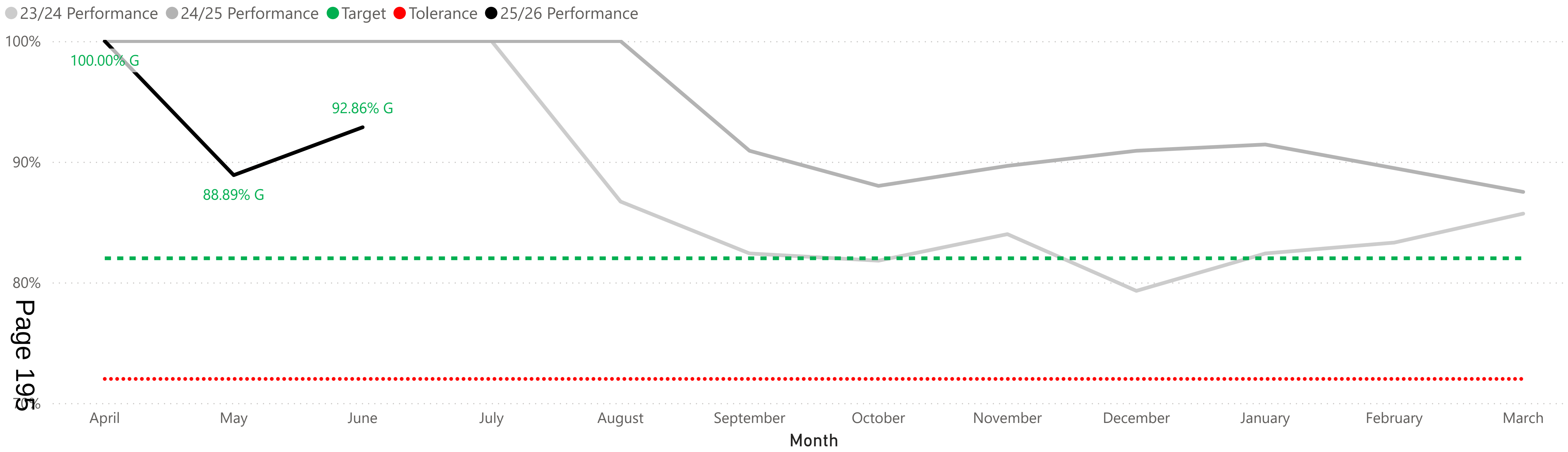
340

Latest projected outturn status:

R

## Outcome: Improving Housing

PI 12: Percentage of planning applications processed on target - Major (within 8 weeks or agreed extended period)






Latest Commentary from Service:

5 out of 5 Major Applications were determined within time, resulting in 13/14 being determined within time in Quarter 1.

Latest year-end forecast:

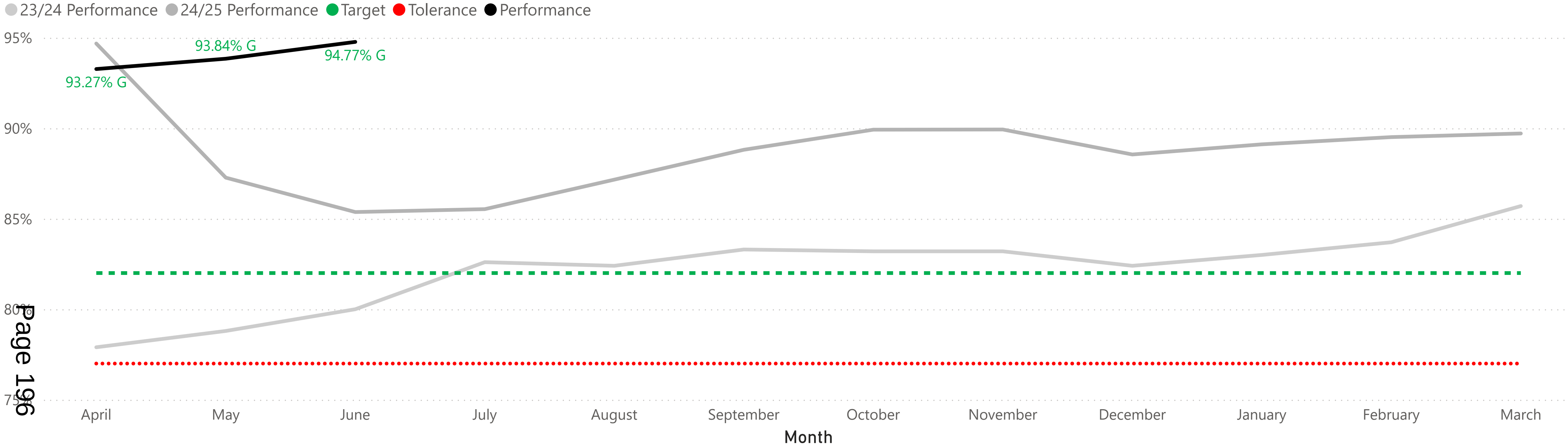
85%

Latest projected outturn status:

G

# Outcome: Improving Housing

PI 13: Percentage of planning applications processed on time - Minor (within 8 weeks or agreed extended period)






Latest Commentary from Service:

74 out of 76 Minor & Other applications were determined in June within time. Volume of applications has decreased to a familiar level, but performance has continued to remain strong, resulting in 272/287 applications being decided on time in Quarter 1.

Latest year-end forecast:

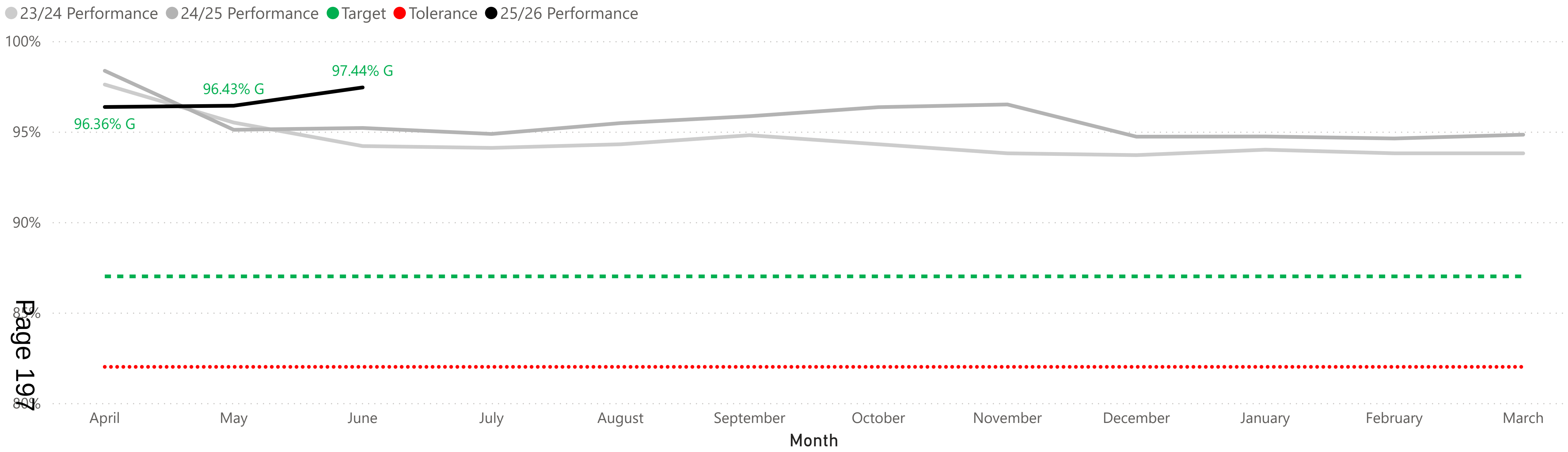
86%

Latest projected outturn status:

G

## Outcome: Improving Housing

PI 14: Percentage of planning applications processed on target - Household Extension (within 8 weeks or agreed extension period)






Latest Commentary from Service:

44 out of 44 Householder applications were determined in June within time, indicating a continuation of high performance in this application type. This has resulted in 152/156 applications being determined on time in Quarter 1.

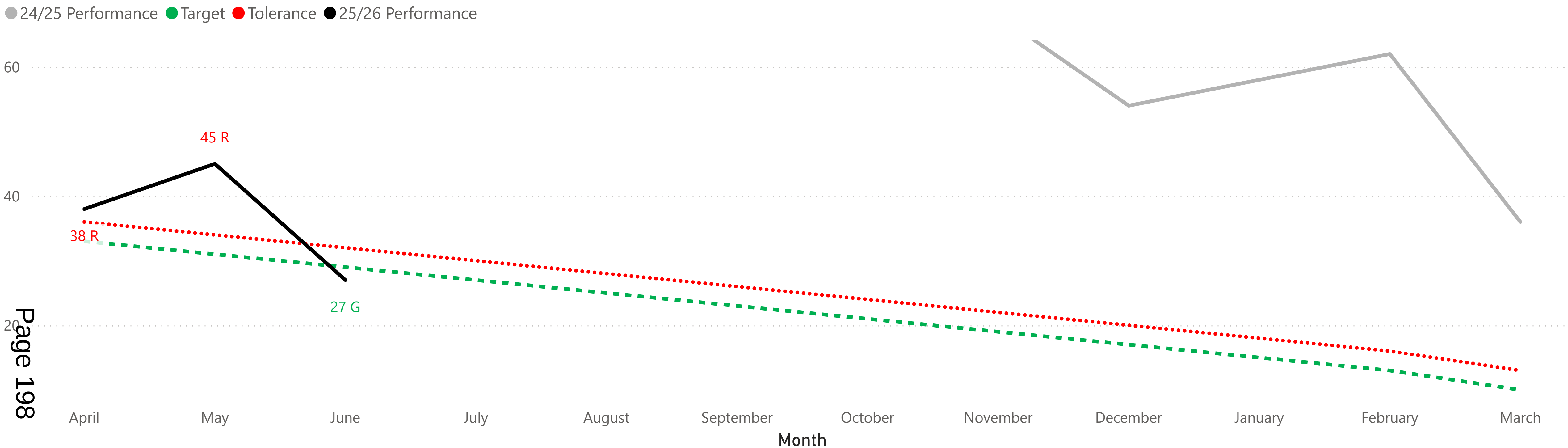
Latest year-end forecast:

93%

Latest projected outturn status:

G

PI 15: The number of planning applications over 16 weeks old where there is no current extension in place.






Latest Commentary from Service:

Implementation of changes to the way officers manage backlog cases and organise extensions of time along with a focused effort by Team Leaders and officers has led to a decrease by 18 cases and has achieved the monthly target. The backlog has reduced by 60 cases (from 78) compared to June last year.

Latest year-end forecast:

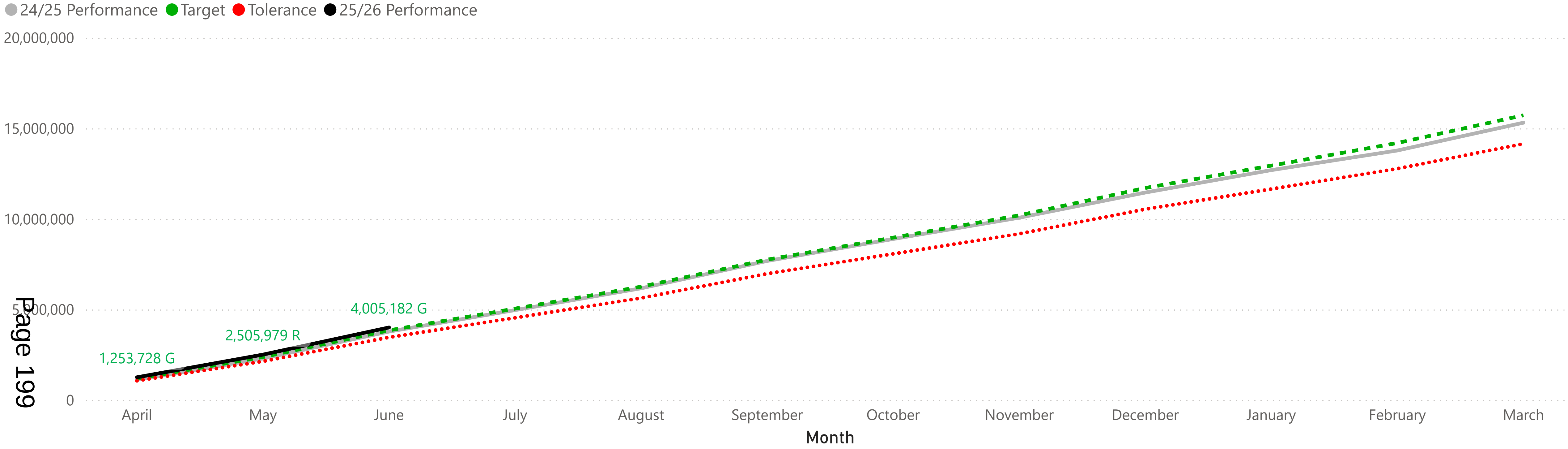
5

Latest projected outturn status:

G

## Outcome: Forward Thinking Economic Growth

PI 16: Cumulative footfall in our market towns






### Latest Commentary from Service:

Huntingdon's highest footfall days were Saturdays, which coincides with the Saturday market in the town centre, and an overall footfall count of 492,771 for June.

St Ives had 336,099 visitors in June. The Mondays and Fridays were the peak days for footfall, coinciding with our Market days, and the Farmers market contributed to higher footfall count on the 1st & 3rd Saturdays.

St Neots saw 338,152 visitors pass through its town in June, with peaks on Saturdays and Thursdays Market days.

Ramsey had 10,744 visitors in June, with a peak in footfall in the second week.

The warm weather has contributed to the increase in footfall; however, the absence of bank holidays has meant we did not see the same point increases compared to last month.

### Latest year-end forecast:

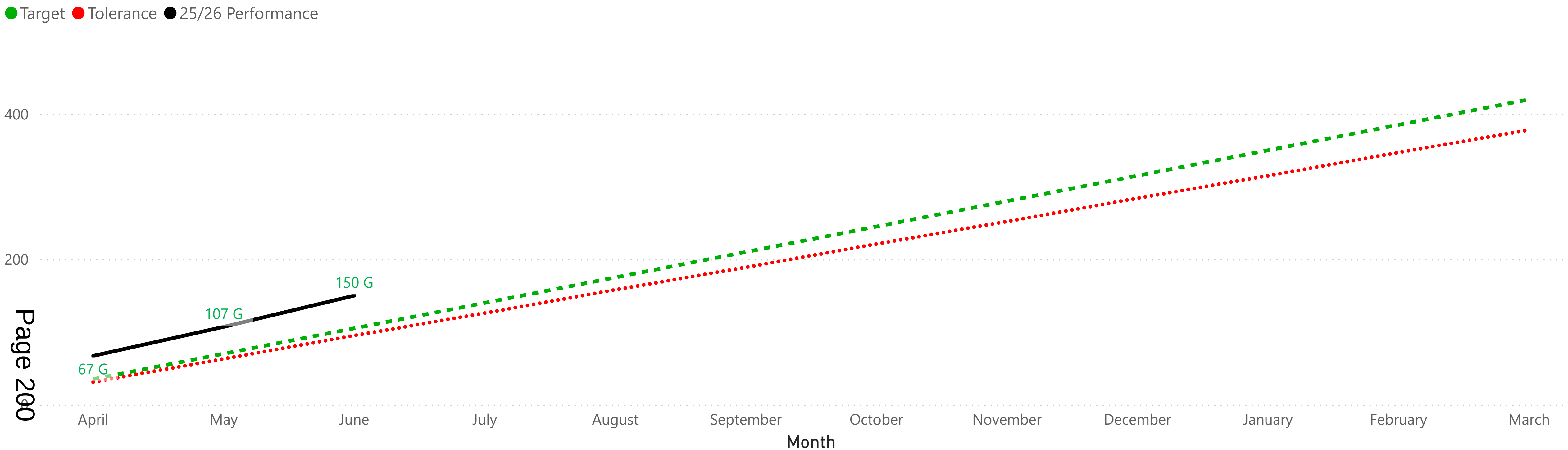
15,719,143

### Latest projected outturn status:

G

# Outcome: Forward Thinking Economic Growth

PI 17: Total Number of business engagements by the Economic Development Team






Latest Commentary from Service:

The team has seen a positive increase in business engagement figures this quarter, boosted significantly by our recent Business Network event held at East Anglia Energy Academy. One local business has come for support in seeking to grow its workforce, and another has successfully built up a strong client base and is now actively looking for premises on the high street to enhance its visibility and service offering. A third local business is receiving our help in exploring funding options to install solar panels, supporting their efforts to become more energy-efficient and reduce long-term operational costs.

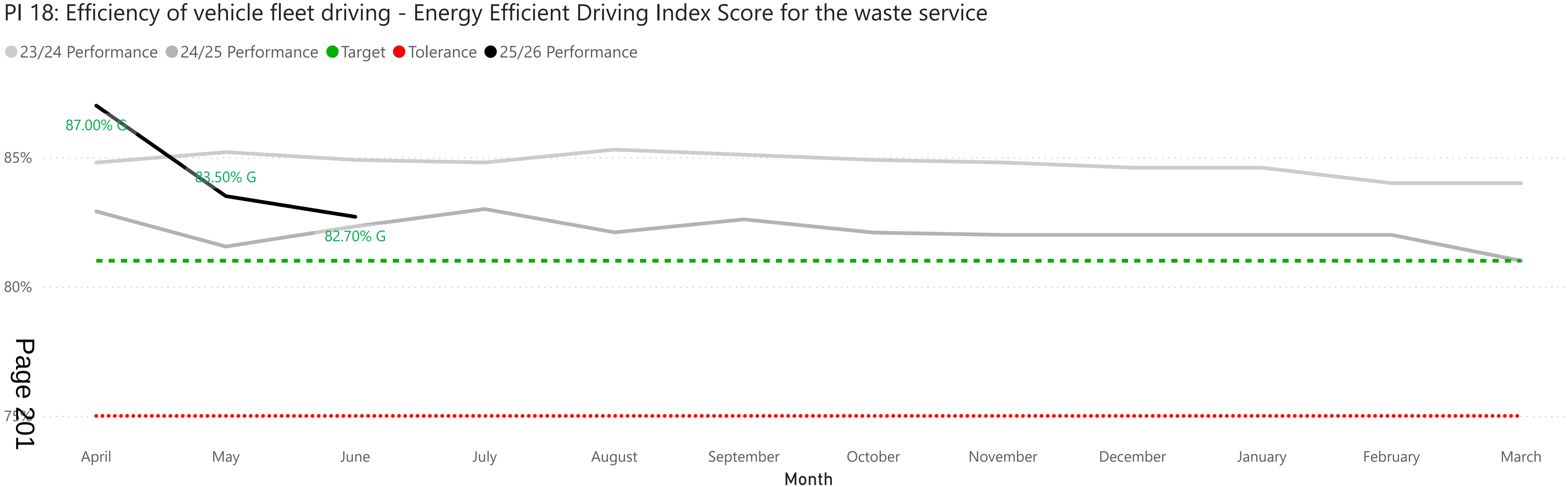
Latest year-end forecast:

420

Latest projected outturn status:

G

## Outcome: Lowering Carbon Emissions






Latest Commentary from Service:

Year to date, the waste service has achieved a fleet driving efficiency (EEDI) score of 82.27%, exceeding the set target. Continued monitoring and the sharing of best practices will help ensure this high level of efficiency is sustained throughout the year.

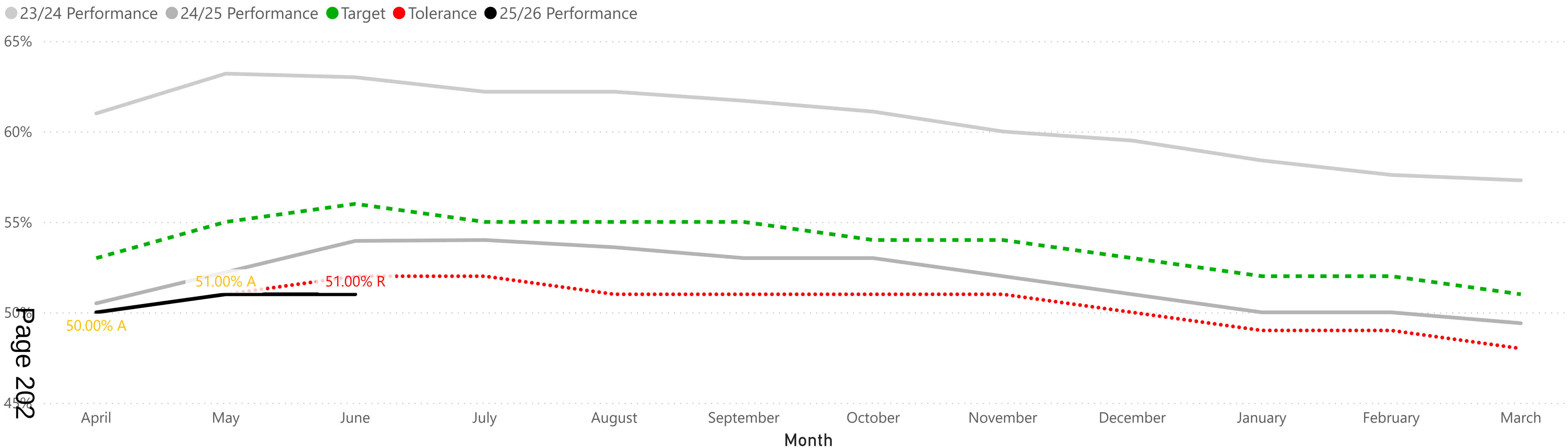
Latest year-end forecast:

81%

Latest projected outturn status:

G

PI 19: Percentage of household waste reused / recycled / composted






Latest Commentary from Service:

In June, a total of 5329.32 tonnes of waste were collected from domestic properties across the district, with 51% of this either recycled or composted.

Year to date, the recycling and composting rate stands at 51%, which is a 4% decrease from where we were this time last year.

Although the number of garden waste subscriptions is higher for the 2025/26 period, the amount of garden waste being collected has reduced, mainly due to the exceptional dry period we are experiencing.

Latest year-end forecast:

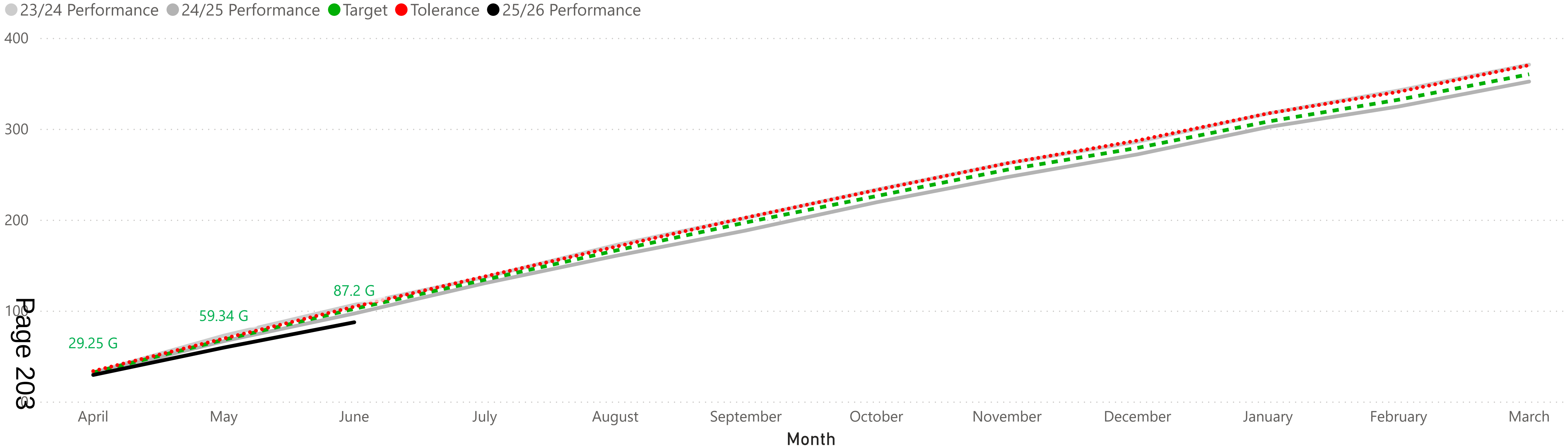
52%

Latest projected outturn status:

G

## Outcome: Delivering good quality, high value-for-money services

### PI 20: Collected household waste per person (Kilograms)






Latest Commentary from Service:

Household waste generated per person remains lower than the same period last year, with 27.86 kg collected per person in June, below the UK monthly average of 34 kg.

This continued downward trend is largely attributed to reduced garden waste tonnage in June, driven by the impact of the seasonally dry weather conditions.

Latest year-end forecast:

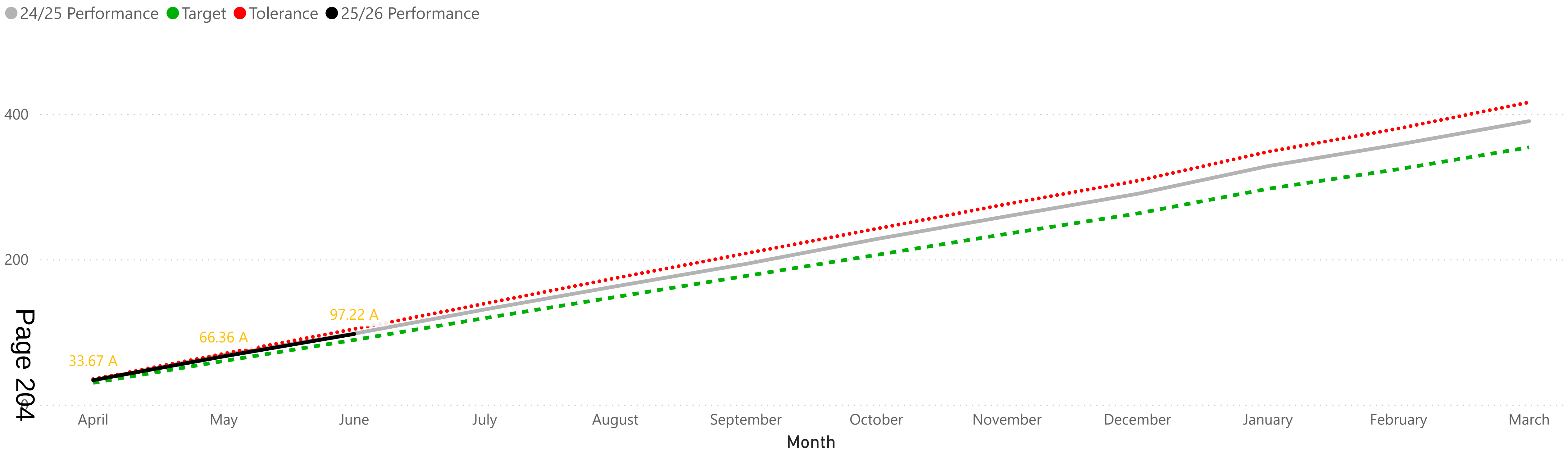
360

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 21: Residual waste collected per household (kilograms)






Latest Commentary from Service:

Residual waste collected per household currently exceeds our cumulative target and sits at 97.22 kg year to date. Encouragingly, we continue to outperform the UK average of 74 kg per household per month.

Looking ahead, preparations are underway for the introduction of a weekly food waste collection service starting in April 2026. The team are currently developing a resident-focused behaviour change campaign to help reduce the amount of food waste being disposed of.

Latest year-end forecast:

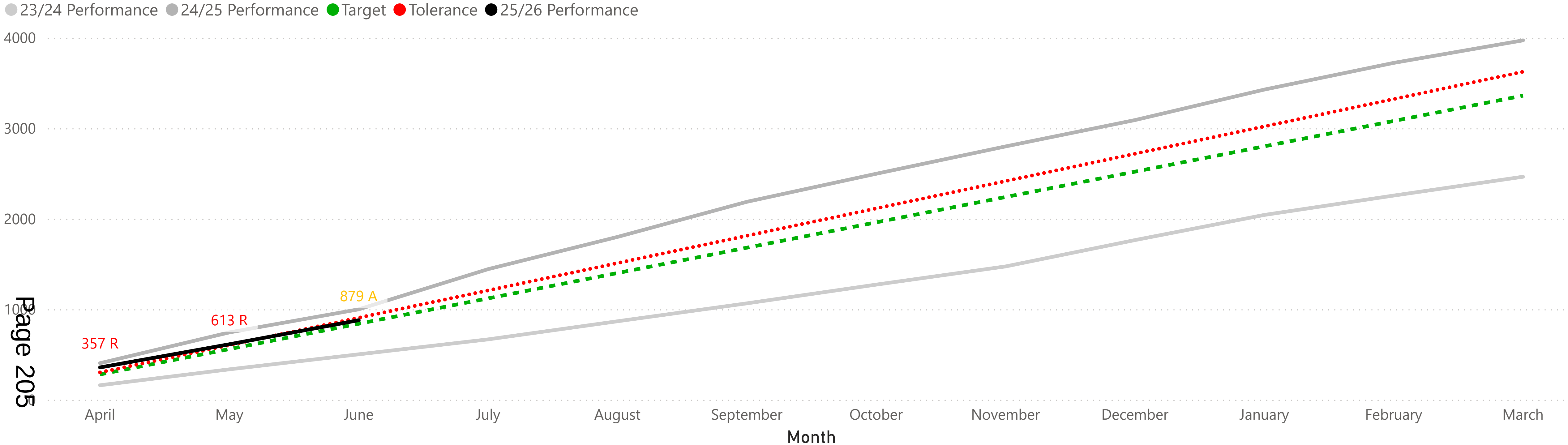
354

Latest projected outturn status:

G

## Outcome: Delivering good quality, high value-for-money services

### PI 22: Number of missed bins






Latest Commentary from Service:

In June, a total of 468,423 waste collections were scheduled, with 266 missed collections reported, resulting in a missed collection rate of just 0.061%. This remains below the APSE benchmark average of 0.076%.

We have seen a slight increase in the number of missed bins in June; however, this has been raised with the collection crews, and further analysis and reporting are being undertaken to support them.

Latest year-end forecast:

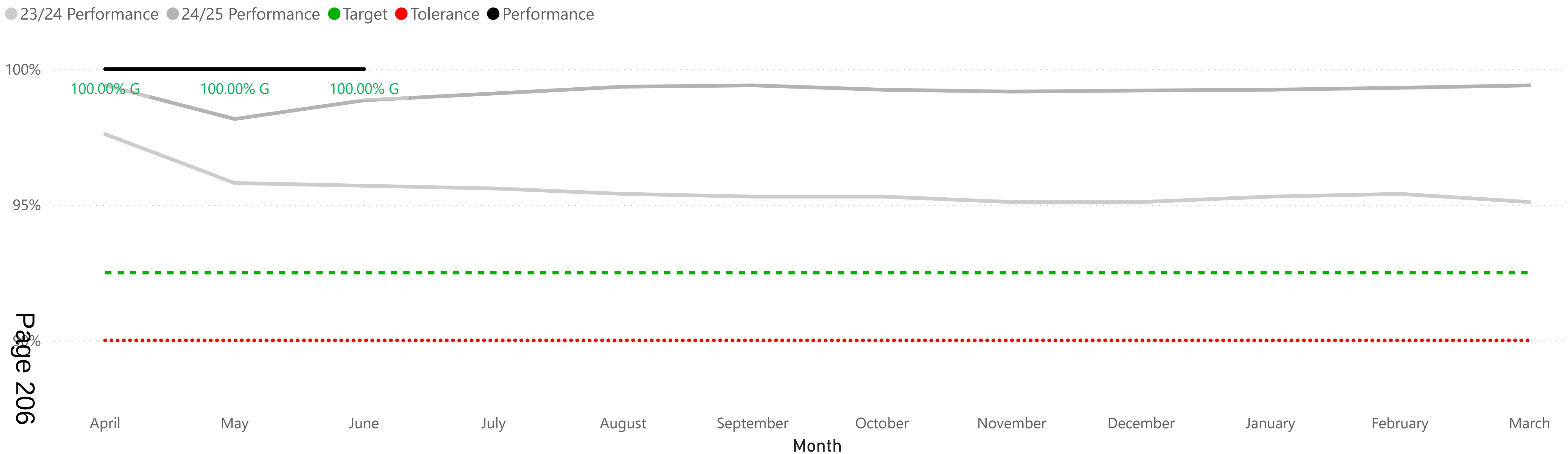
3360

Latest projected outturn status:

G

## Outcome: Delivering good quality, high value-for-money services

PI 23: The percentage of sampled areas which were clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations






Latest Commentary from Service:

June was another great month for the team. All 208 inspections, across 16 parishes, achieved a 100% pass rate. This ranks us at the top of our APSE benchmarking family group and top nationally.

Latest year-end forecast:

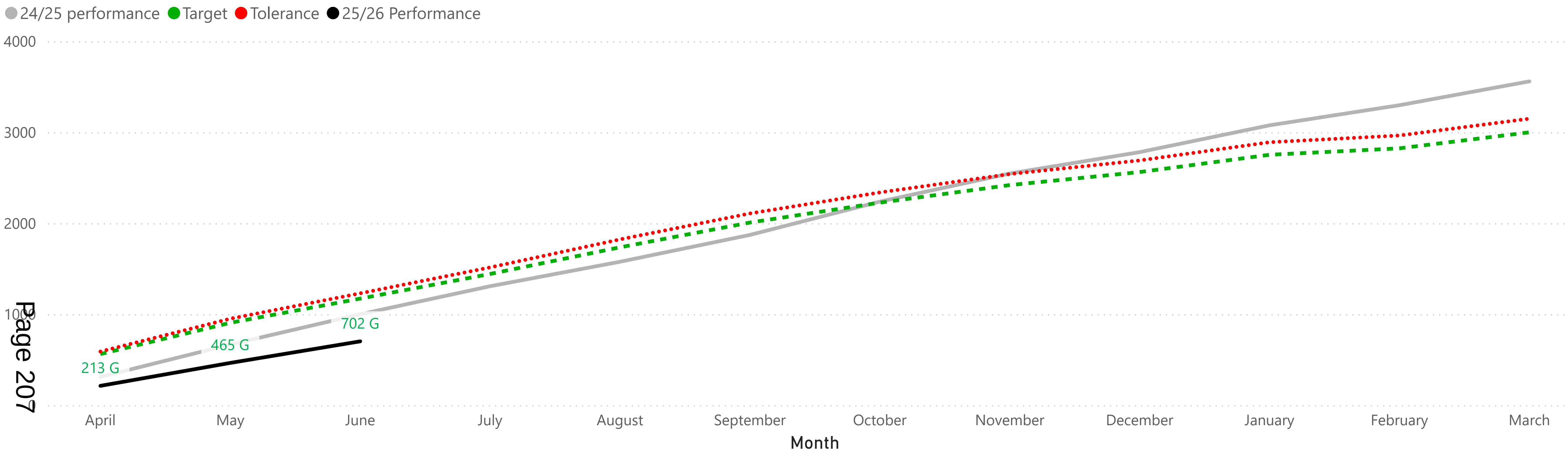
95%

Latest projected outturn status:

G

## Outcome: Delivering good quality, high value-for-money services

PI 24: The number of flytips reported






Latest Commentary from Service:

237 flytips cleared in June. Fewer than the previous month and 28% lower than the corresponding month last year (333 flytips in June 2024). This included 7 garden waste flytips.

Latest year-end forecast:

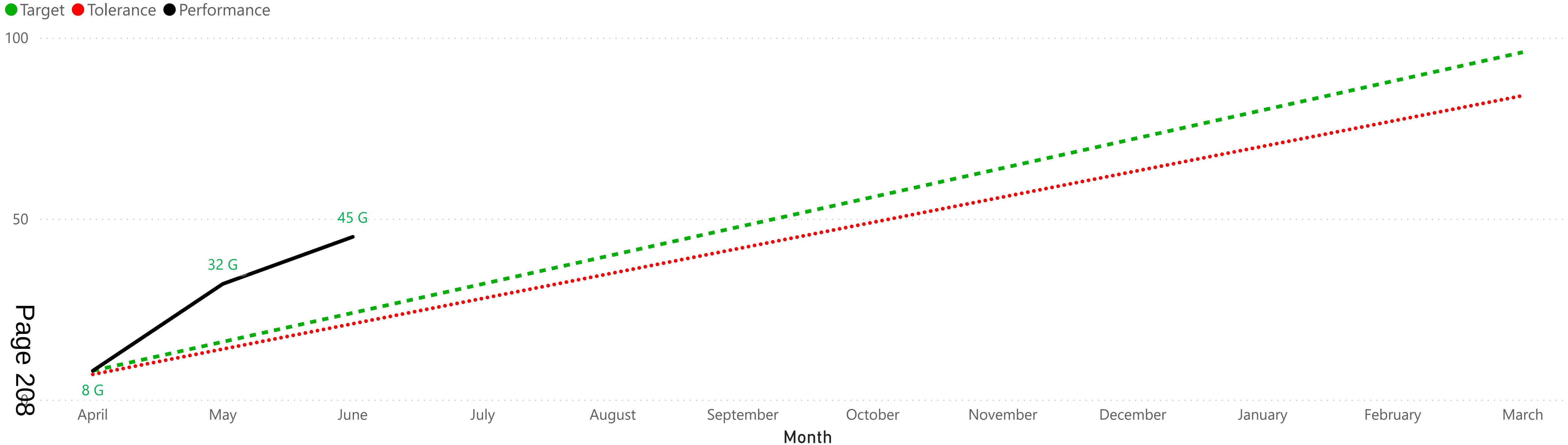
3150

Latest projected outturn status:

A

## Outcome: Delivering good quality, high value-for-money services

### PI 25: Sanctions against environmental crimes and anti-social behaviour






### Latest Commentary from Service:

In Q1, the Community Action Team have issued a total of 45 sanctions:

11 total Fixed Penalty Notices (FPN) issued totalling £4000.00
7 x Fly-Tipping offences , 3 x Duty of Care Offences , 1 x Breach of PSPO
1 court case for failure to pay a breach of PSPO fine. £1120.00 total rewards
20 x Community Protection Warning/Notice (CPW/CPN) for Environmental issues
1 x CPW/CPN for Anti-Social Behaviour issues
4 x CPW/CPN issued for dog-related issues
8 x Sanctions issued in relation to Abandoned Vehicles – We have lifted and stored the vehicles with registered keepers.

### Latest year-end forecast:

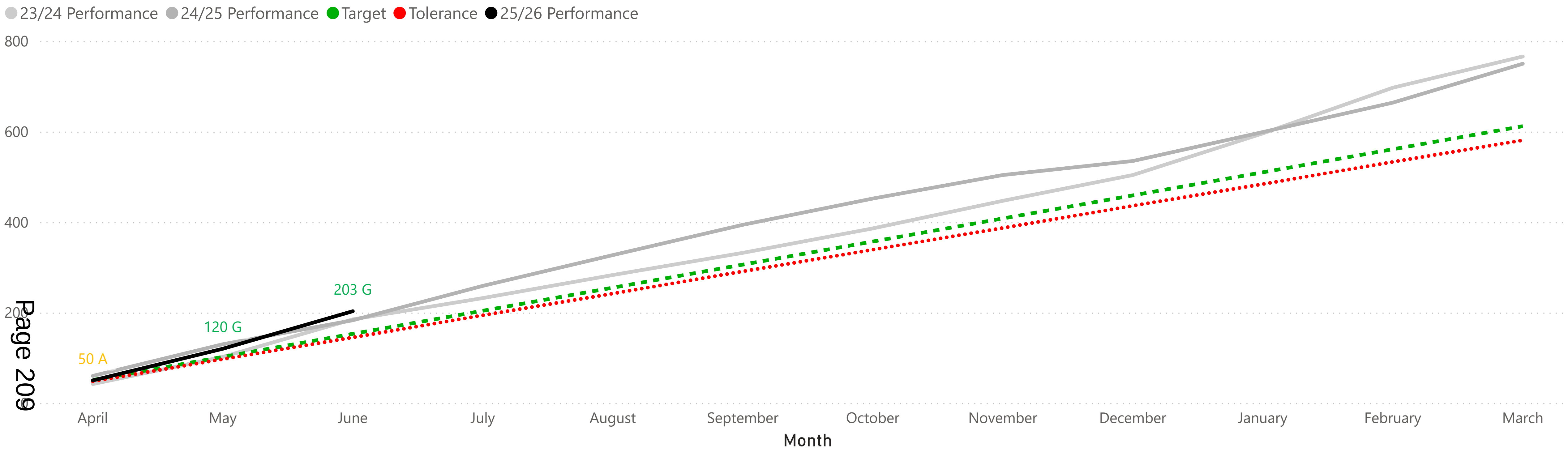
96

### Latest projected outturn status:

G

## Outcome: Delivering good quality, high value-for-money services

PI 26: The number of programmed food safety inspections undertaken (cumulative)






Latest Commentary from Service:

June was another good month for food hygiene inspections. The target continues to be exceeded as we move through the inspection programme despite the staffing changes at the beginning of the year.

Latest year-end forecast:

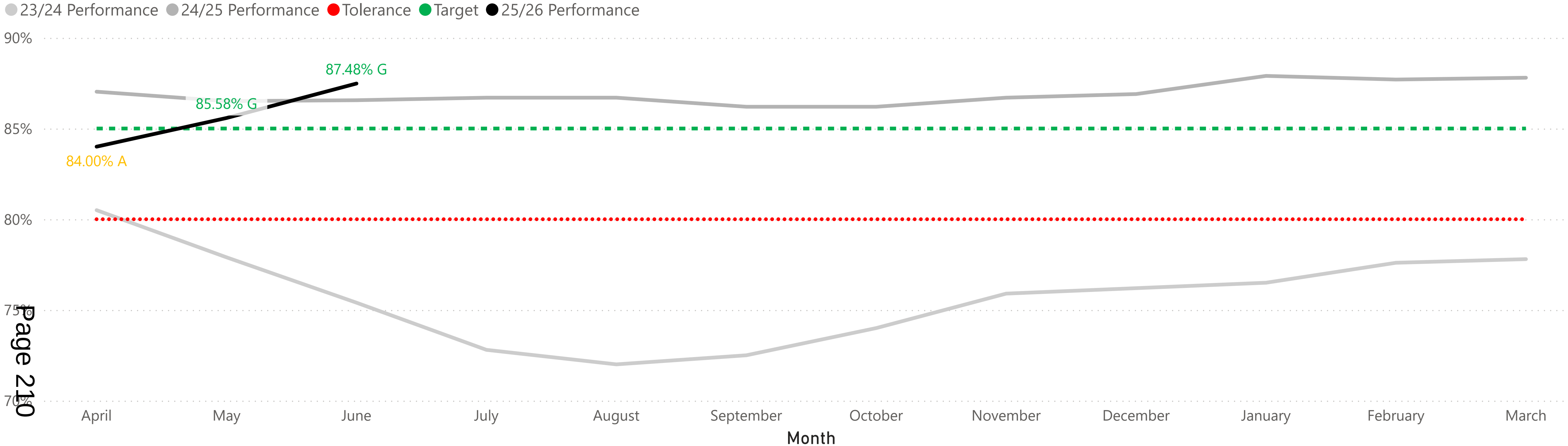
812

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

## PI 27: Percentage of calls to the Contact Centre answered






Latest Commentary from Service:

Calls Answered performance improved in June as we saw a significant reduction in Operations-related calls, resulting in increased performance.

Latest year-end forecast:

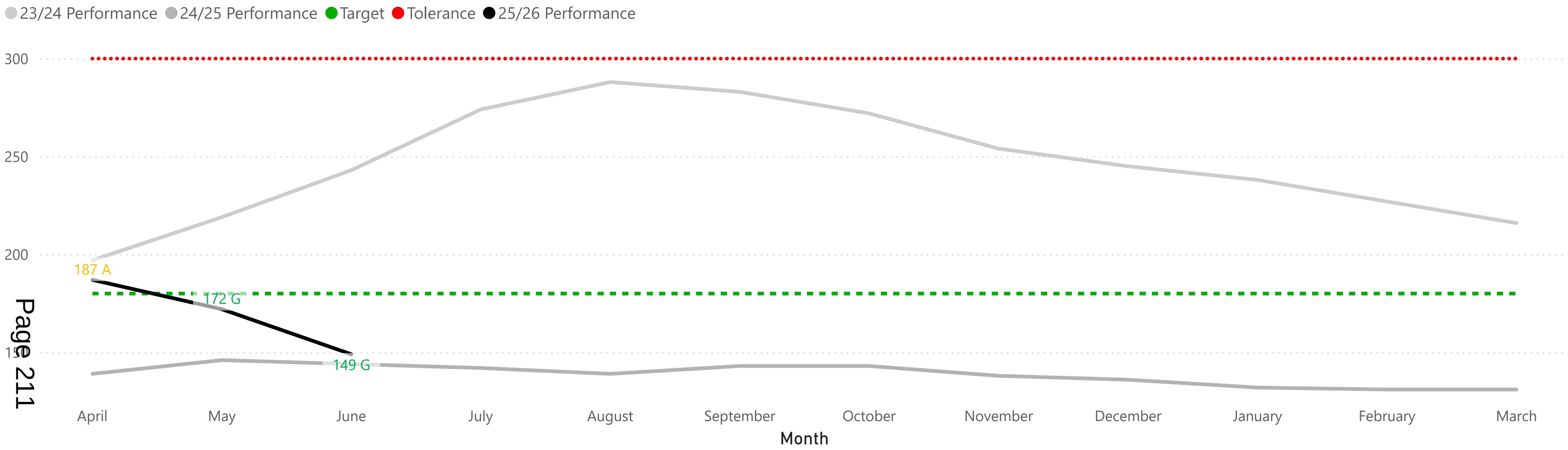
87%

Latest projected outturn status:

G

## Outcome: Delivering good quality, high value-for-money services

PI 28: Average wait time for customers calling the Contact Centre (seconds)






Latest Commentary from Service:

Average Queue wait time performance improved in June as we saw a reduction in Operations-related calls, and we are within our 3-minute target.

Latest year-end forecast:

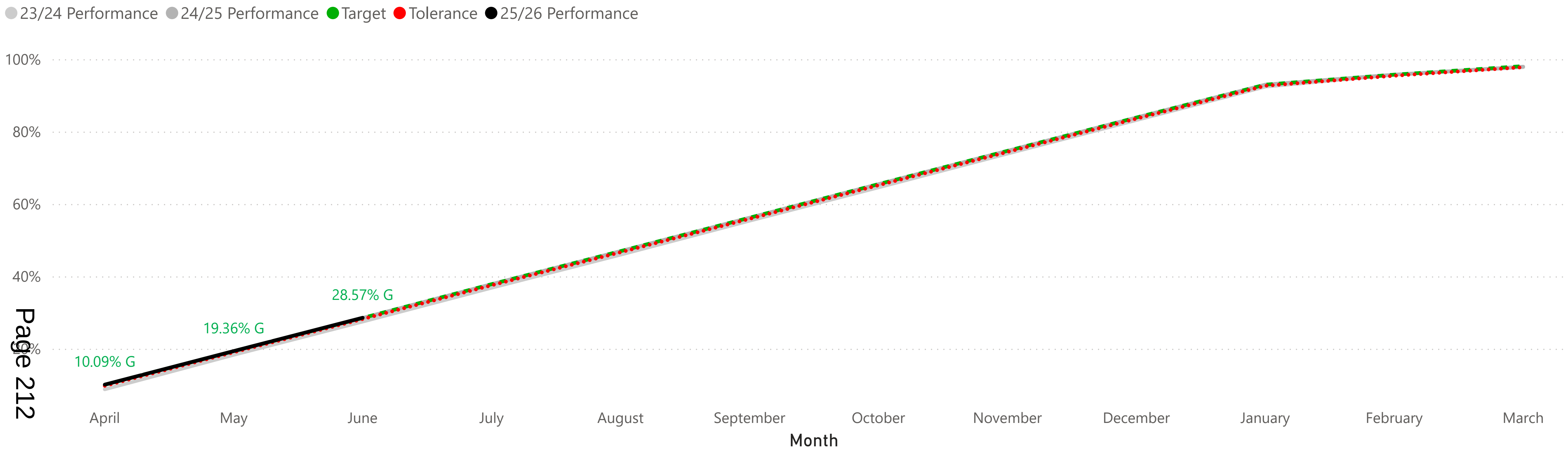
150

Latest projected outturn status:

G

**Outcome: Delivering good quality, high value-for-money services**

PI 30: Council Tax collection rate




Latest Commentary from Service:

June collection is 0.06% above target. The final outturn forecast remains unchanged.

Latest year-end forecast:

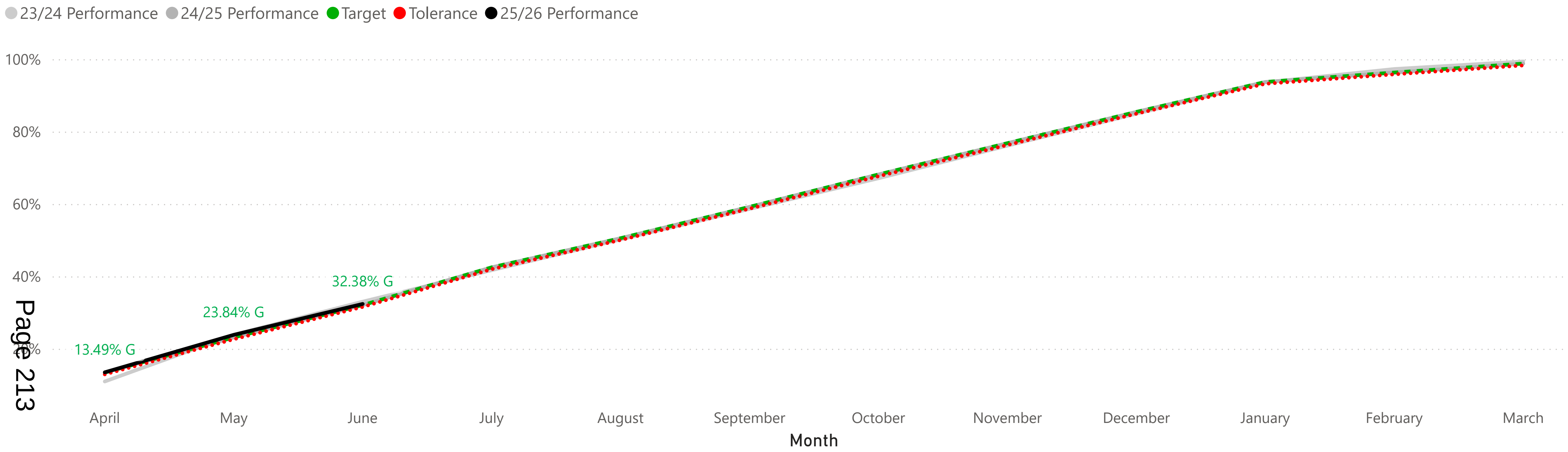
98.09%

Latest projected outturn status:

G

## Outcome: Delivering good quality, high value-for-money services

PI 31: Business Rate collection rate






Latest Commentary from Service:

June collection is 0.32% above the target. The final outturn forecast remains unchanged.

Latest year-end forecast:

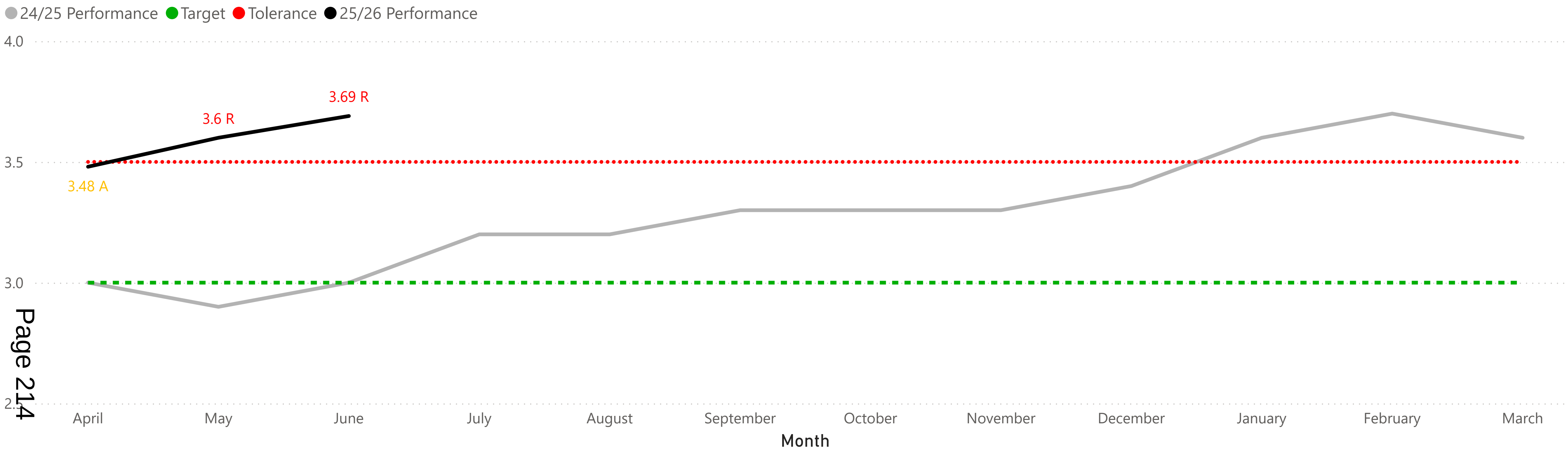
98.79%

Latest projected outturn status:

G

**Outcome: Delivering good quality, high value-for-money services**

PI 32: Short-term staff sickness days lost per full time equivalent (FTE) (rolling)






Latest Commentary from Service:

Short-term sickness has increased slightly, but there is no clear pattern or reason at this point. HR is continuing to work with managers to address the increase and to support the reduction of it by helping people back into work. This reflects a national trend in short-term sickness increases.

Latest year-end forecast:

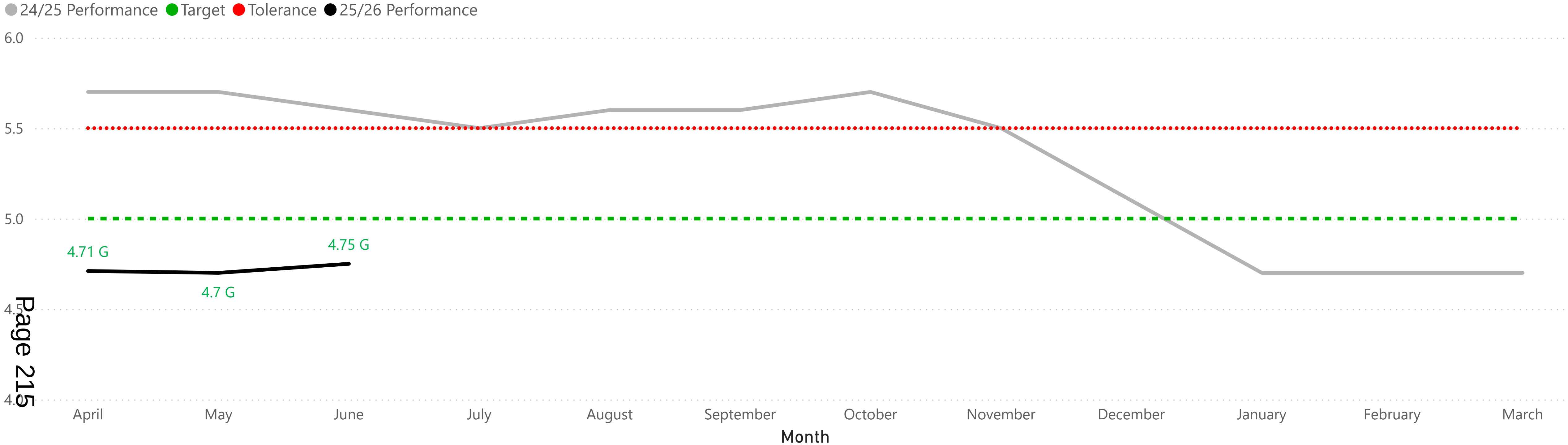
3

Latest projected outturn status:

G

## Outcome: Delivering good quality, high value-for-money services

PI 33: Long-term sickness days lost per full time equivalent (FTE) (rolling)






Latest Commentary from Service:

No increase from last month. Managers are proactively managing their sickness cases, which has meant there have been no significant new cases on the HR caseload.

Latest year-end forecast:

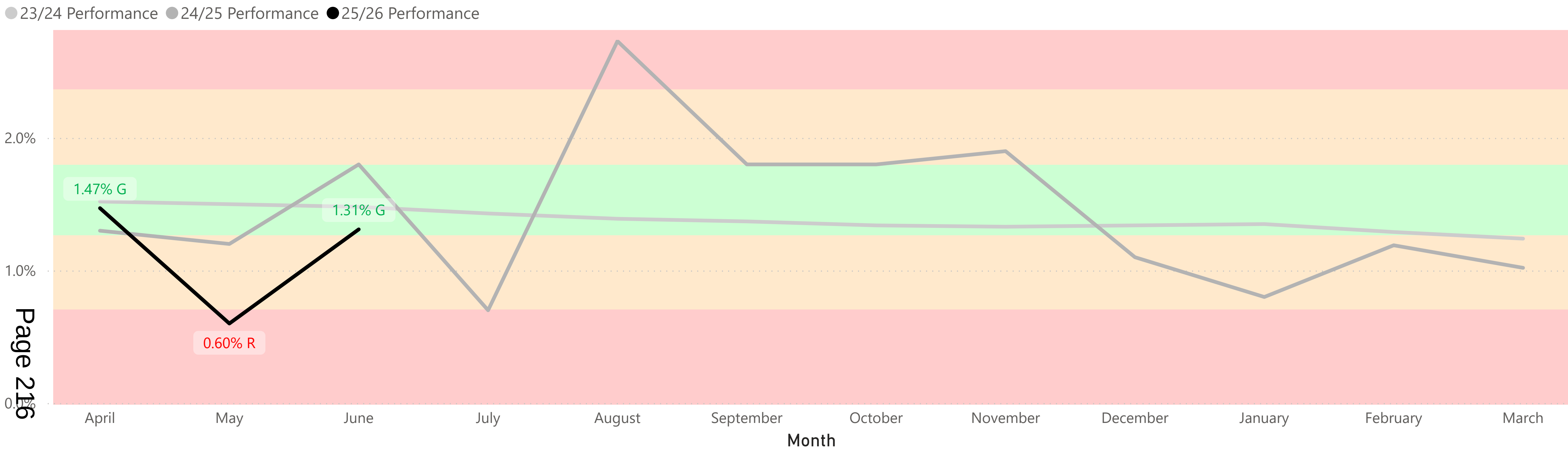
5

Latest projected outturn status:

G

**Outcome: Delivering good quality, high value-for-money services**

PI 34: Staff Turnover (per month)






Latest Commentary from Service:

We have seen an increase in leavers in June compared to last month, resulting in us maintaining a healthy level of turnover.

Latest year-end forecast:

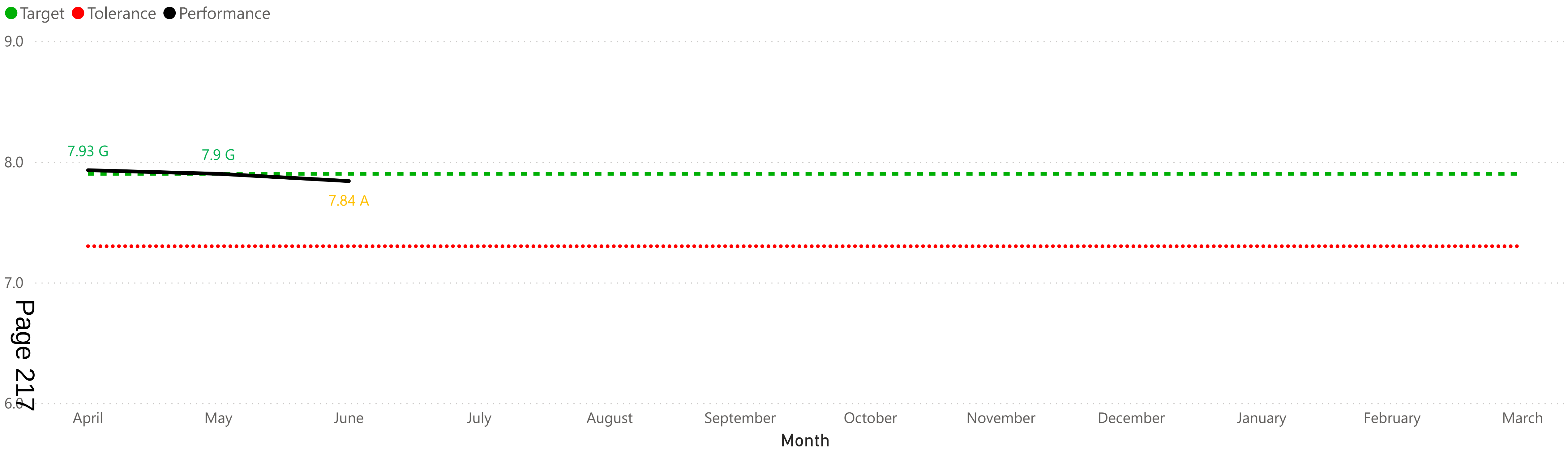
1.50%

Latest projected outturn status:

G

## Outcome: Delivering good quality, high value-for-money services

PI 35: Average length of staff service (years)






Latest Commentary from Service:

This quarter has seen a high recruitment trend and minimal turnover, resulting in a slight decrease in the average years of staff service.

Latest year-end forecast:

7.9

Latest projected outturn status:

G

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Huntingdonshire
DISTRICT COUNCIL

# Appendix D: Operational Performance Measures Graphs, Quarter 1 2025/26

Huntingdonshire District Council

| | Improving the happiness and wellbeing of residents | Latest RAG | Forecast |
|---|---|---|---|
| 1 | The number of attendances at One Leisure Active Lifestyles and Sports Development Programmes | G | G |
| 2 | The number of One Leisure Facilities Admissions - swimming, Impressions and fitness classes, sports hall and pitches (excluding Burgess Hall and sc... | G | G |

| | Keeping people out of crisis | Latest RAG | Forecast |
|---|---|---|---|
| 3 | The number of residents enabled to live safely at home and prevented from requiring care or a prolongued stay at hospital due to a Disabled Faciliti... | G | A |
| 4 | The average time (weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants | A | A |
| 5 | The average number of days to process new claims for Housing Benefit and Council Tax Support | G | G |
| 6 | The average number of days to process changes of circumstances for Housing Benefits and Council Tax support | G | G |
| 7 | The number of homelessness preventions achieved | G | A |
| 8 | The number of households housed through the Housing Register and Home-Link Scheme | R | G |

| | Helping people in crisis | Latest RAG | Forecast |
|---|---|---|---|
| 9 | The number of households in temporary accommodation | G | G |

| | Improving Housing | Latest RAG | Forecast |
|---|---|---|---|
| 10 | The net change in the number of homes with a council tax banding | R | G |
| 11 | The number of new affordable homes delivered | R | R |
| 12 | Percentage of planning applications process on target - Major (within 8 weeks or agreed extended period) | G | G |
| 13 | Percentage of planning applications process on target - Minor (within 8 weeks or agreed extended period) | G | G |
| 14 | Percentage of planning applications process on target - Household Extension (within 8 weeks or agreed extended period) | G | G |
| 15 | The number of planning applications over 16 weeks old where there is no current extension in place (total at the end of the month) | G | G |

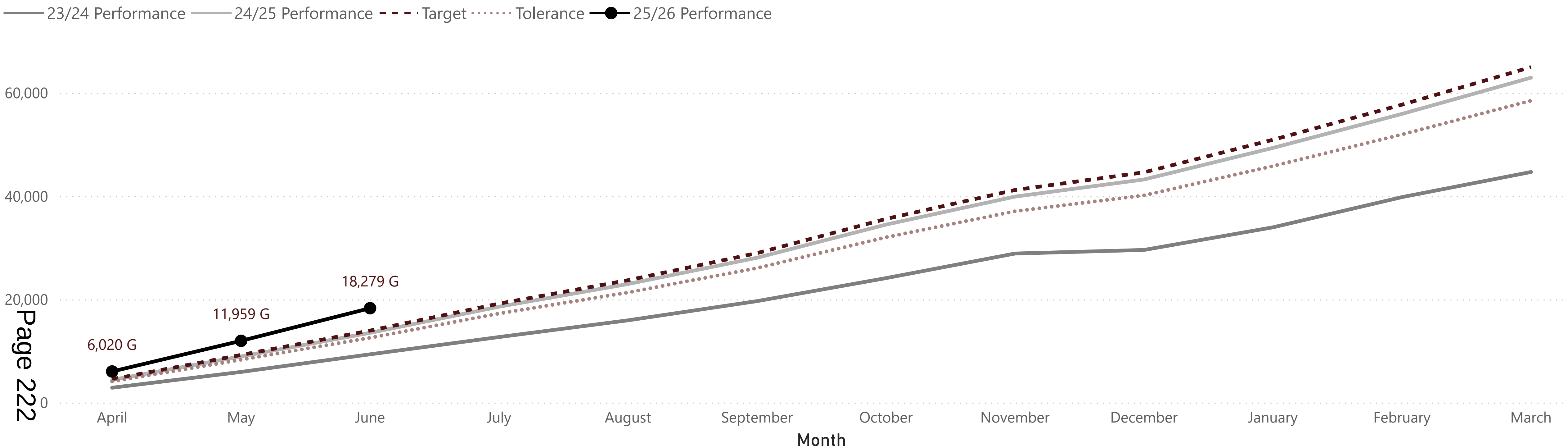
| | Forward thinking economic growth | Latest RAG | Forecast |
|---|---|---|---|
| 16 | Cumulative footfall in our market towns (Huntingdon, St Ives, St Neots & Ramsey) (monthly) | G | G |
| 17 | Total number of business engagements by the Economic Development team | G | G |

| | Lowering carbon emissions | Latest RAG | Forecast |
|---|---|---|---|
| 18 | 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 RAG | Forecast |
|---|---|---|---|
| 19 | Percentage of household waste reused / recucled / composted | R | G |
| 20 | Collected household waste per person (kilograms) | G | G |
| 21 | Residual waste collected per household (kilograms) | A | G |
| 22 | Number of missed bins | A | G |
| 23 | The percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations | G | G |
| 24 | The number of flytips reported (cumulative) | G | A |
| 25 | Sanctions against environmental crimes and anti-social behaviour | G | G |
| 26 | The number of programmed food safety inspections undertaken (cumulative) | G | G |
| 27 | Percentage of calls to the Contact Centre answered | G | G |
| 28 | Average wait time for customers calling the Contact Centre (seconds) | G | G |
| 29 | Customer Satisfaction (Contact Centre) [Collection Due to Commence in Q3] | 0 | 0 |
| 30 | Council Tax collection rate | G | G |
| 31 | Business Rates collection rate | G | G |
| 32 | Short-term staff sickness days lost per full time equivalent (FTE) (rolling 12-month total) | R | G |
| 33 | Long-term sickness days lost per full time equivalent (FTE) (rolling 12-month total) | G | G |
| 34 | Staff Turnover (per month) | G | G |
| 35 | Average length of staff service (years) | A | G |

## Outcome: Improving the happiness and wellbeing of residents

### PI 1: Attendances at Active Lifestyles & Sports Development Activities






### Latest Commentary from Service:

June saw 35% growth on the previous best ever June performance (6,304 v 4,654). There are two new Cancer and Exercise Sessions now up and running in partnership with Hunts Community Cancer Network in St Ives and St Neots. Circa 1,600 attendances at Commissioned Activities. Planning is well underway for the school's summer holiday period with 63 commissioned Parish sessions, 18 sessions at Hinchingbrooke Country Park and 5 supporting the Snack Shack on Oxmoor with the Integrated Neighbourhood Team.

Latest year-end forecast:

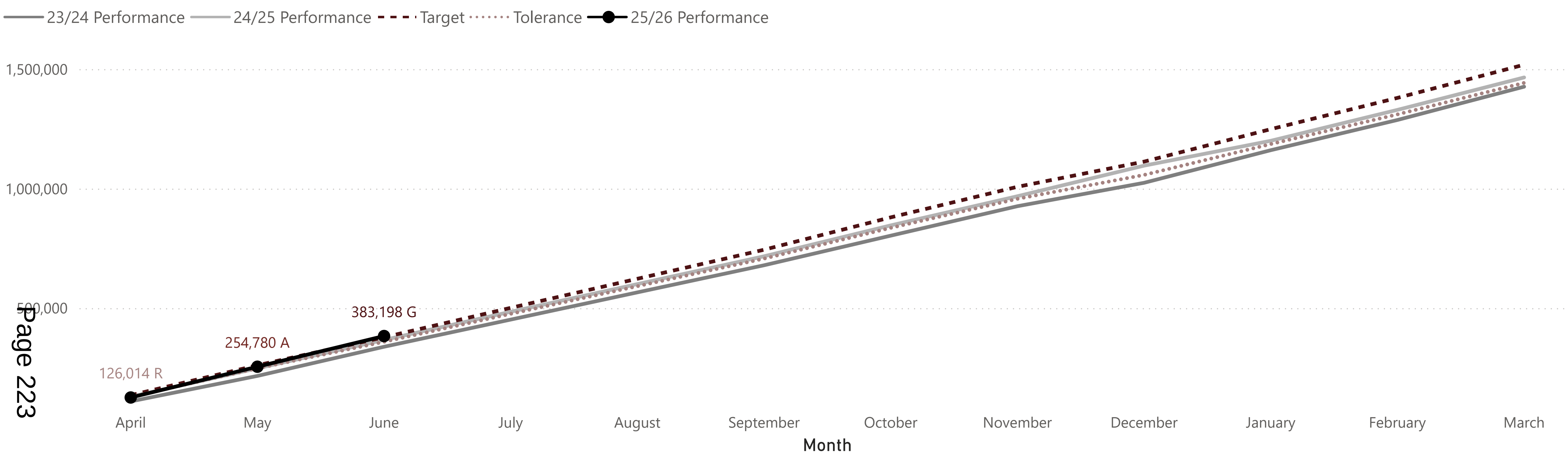
68,500

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:

A strong performance in June saw attendances increase +7k vs. the target +9.5k vs. June 24 and +54k year on year. The forecast outturn for 25/26 is +1.2k. The main activity drivers for overperformance are swimming, swim courses and gym. With the current investment in Huntingdon Leisure Centre gym and changing rooms, the service is optimistic that the year-end target will be exceeded.

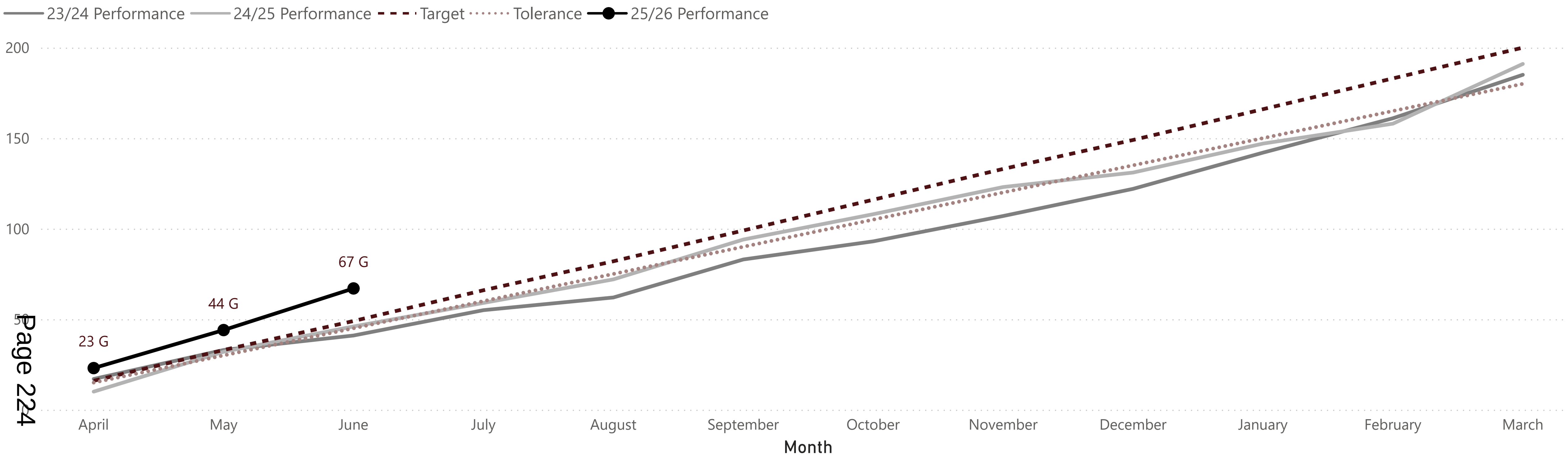
Latest year-end forecast:

1,519,529

Latest projected outturn status:

G

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 residents helped via a Disabled Facilities Grant is up by 22 cases compared to June 2024. While there are still delays relating to Places for People approving works, and other complex cases, this metric has seen a significant improvement compared to previous years performance.

Latest year-end forecast:

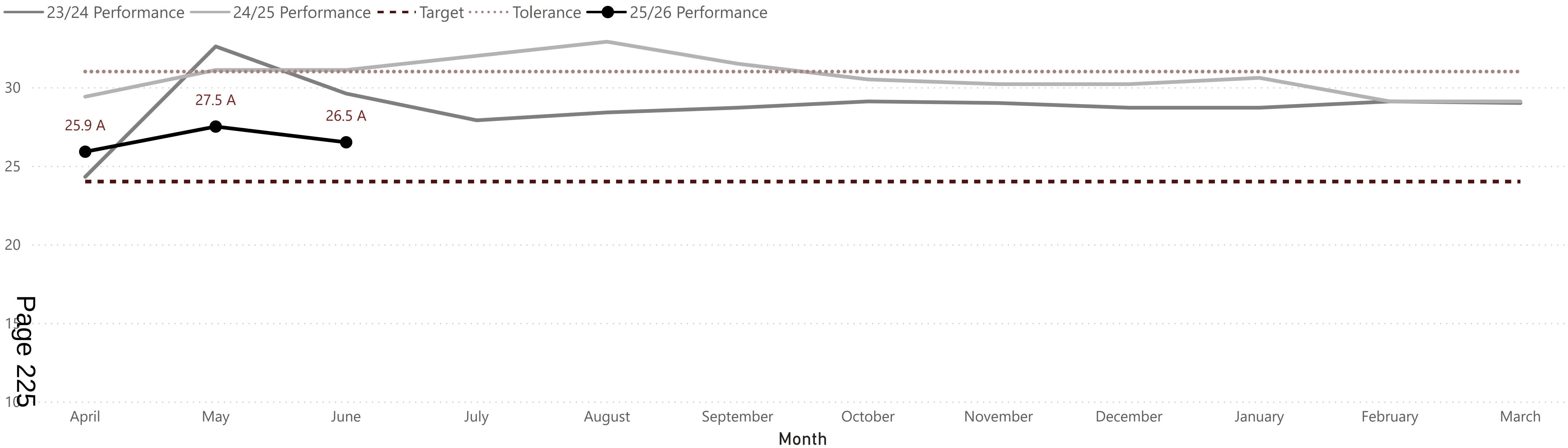
190

Latest projected outturn status:

A

## Outcome: Keeping people out of crisis

PI 4: Average time (weeks) between referral and completion of jobs funded through Disabled Facilities Grants






Latest Commentary from Service:

The average number of weeks between referral and completion has seen significant improvement compared to previous years, decreasing by just under 5 weeks compared to June 2024 (31.4 weeks). The remaining delays continue to relate to the time taken by Places for People to approve works.

Latest year-end forecast:

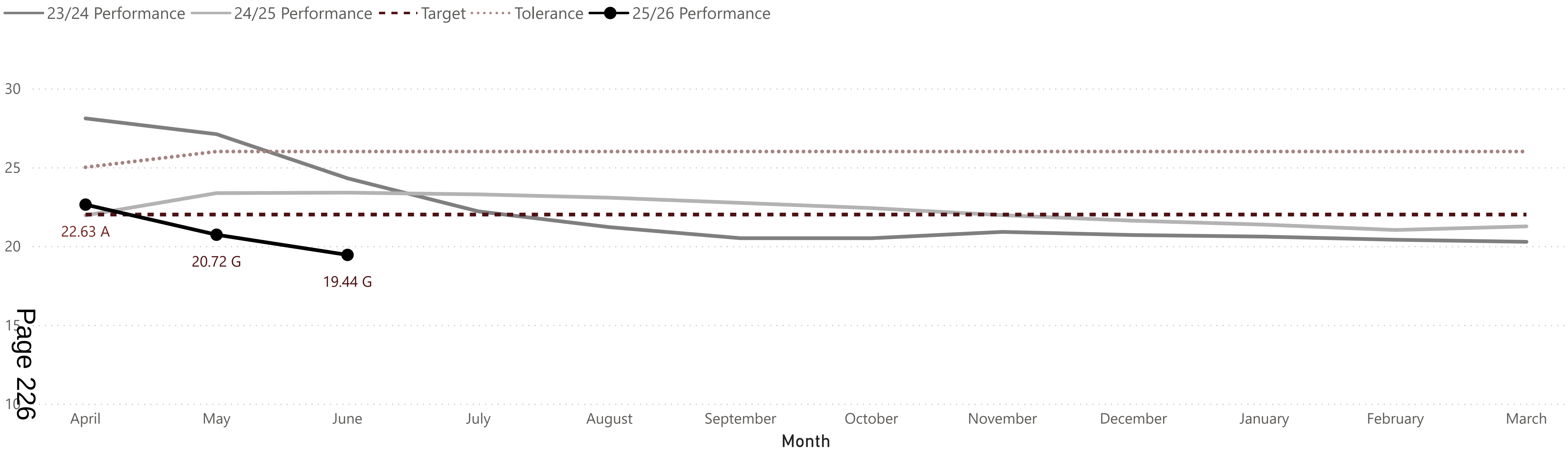
28

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 number of days taken to the end of June was 2.5 days above target and 4 days quicker compared to the same point last year as a result of changes made to the Council Tax Support Scheme. The final outturn remains unchanged.

Latest year-end forecast:

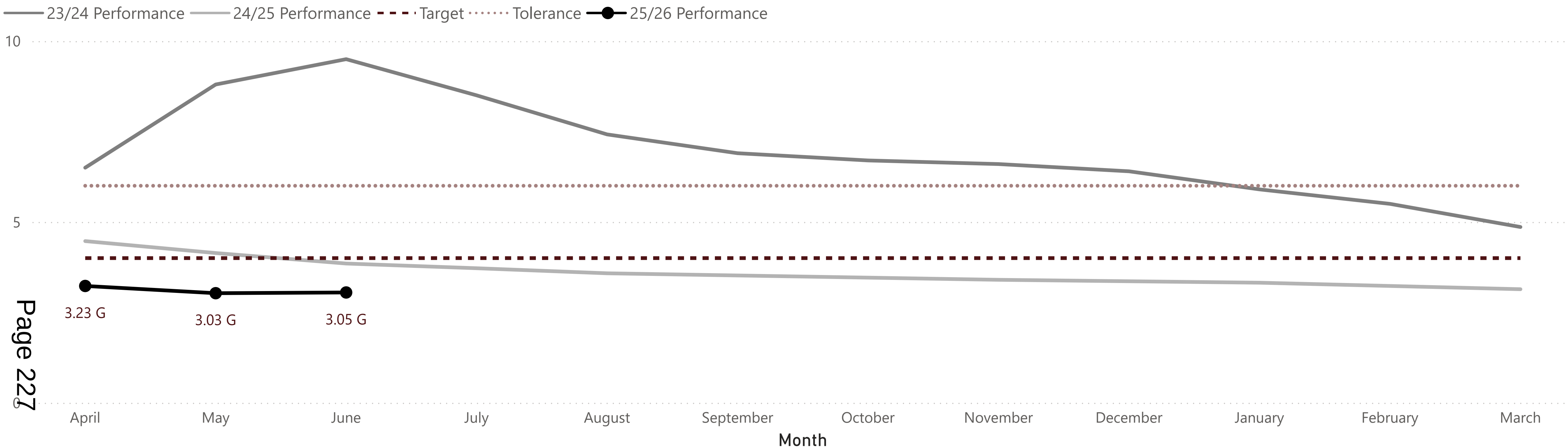
22

Latest projected outturn status:

G

# Outcome: Keeping people out of crisis

PI 6: Average number of days to process changes of circumstances for Housing Benefits and Council Tax support






Latest Commentary from Service:

The average number of days taken to the end of June was 0.8 days quicker than at the same point last year, despite a significant increase in the number of changes processed. This has been achieved as a result of improvements in automation brought about by the implementation of the new Council Tax Support Scheme.

Latest year-end forecast:

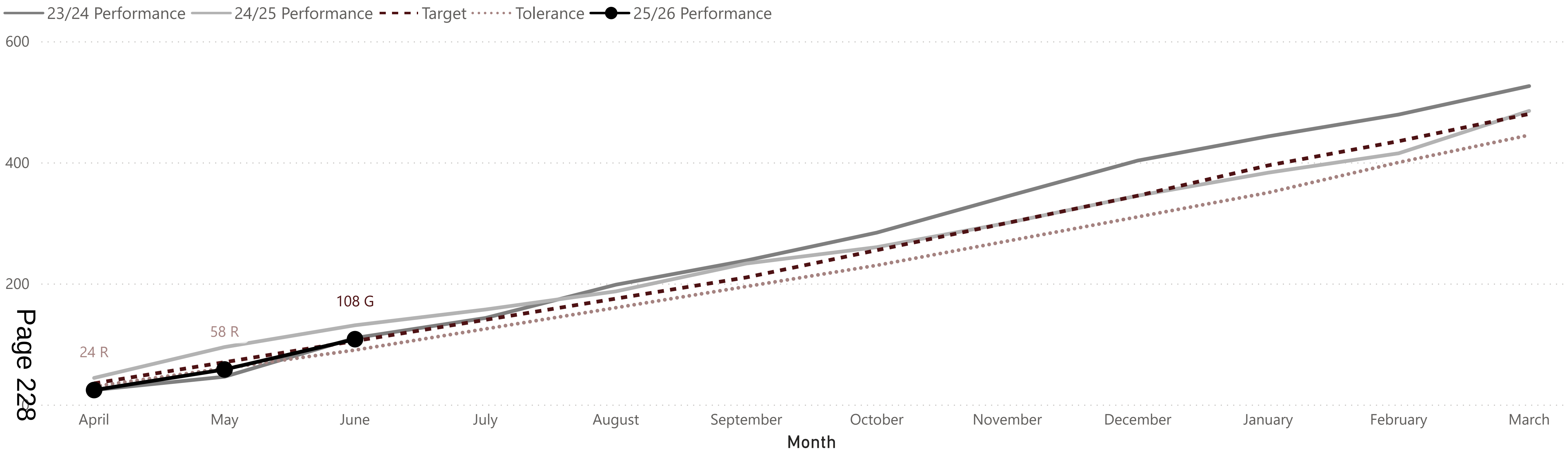
4

Latest projected outturn status:

G

## Outcome: Keeping people out of crisis

### PI 7: The 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. We have achieved a total of 108 successful preventions from April to the end of June, compared to 131 in the same period last year, a 18% reduction. This has been significantly impacted by the number of properties becoming available for letting through the Home-Link scheme over this period, which is one of the main ways in which preventions are achieved (see KPI 8). At this stage, we are forecasting that our end-of-year figure will be 460 successful preventions, but we will continue to review as the year progresses. When considering this PI it is also important to look at whether there has been an increase in the number of households in temporary accommodation (PI 9). We can see that this figure is currently being kept within target.

### Latest year-end forecast:

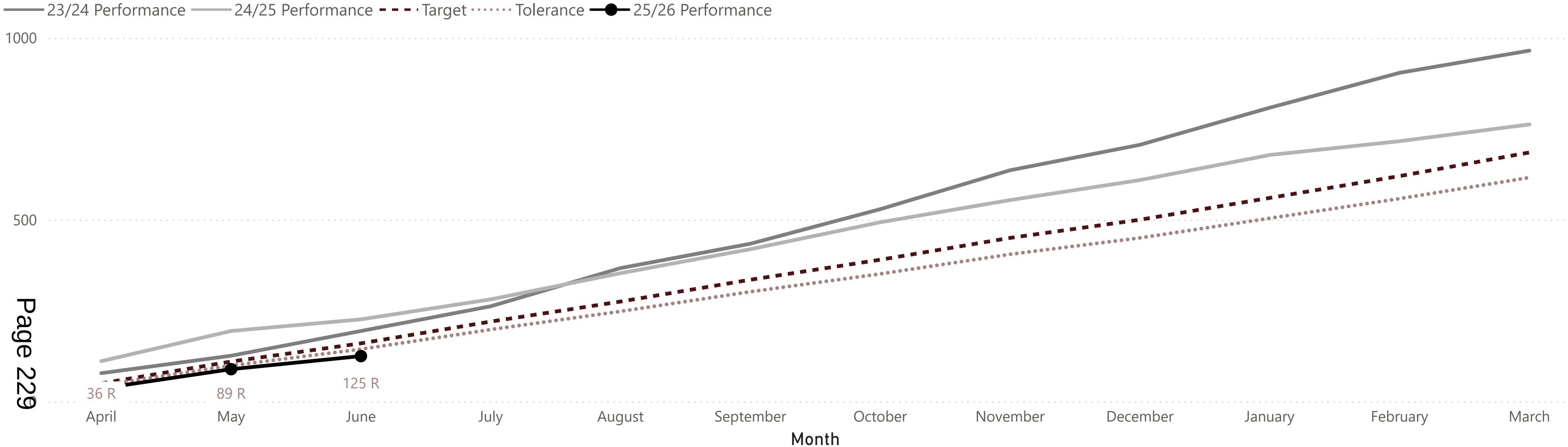
460

### Latest projected outturn status:

A

## Outcome: Keeping people out of crisis

PI 8: The 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 in existing social rented stock, plus the additional units delivered through the new build programme. There were 125 households housed from April to the end of June, and this compares to the 226 households in the same period last year. This reduction is due to a large number of new builds completed in this period last year, compared to this year. With the new build delivery programme this year, we are still forecasting a total of 700 households housed by the year-end. Given the importance of the new build delivery programme in meeting the needs of households, as reflected in this PI measure, Officers have escalated the question to Registered Provider partners to seek assurances that the programme will still deliver the number of homes forecast this year.

Latest year-end forecast:

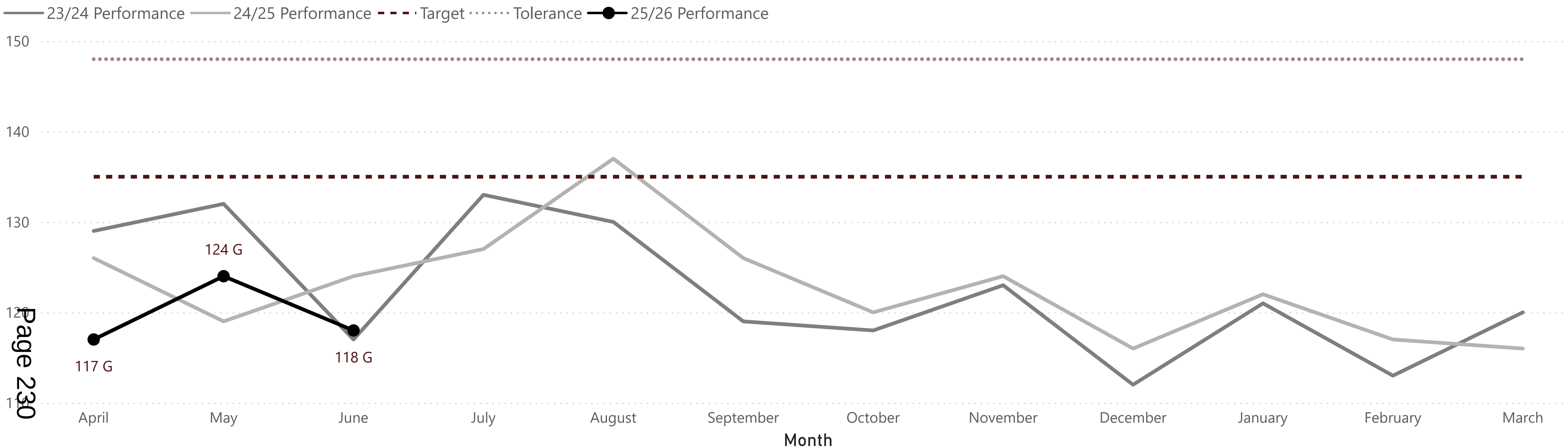
700

Latest projected outturn status:

G

## Outcome: Helping people in crisis

PI 9: The 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 as quickly as possible. Considering each of these, we are aiming to hold the maximum number of households in TA at any one time below 135. The number at the end of June was 118, compared to the 124 households in TA at the same point as last year.

Latest year-end forecast:

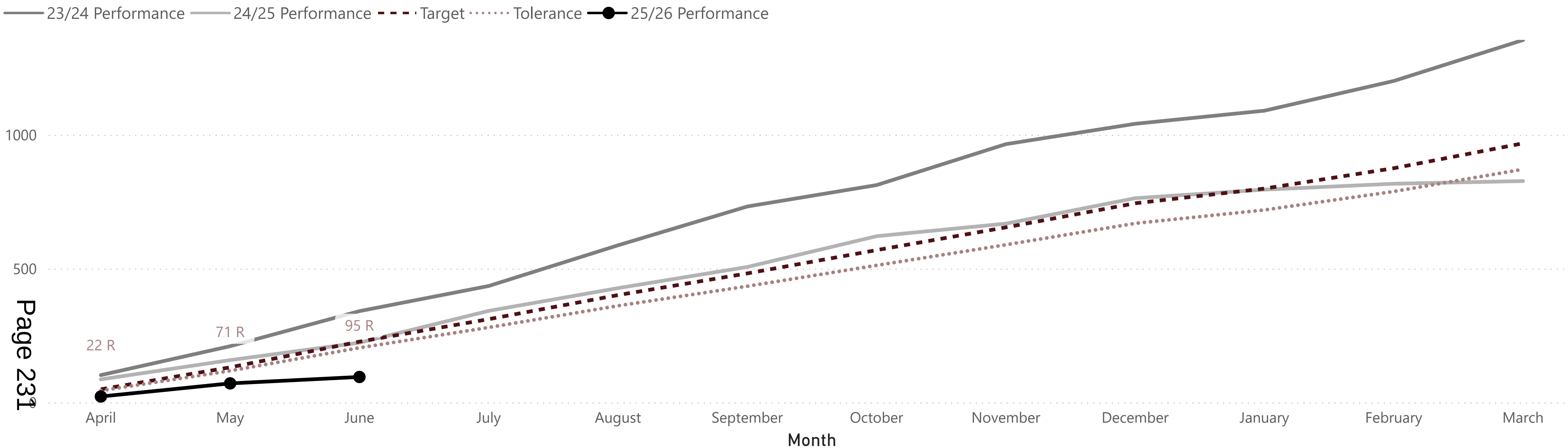
135

Latest projected outturn status:

G

## Outcome: Helping people in crisis

PI 10: Net change in the number of homes with a council tax banding






Latest Commentary from Service:

The number of homes with a council tax banding rose by 24 in the month of June.

In January, the VOA changed their council tax system, causing national delays in the number of additions each month. As things stand, there are still 356 properties awaiting a council tax banding, with the oldest being from November 2024.

Following a failed fix attempt in June, a new portal is planned for release by the end of July. It is unclear how these changes will affect the volume of release and the year end target at this stage.

Latest year-end forecast:

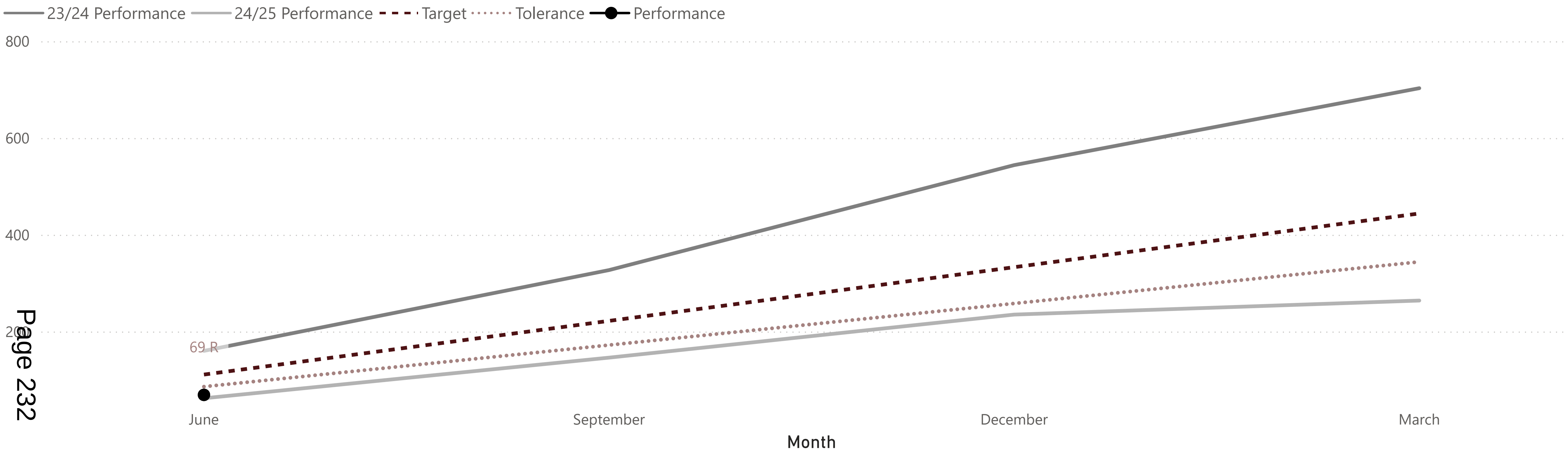
968

Latest projected outturn status:

G

## Outcome: Improving Housing

PI 11: The number of affordable houses delivered






Latest Commentary from Service:

At the end of this Quarter, 69 homes have been completed, and circa 340 are expected to be completed by year-end. However, there is concern that a large number (more than 40% of the homes) are forecast in Q4. This is a significant risk factor, as slippage would affect performance this year. Additionally, 21 homes that were previously expected to be completed this financial year are now delayed to next year due to a highway works delay.
It is also to be noted that this year, performance is to be measured against needs identified across the whole District. In common with most Local Authorities, the target is rarely met.

Latest year-end forecast:

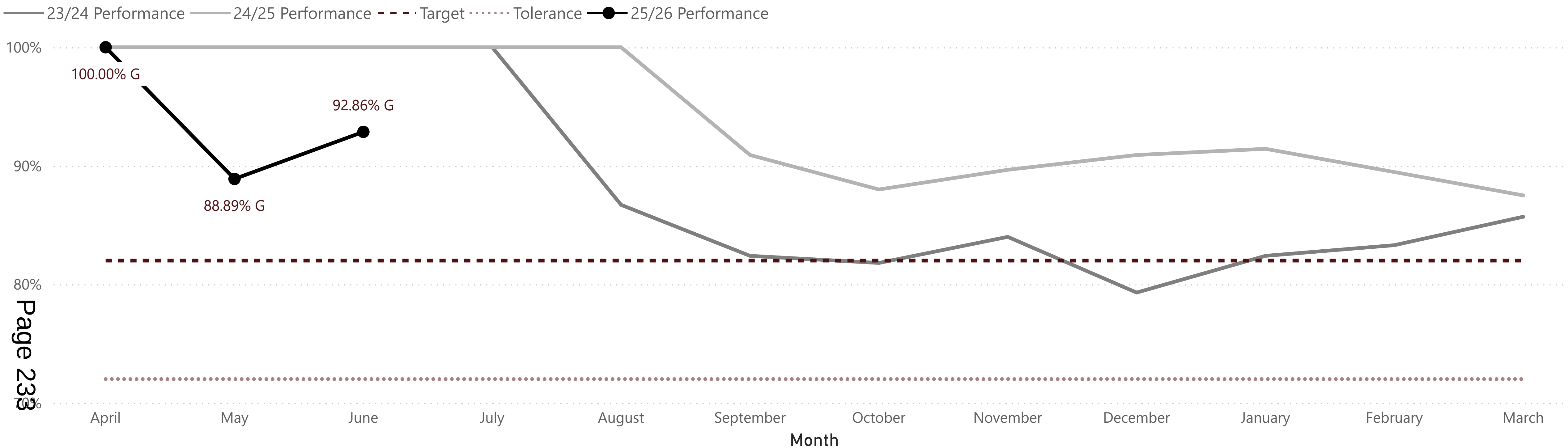
340

Latest projected outturn status:

R

## Outcome: Improving Housing

PI 12: Percentage of planning applications processed on target - Major (within 8 weeks or agreed extended period)






Latest Commentary from Service:

5 out of 5 Major Applications were determined within time, resulting in 13/14 being determined within time in Quarter 1.

Latest year-end forecast:

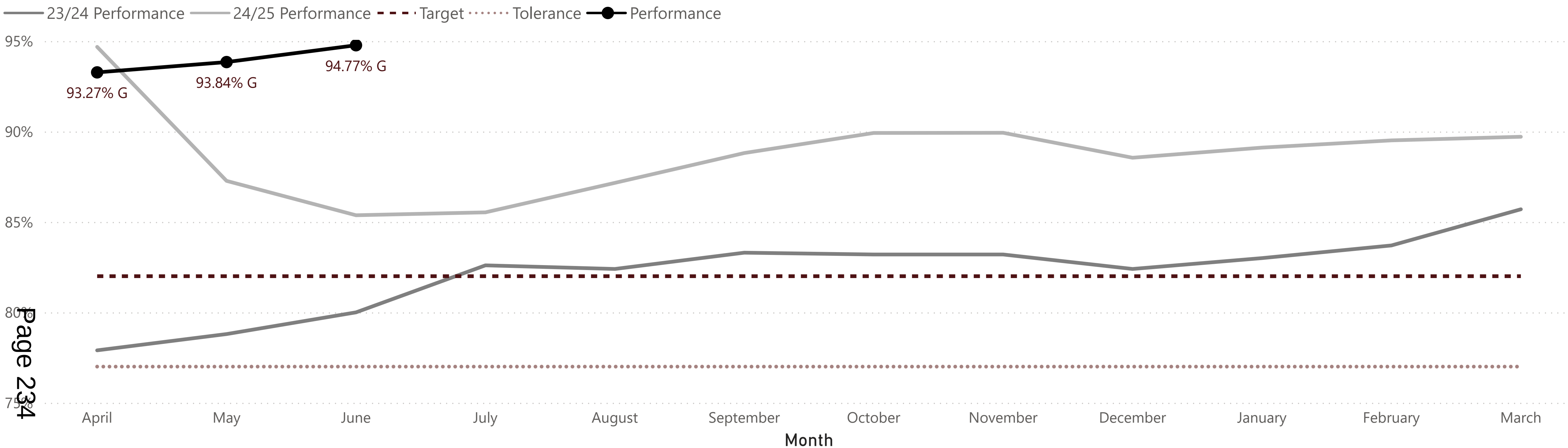
85%

Latest projected outturn status:

G

## Outcome: Improving Housing

PI 13: Percentage of planning applications processed on time - Minor (within 8 weeks or agreed extended period)






Latest Commentary from Service:

74 out of 76 Minor & Other applications were determined in June within time. Volume of applications has decreased to a familiar level, but performance has continued to remain strong, resulting in 272/287 applications being decided on time in Quarter 1.

Latest year-end forecast:

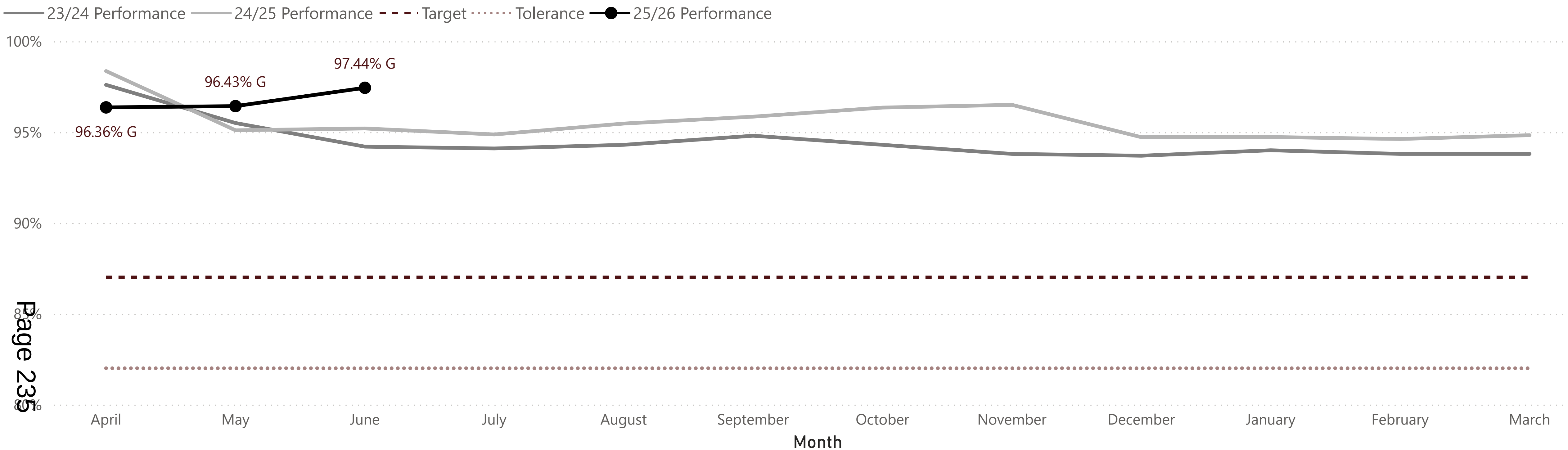
86%

Latest projected outturn status:

G

## Outcome: Improving Housing

PI 14: Percentage of planning applications processed on target - Household Extension (within 8 weeks or agreed extension period)






Latest Commentary from Service:

44 out of 44 Householder applications were determined in June within time, indicating a continuation of high performance in this application type. This has resulted in 152/156 applications being determined on time in Quarter 1.

Latest year-end forecast:

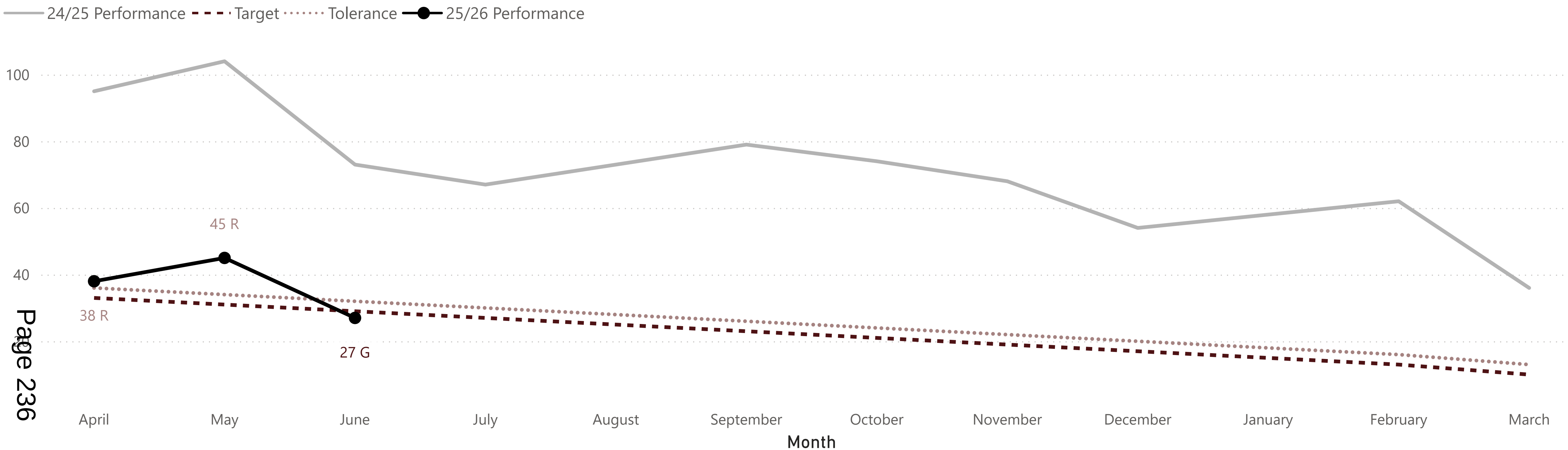
93%

Latest projected outturn status:

G

Outcome: Improving Housing

PI 15: The number of planning applications over 16 weeks old where there is no current extension in place.






Latest Commentary from Service:

Implementation of changes to the way officers manage backlog cases and organise extensions of time along with a focused effort by Team Leaders and officers has led to a decrease by 18 cases and has achieved the monthly target. The backlog has reduced by 60 cases (from 78) compared to June last year.

Latest year-end forecast:

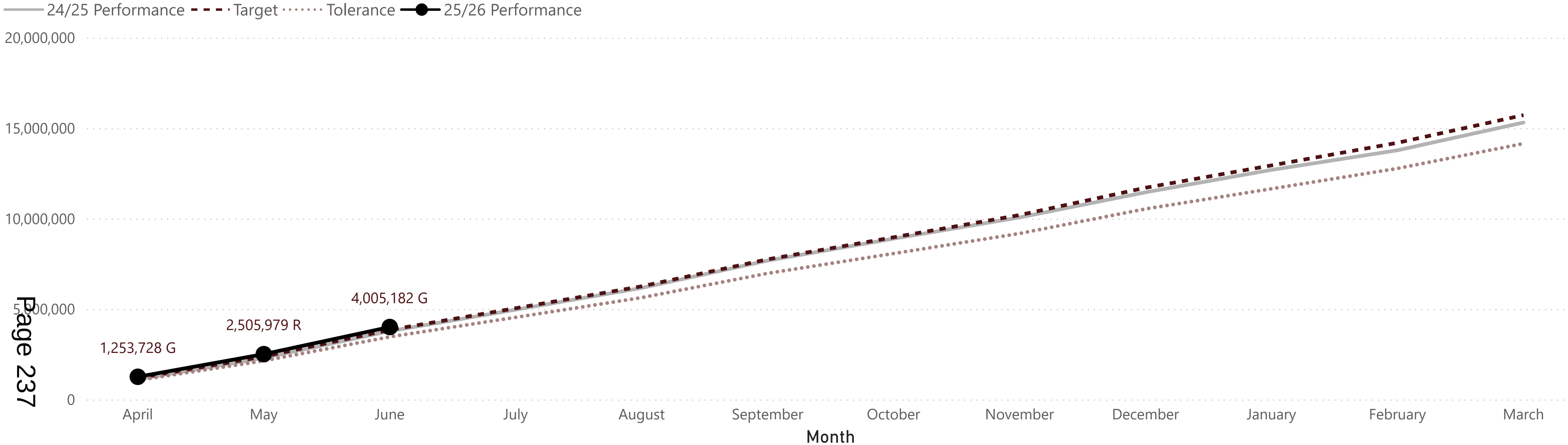
5

Latest projected outturn status:

G

## Outcome: Forward Thinking Economic Growth

PI 16: Cumulative footfall in our market towns






### Latest Commentary from Service:

Huntingdon's highest footfall days were Saturdays, which coincides with the Saturday market in the town centre, and an overall footfall count of 492,771 for June.

St Ives had 336,099 visitors in June. The Mondays and Fridays were the peak days for footfall, coinciding with our Market days, and the Farmers market contributed to higher footfall count on the 1st & 3rd Saturdays.

St Neots saw 338,152 visitors pass through its town in June, with peaks on Saturdays and Thursdays Market days.

Ramsey had 10,744 visitors in June, with a peak in footfall in the second week.

The warm weather has contributed to the increase in footfall; however, the absence of bank holidays has meant we did not see the same point increases compared to last month.

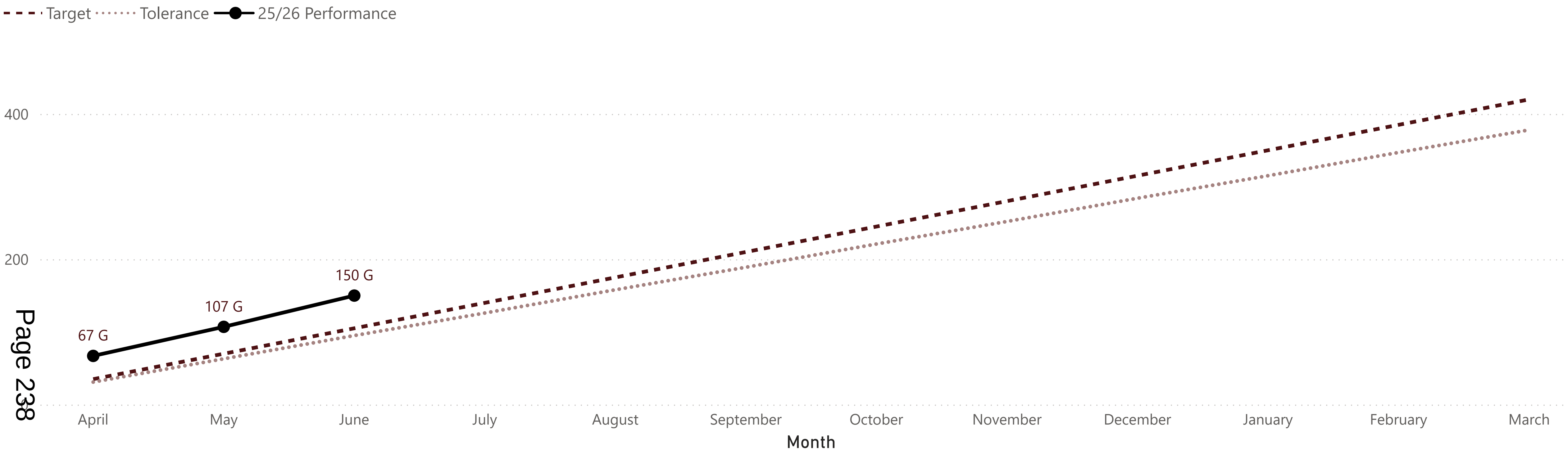
Latest year-end forecast:

15,719,143

Latest projected outturn status:

G

## PI 17: Total Number of business engagements by the Economic Development Team






### Latest Commentary from Service:

The team has seen a positive increase in business engagement figures this quarter, boosted significantly by our recent Business Network event held at East Anglia Energy Academy. One local business has come for support in seeking to grow its workforce, and another has successfully built up a strong client base and is now actively looking for premises on the high street to enhance its visibility and service offering. A third local business is receiving our help in exploring funding options to install solar panels, supporting their efforts to become more energy-efficient and reduce long-term operational costs.

### Latest year-end forecast:

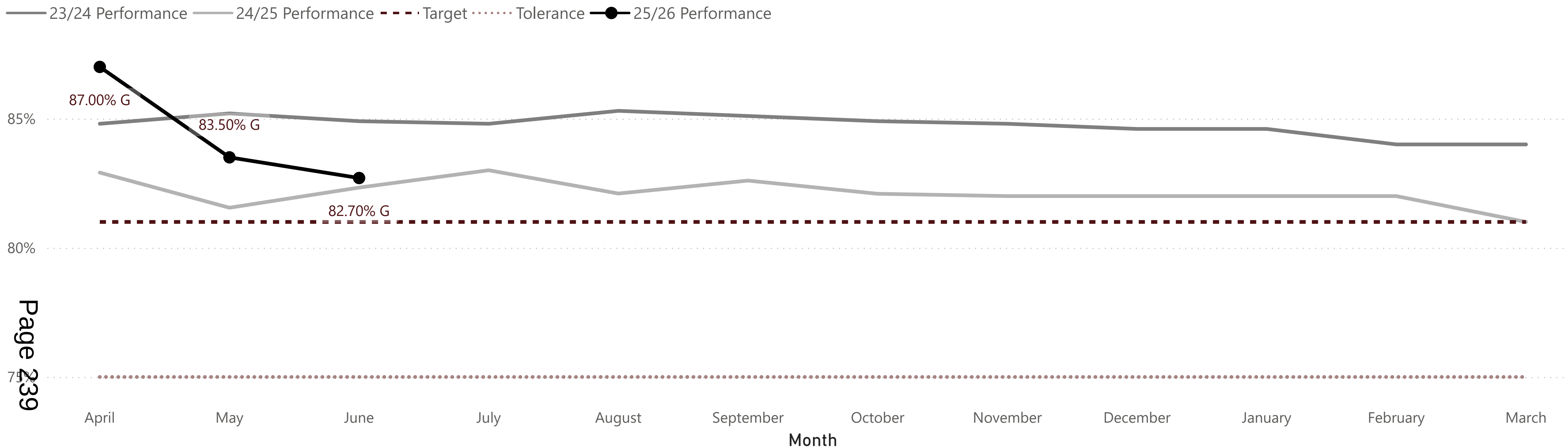
420

### Latest projected outturn status:

G

## Outcome: Lowering Carbon Emissions

PI 18: Efficiency of vehicle fleet driving - Energy Efficient Driving Index Score for the waste service




Latest Commentary from Service:

Year to date, the waste service has achieved a fleet driving efficiency (EEDI) score of 82.27%, exceeding the set target. Continued monitoring and the sharing of best practices will help ensure this high level of efficiency is sustained throughout the year.

Latest year-end forecast:

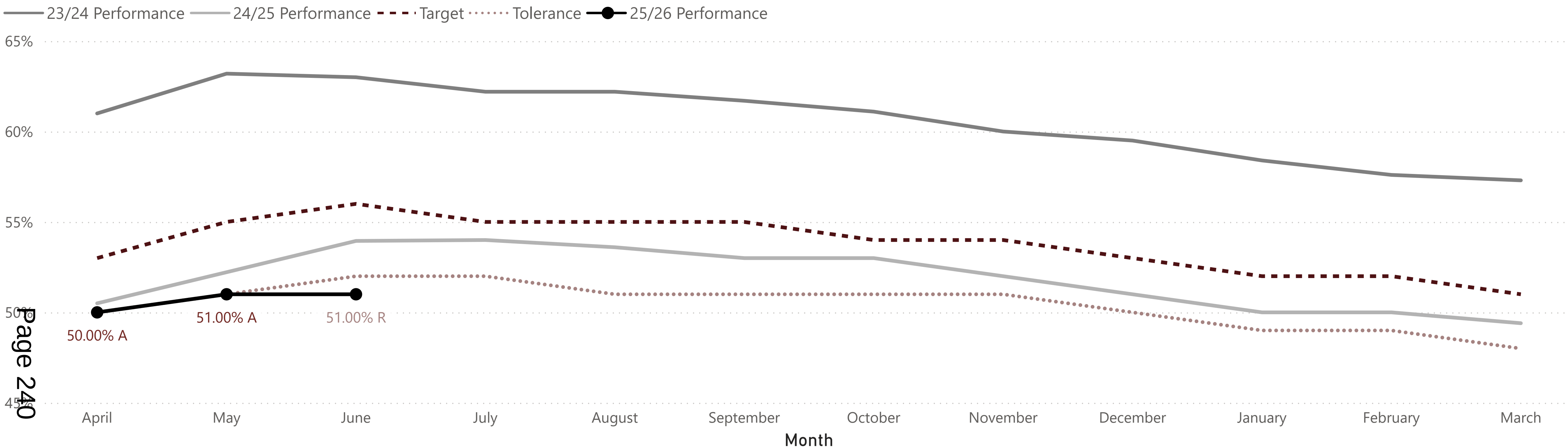
81%

Latest projected outturn status:

G

# Outcome: Delivering good quality, high value-for-money services

PI 19: Percentage of household waste reused / recycled / composted






Latest Commentary from Service:

In June, a total of 5329.32 tonnes of waste were collected from domestic properties across the district, with 51% of this either recycled or composted.

Year to date, the recycling and composting rate stands at 51%, which is a 4% decrease from where we were this time last year.

Although the number of garden waste subscriptions is higher for the 2025/26 period, the amount of garden waste being collected has reduced, mainly due to the exceptional dry period we are experiencing.

Latest year-end forecast:

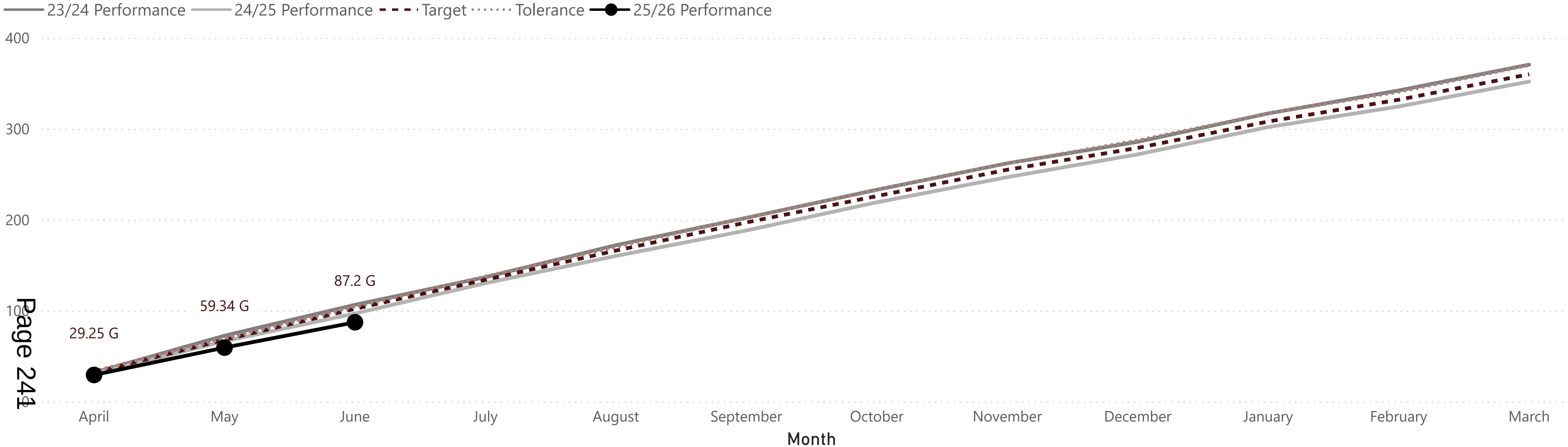
52%

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

PI 20: Collected household waste per person (Kilograms)






Latest Commentary from Service:

Household waste generated per person remains lower than the same period last year, with 27.86 kg collected per person in June, below the UK monthly average of 34 kg.

This continued downward trend is largely attributed to reduced garden waste tonnage in June, driven by the impact of the seasonally dry weather conditions.

Latest year-end forecast:

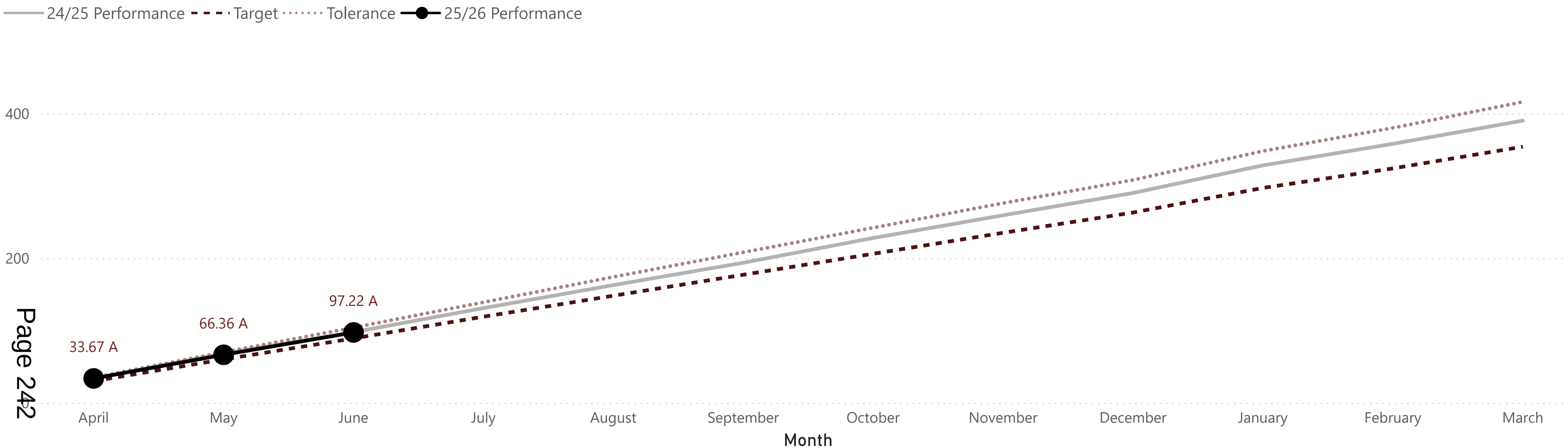
360

Latest projected outturn status:

G

## Outcome: Delivering good quality, high value-for-money services

### PI 21: Residual waste collected per household (kilograms)






### Latest Commentary from Service:

Residual waste collected per household currently exceeds our cumulative target and sits at 97.22 kg year to date. Encouragingly, we continue to outperform the UK average of 74 kg per household per month.

Looking ahead, preparations are underway for the introduction of a weekly food waste collection service starting in April 2026. The team are currently developing a resident-focused behaviour change campaign to help reduce the amount of food waste being disposed of.

Latest year-end forecast:

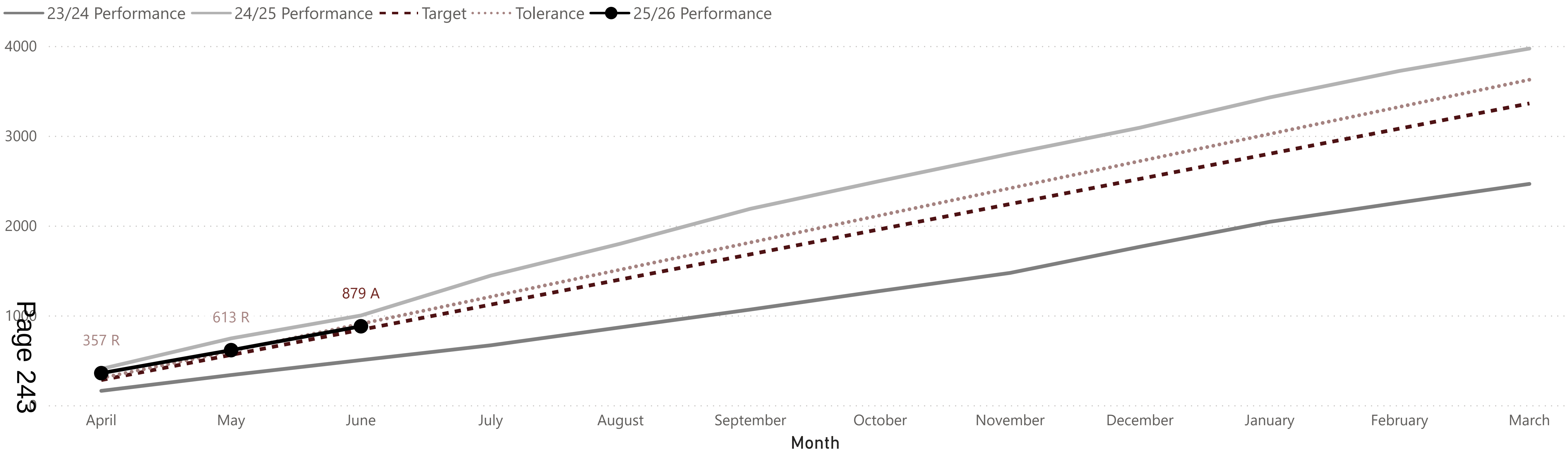
354

Latest projected outturn status:

G

## Outcome: Delivering good quality, high value-for-money services

### PI 22: Number of missed bins






Latest Commentary from Service:

In June, a total of 468,423 waste collections were scheduled, with 266 missed collections reported, resulting in a missed collection rate of just 0.061%. This remains below the APSE benchmark average of 0.076%.

We have seen a slight increase in the number of missed bins in June; however, this has been raised with the collection crews, and further analysis and reporting are being undertaken to support them.

Latest year-end forecast:

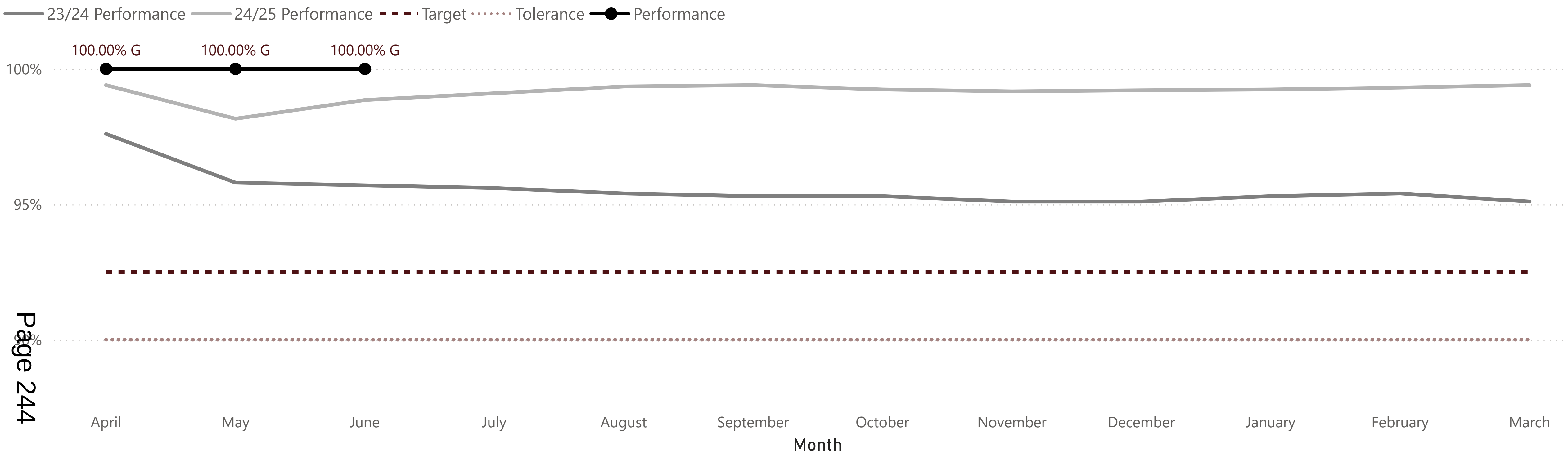
3360

Latest projected outturn status:

G

## Outcome: Delivering good quality, high value-for-money services

PI 23: The percentage of sampled areas which were clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations






Latest Commentary from Service:

June was another great month for the team. All 208 inspections, across 16 parishes, achieved a 100% pass rate. This ranks us at the top of our APSE benchmarking family group and top nationally.

Latest year-end forecast:

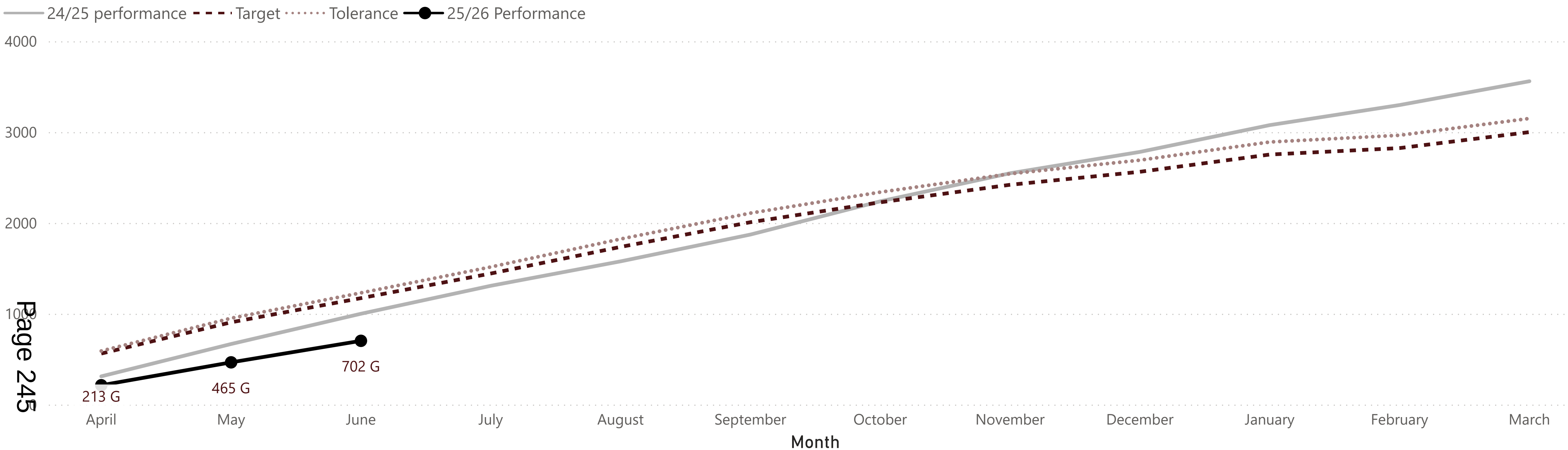
95%

Latest projected outturn status:

G

## Outcome: Delivering good quality, high value-for-money services

PI 24: The number of flytips reported






Latest Commentary from Service:

237 flytips cleared in June. Fewer than the previous month and 28% lower than the corresponding month last year (333 flytips in June 2024). This included 7 garden waste flytips.

Latest year-end forecast:

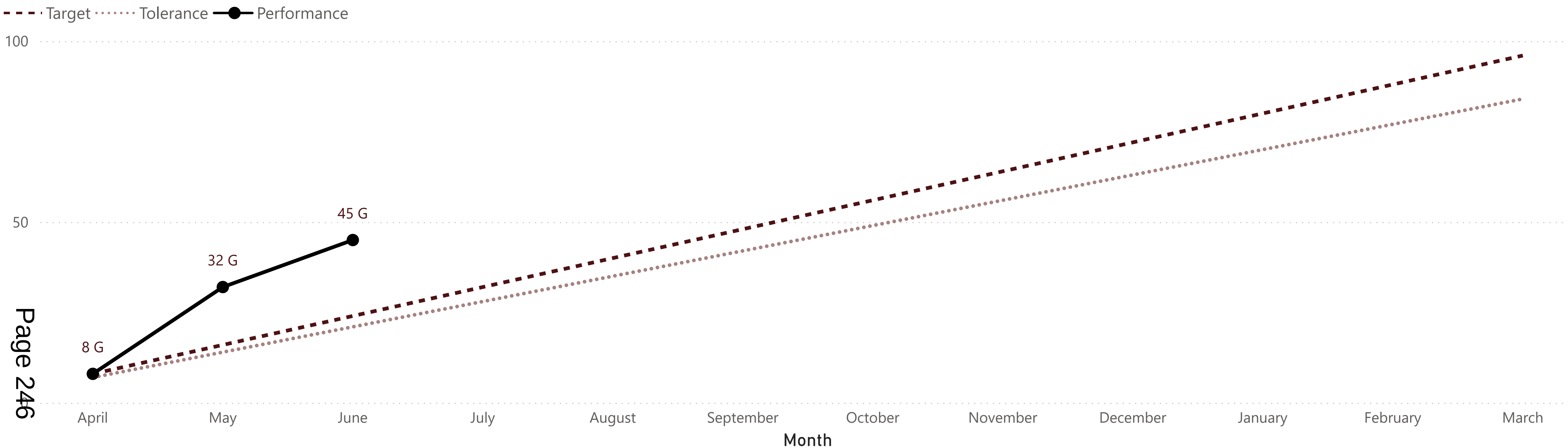
3150

Latest projected outturn status:

A

**Outcome: Delivering good quality, high value-for-money services**

## PI 25: Sanctions against environmental crimes and anti-social behaviour






### Latest Commentary from Service:

In Q1, the Community Action Team have issued a total of 45 sanctions:

11 total Fixed Penalty Notices (FPN) issued totalling £4000.00
7 x Fly-Tipping offences , 3 x Duty of Care Offences , 1 x Breach of PSPO
1 court case for failure to pay a breach of PSPO fine. £1120.00 total rewards
20 x Community Protection Warning/Notice (CPW/CPN) for Environmental issues
1 x CPW/CPN for Anti-Social Behaviour issues
4 x CPW/CPN issued for dog-related issues
8 x Sanctions issued in relation to Abandoned Vehicles – We have lifted and stored the vehicles with registered keepers.

### Latest year-end forecast:

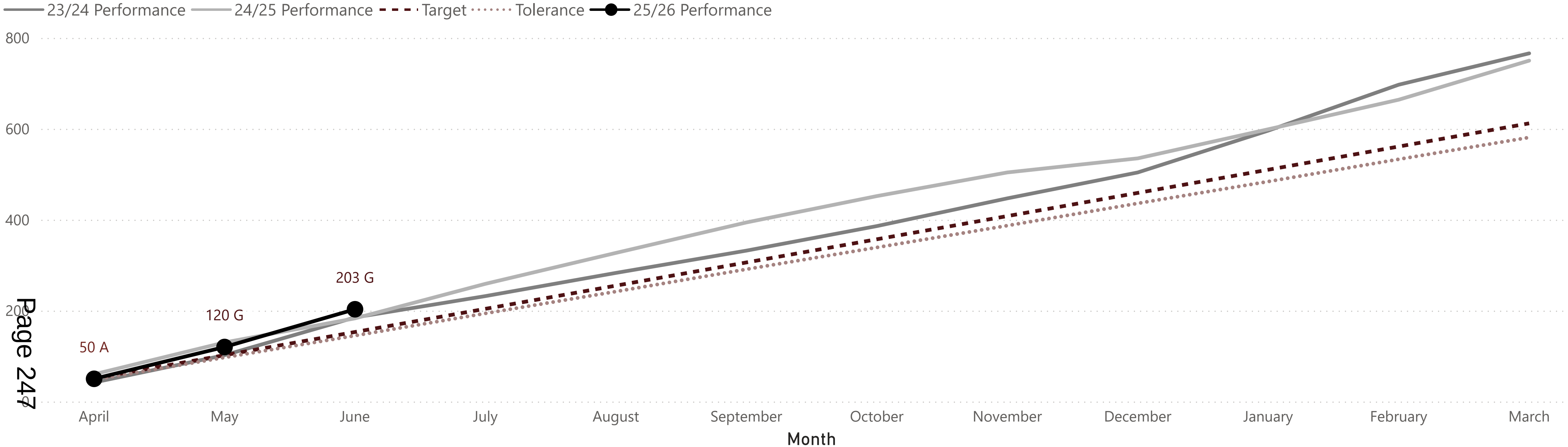
96

### Latest projected outturn status:

G

**Outcome: Delivering good quality, high value-for-money services**

PI 26: The number of programmed food safety inspections undertaken (cumulative)






Latest Commentary from Service:

June was another good month for food hygiene inspections. The target continues to be exceeded as we move through the inspection programme despite the staffing changes at the beginning of the year.

Latest year-end forecast:

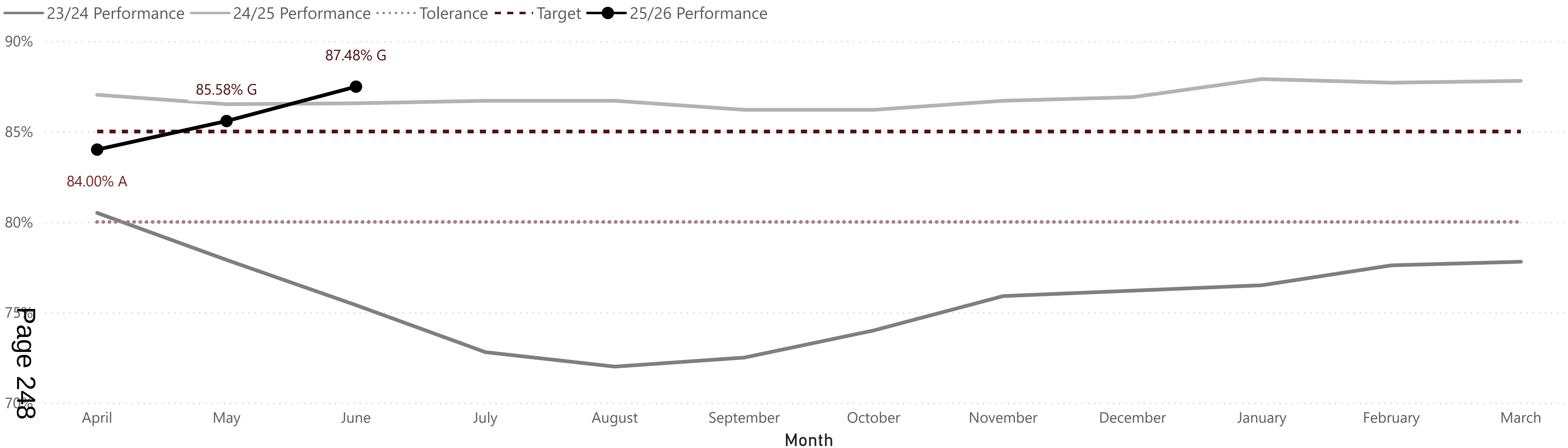
812

Latest projected outturn status:

G

## Outcome: Delivering good quality, high value-for-money services

### PI 27: Percentage of calls to the Contact Centre answered






### Latest Commentary from Service:

Calls Answered performance improved in June as we saw a significant reduction in Operations-related calls, resulting in increased performance.

**Latest year-end forecast:**

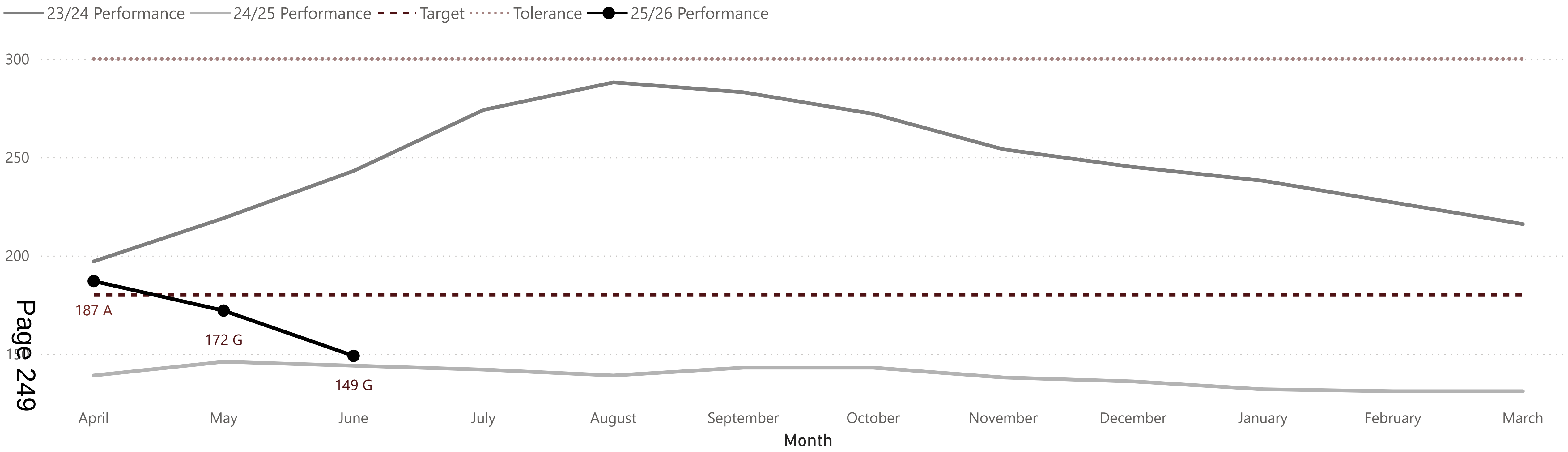
87%

**Latest projected outturn status:**

G

## Outcome: Delivering good quality, high value-for-money services

PI 28: Average wait time for customers calling the Contact Centre (seconds)






Latest Commentary from Service:

Average Queue wait time performance improved in June as we saw a reduction in Operations-related calls, and we are within our 3-minute target.

Latest year-end forecast:

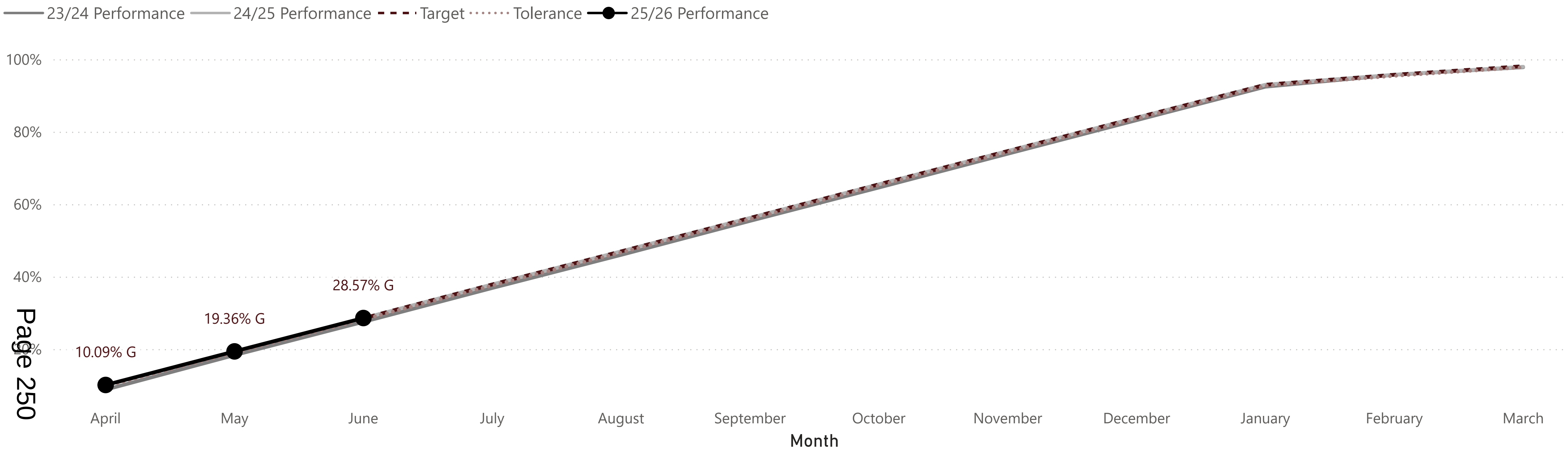
150

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

## PI 30: Council Tax collection rate






Latest Commentary from Service:

June collection is 0.06% above target. The final outturn forecast remains unchanged.

Latest year-end forecast:

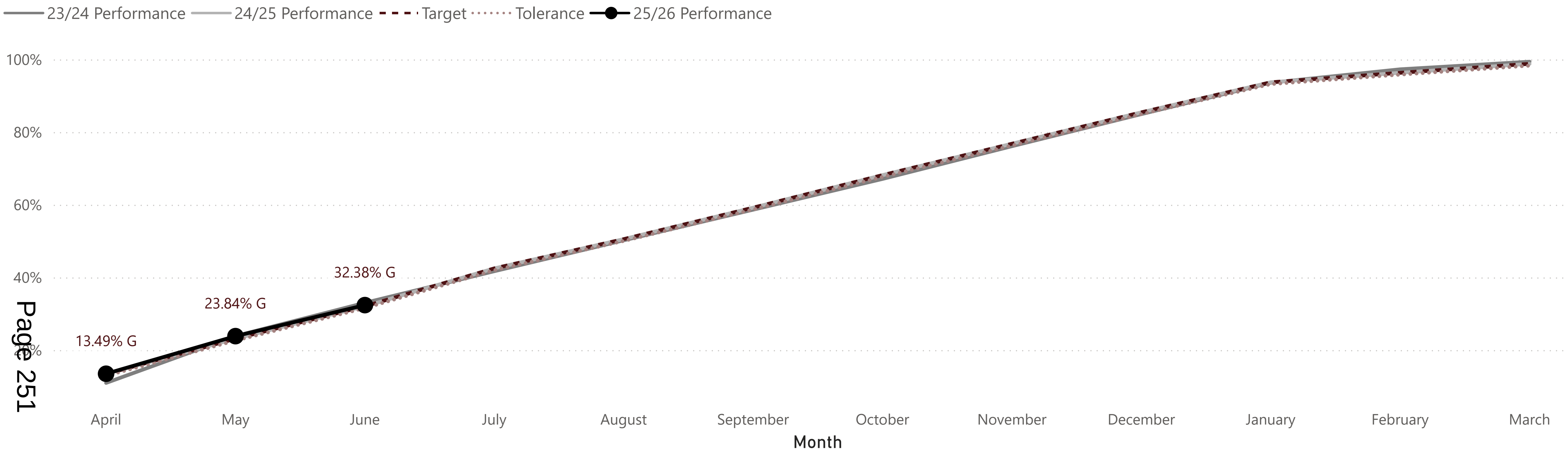
98.09%

Latest projected outturn status:

G

## Outcome: Delivering good quality, high value-for-money services

### PI 31: Business Rate collection rate






Latest Commentary from Service:

June collection is 0.32% above the target. The final outturn forecast remains unchanged.

Latest year-end forecast:

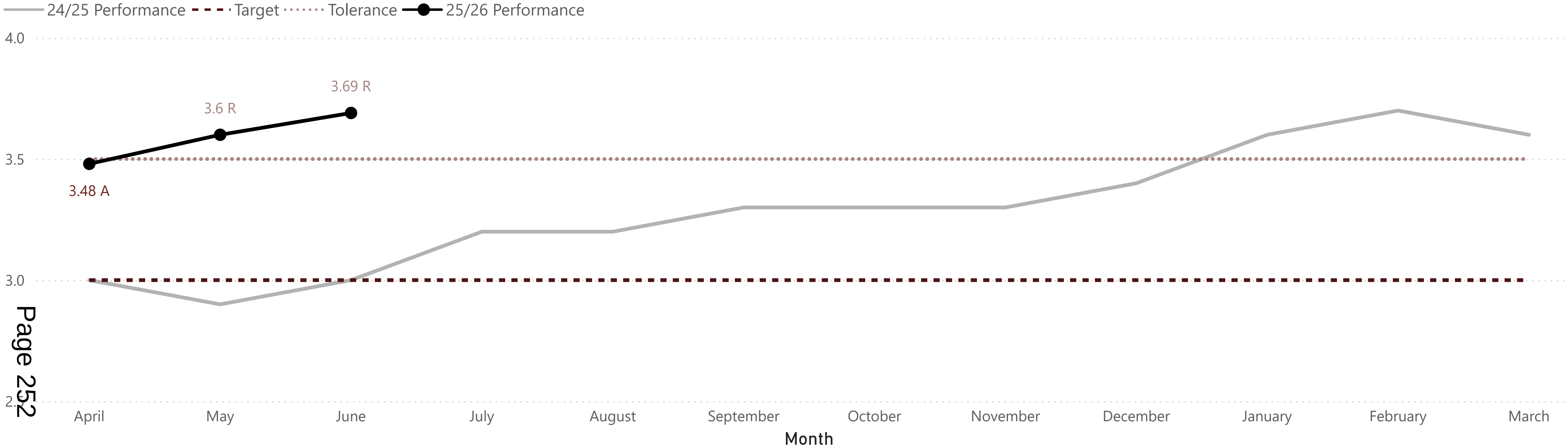
98.79%

Latest projected outturn status:

G

## Outcome: Delivering good quality, high value-for-money services

PI 32: Short-term staff sickness days lost per full time equivalent (FTE) (rolling)






Latest Commentary from Service:

Short-term sickness has increased slightly, but there is no clear pattern or reason at this point. HR is continuing to work with managers to address the increase and to support the reduction of it by helping people back into work. This reflects a national trend in short-term sickness increases.

Latest year-end forecast:

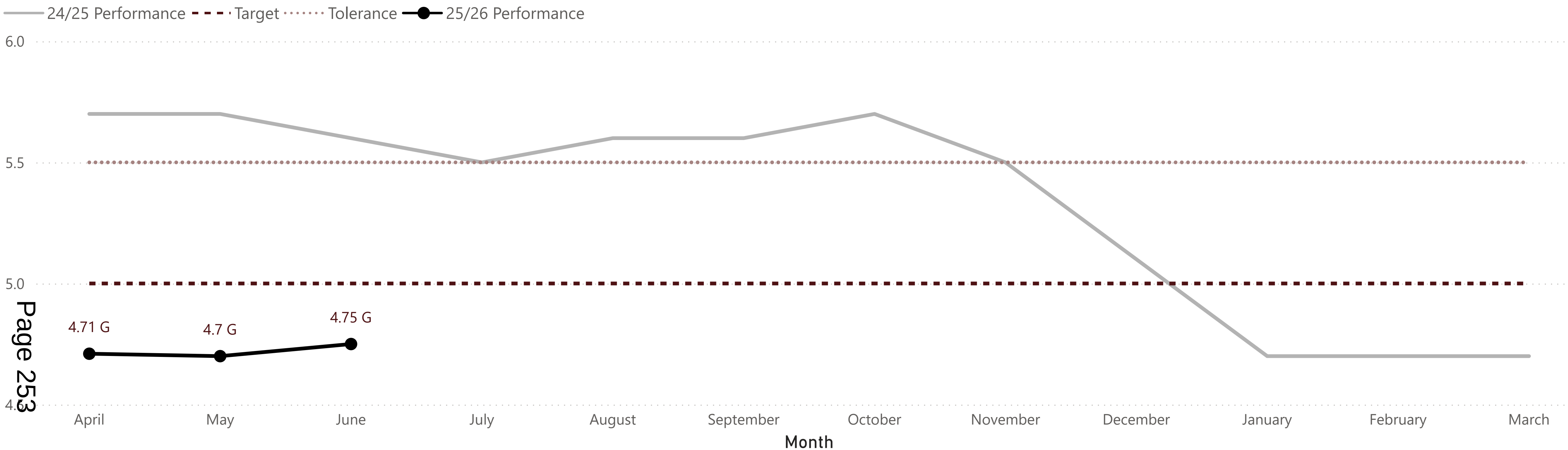
3

Latest projected outturn status:

G

## Outcome: Delivering good quality, high value-for-money services

PI 33: Long-term sickness days lost per full time equivalent (FTE) (rolling)






Latest Commentary from Service:

No increase from last month. Managers are proactively managing their sickness cases, which has meant there have been no significant new cases on the HR caseload.

Latest year-end forecast:

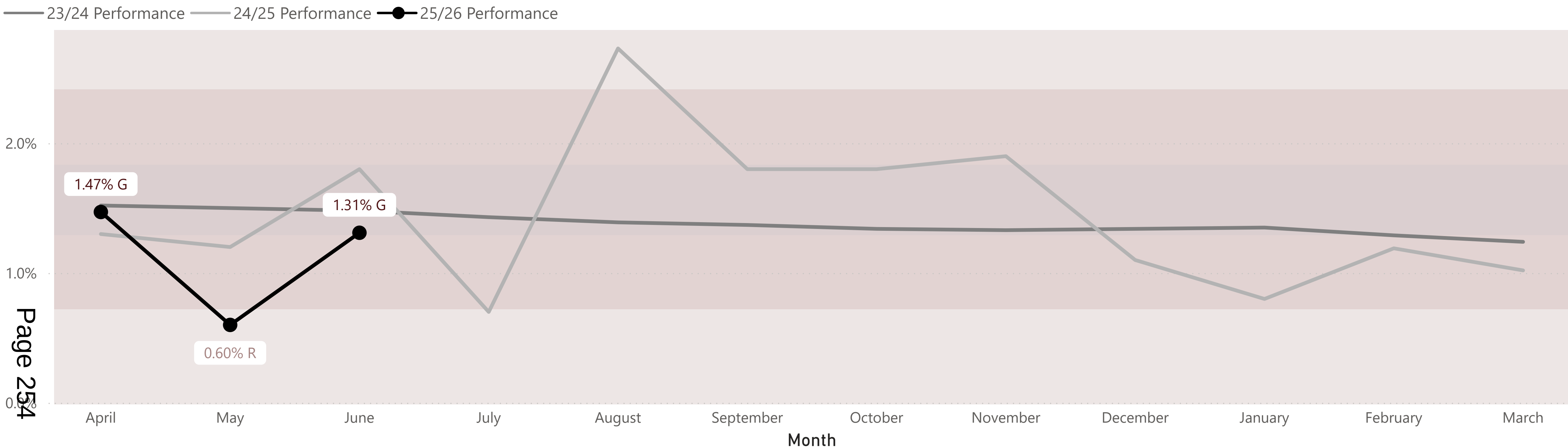
5

Latest projected outturn status:

G

Outcome: Delivering good quality, high value-for-money services

## PI 34: Staff Turnover (per month)






Latest Commentary from Service:

We have seen an increase in leavers in June compared to last month, resulting in us maintaining a healthy level of turnover.

Latest year-end forecast:

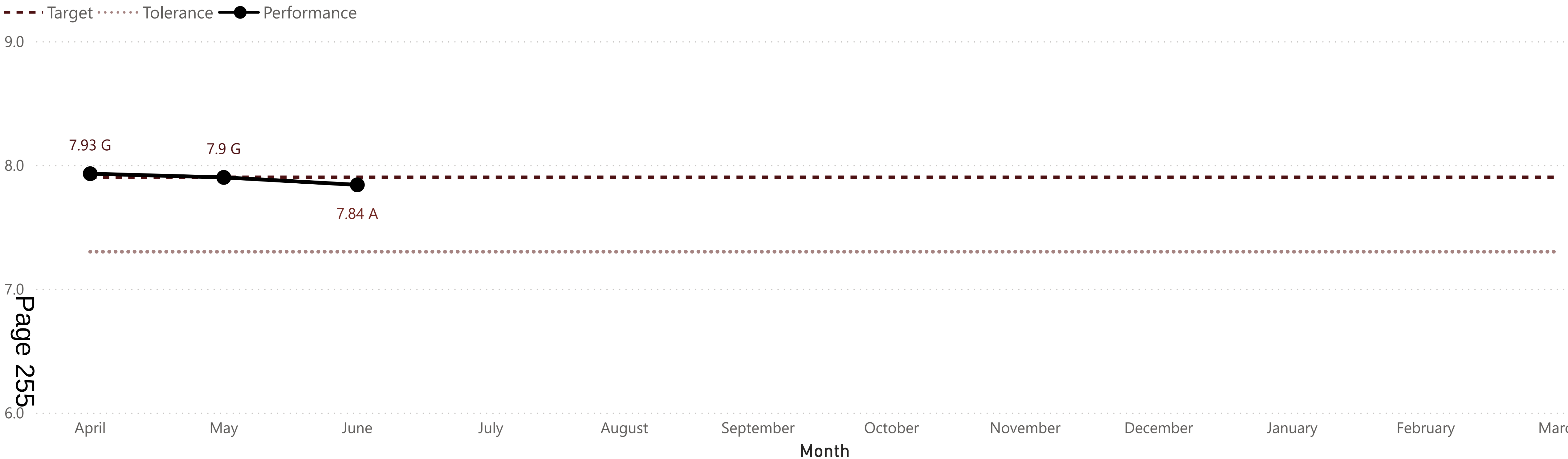
1.50%

Latest projected outturn status:

G

## Outcome: Delivering good quality, high value-for-money services

PI 35: Average length of staff service (years)






Latest Commentary from Service:

This quarter has seen a high recruitment trend and minimal turnover, resulting in a slight decrease in the average years of staff service.

Latest year-end forecast:

7.9

Latest projected outturn status:

G

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# 2025-26 KPI Amendment Proposals

Performance and Insights Team

September 2025

# Foreword

This appendix is to highlight the key performance indicators (KPIs) that are new or have had changes made to them for the 2025/26 financial year.

If you have any questions, please direct them to:

performance@huntingdonshire.gov.uk

# Proposed KPI Changes

Huntingdonshire District Council

| Performance Indicator | PI Holder | Proposed Change | Proposed Change Details | Justification |
|---|---|---|---|---|
| 7. Number of Homeless Preventions Achieved | Jon Collen | No change | Current Target: 480<br>Proposed Target: 480<br>Current Tolerance: 445<br>Proposed Tolerance: 445 | There has been no change to this metrics target or tolerance. This has been informed by the availability of properties for let via the Home-Link scheme. |
| 8. Number of households housed through the housing register and Home-Link scheme. (cumulative) | Jon Collen | No change | Current Target: 685<br>Proposed Target: 685<br>Current Tolerance: 616<br>Proposed Tolerance: 616 | There has been no change to this metrics target or tolerance. This is informed by the projected units via the new build programme. |
| 9. Number of households in Temporary Accommodation. (cumulative) | Jon Collen | No change | Current Target: 135<br>Proposed Target: 135<br>Current Tolerance: 148<br>Proposed Tolerance: 148 | There has been no change to this metric, however we continue to work to keep this number low by helping people into more permanent accommodation. |

# Proposed KPI Change & Addition

| Proposed Performance Indicator | Proposed PI Holder | Proposed Addition Justification | Proposed Details |
|---|---|---|---|
| 35. Average length of service (years) | Leanne Harfield & Ryan Roden | ADDITION - This metric would supplement KPI 34 by highlighting if we are retaining our experience. This would be especially valuable during a potentially high turnover period. This should be reported quarterly. Currently, we have an average length of service of 7.9 years, and this typically changes by about 0.5 every year. Therefore, the target will be to retain this 7.9 years of average experience and the tolerance will be 7.3 years. | Target: 7.9 years<br>Tolerance: 7.3 years |

Public
Key Decision - No

**HUNTINGDONSHIRE DISTRICT COUNCIL**

| | |
|---|---|
| **Title/Subject Matter:** | **2025/26 Finance Performance Report – Forecast at Quarter 1** |
| **Meeting/Date:** | **Cabinet – 16th September 2025** |
| **Executive Portfolio:** | **Executive Councillor for Finance and Resources** |
| **Report by:** | **Corporate Director (Finance and Resources)** |
| **Ward affected:** | **All** |


**Executive Summary:**

This report sets out the forecast outturn for the financial year 2025/26 for both revenue and capital.

**REVENUE FORECAST**
The current net revenue budget for 2025/26 is £26.772m (Original budget of £26.464m plus brought forward budgets of £0.308m). The forecast net expenditure for 2025/26 is £28.194m, less contributions from reserves of £0.820m, this is a forecast overspend of £0.602m.

The significant variations that contribute to this forecast are as follows;

**REVENUE UNDERSPENDS**

**Head of Environmental Services; underspend of £0.2m, as a result of;** Additional CCTV income, additional Green Waste subscription income, and savings from unfilled posts (productivity savings). There were also additional agency staff costs in Waste Collection.

**Head of Property and Facilities - underspend of £0.1m, as a result of;** Savings from utilities costs and business rates.

**Head of Finance - underspend of £1.3m, as a result of;** Increased interest receipts, government grants and NNDR Pool receipts.

**Head of Democratic Services and Monitoring Officer - underspend of £0.2m, as a result of;** Savings from vacant posts, canvassers fees and mail costs. Increased costs of legal fees.

**Customer Change Director - underspend of £0.2m as a result of;** Vacant post savings. Both Housing Benefit payment and subsidy received from government have increased.

**REVENUE OVERSPENDS**

**Chief Executive Officer overspend of £0.6m, as a result of;** Increased consultancy costs re internal audit, risk and control and pay.

**Chief Digital and Information Officer overspend £0.1m, as a result of;** Lower recharges to partners, upgrade and restructure costs.

**Head of Economy, Regeneration and Housing – overspend of £0.1m, as a result of;** Delay to Civil Parking Enforcement income and expenditure.

**Head of Planning, Infrastructure and Public Protection - overspend of £0.2m, as a result of;** Lower planning fees, increased cost of agency staff, offset by vacant posts and lower utilities costs.

**Head of Leisure, Health and Environment - overspend of £1.5m, as a result of;** Costs of One Leisure projects (although these costs will be capitalised if the projects proceed), and lower than budgeted income.

**Head of HR and Officer Development - overspend of £0.1m as a result of;** Increased legal costs and salary costs.

**Head of Communications. Engagement and Public Affairs overspend of £0.1m as a result of;** Increased costs of salaries and recruitment.

**CAPITAL FORECAST**

The approved gross capital programme for 2025/26 is £14.527m, this total included budgeted rephasings of £2.700m. At the year-end a total of £15.860m was rephased, an additional rephase of £13.160m. The total current budget is £27.687m, (£14.527m plus £13.160m).

The forecast expenditure for 2024/25 is £26.198m, an in-year underspend of £1.489m (this may result in requests to rephase to 2026/27).

The significant variations that contribute to this forecast are as follows;

**CAPITAL IN-YEAR UNDERSPENDS**

Vehicle replacements £1.4m, Community Infrastructure Levy grants £1.2m, ICT projects £0.3m.

**CAPITAL IN-YEAR OVERSPENDS**

Civil Parking Enforcement works £0.6m, One Leisure solar panels £0.5m (grant funded), Disabled Facilities Grants £0.2m (grant funded), One Leisure improvement works £0.2m.

**Recommendation(s):**
It is recommended that:

- Cabinet is **invited to consider and comment** on the revenue financial performance for the financial year 2025/26 quarter 1, as detailed in Appendix 1 and summarised in paragraph 3.2.
- Cabinet is **invited to consider and comment** on the capital financial performance for 2025/26 quarter 1, as detailed in Appendix 2 and summarised in paragraph 3.3.
- Cabinet is **invited to consider and comment** on the treasury management activity for 2025/26 quarter 1, as detailed in Appendix 3

## PURPOSE OF THE REPORT

1.1 To present details of the Council's financial performance for 2025/2026 as at quarter 1.

- Revenue forecast of an overspend of £0.602m.
- Capital forecast in-year underspend of £1.489m.

## BACKGROUND

2.1 The revenue budget and MTFS for 2025/26 approved in February 2025, assumed a net expenditure budget of £26.464m, since increased by brought forward budgets of £0.308m a total current budget of £26.772m.

2.2 A gross capital budget of £14.527m was approved, increased to £27.687m due to additional re-phasing of schemes at the year-end of £13.160m.

2.3 The detailed analysis of the 2025/26 forecast outturn is attached at Appendix 1 for revenue, and Appendix 2 for capital.

## FINANCIAL PERFORMANCE

3.1 Financial Performance Headlines

The outturn position for the current financial year and the impact of variations will be incorporated within the Medium Term Financial Strategy (MTFS).

**Revenue** The current budget is £26.772m (original budget £26.464m plus budgets brought forward from 2024/25 of £0.308m), the forecast net expenditure is £28.194m, taking into account contributions from reserves of £0.820m this is a forecast overspend of £0.602m (£28.194m less £26.772m less £0.820m is £0.602m).

**Capital** The approved gross capital programme for 2025/26 is £14.527m, this total included budgeted rephasings of £2.700m. At the year end a total of £15.860m was rephased, an additional rephase of £13.160m. The total current budget is £27.687m, (£14.527m plus £13.160m).

3.2 Summary Revenue Variances by Service

The table below shows the total variances for each Service and the main reasons for the variance;

| Head of Service | Budget £'000s | Budget c/fwd £'000s | Current Budget £'000s | Forecast Actual £'000s | Reserve Movements £'000s | Forecast Variance £'000s | Comments |
|---|---|---|---|---|---|---|---|
| Chief Executive Officer | 1,021 | - | 1,021 | 1,602 | - | 581 | Increased costs of audit, risk management and pay bargaining |
| Chief Digital & Information Officer | 3,137 | - | 3,137 | 3,258 | (13) | 108 | Lower recharges to partners and upgrade and restructure costs. |
| Head of Economy, Regeneration & Housing | (195) | 43 | (152) | 196 | (275) | 73 | Delay to Civil Parking Enforcement income and expenditure. Underspend on market rents. |
| Head of Planning, Infrastructure & Public Protection | 2,795 | 65 | 2,860 | 3,154 | (90) | 204 | Lower than budgeted planning fees and use of agency staff. Partly offset by vacant posts, lower utilities costs at the Mobile Home Park, less grants and reduced costs of Empty Homes. |
| Head of Environmental Services | 4,397 | 40 | 4,437 | 4,351 | (81) | (167) | Additional CCTV project income and Green Waste subscription fees. Savings from unfilled posts in Grounds Maintenance and Street Cleaning. Increased cost of agency staff in Waste Collection. |
| Head of Leisure, Health & Environment | 1,084 | 20 | 1,104 | 2,579 | (16) | 1,459 | Costs of One Leisure projects £1.4m, but these costs may be capitalised if the projects are approved. Income lower than budgeted for Swim School and Health & Fitness. |
| Head of Property & Facilities | (2,221) | 40 | (2,181) | (2,310) | - | (129) | Savings on utilities and business rates |
| Head of Human Resources & Officer Development | 984 | - | 984 | 1,107 | - | 123 | Increased legal fees and salary costs. |
| Head of Finance | 7,618 | - | 7,618 | 6,684 | (381) | (1,315) | Increased income from interest, government grants and NNDR pool. Increased costs of salaries and overtime. |
| Head of Democratic Services & Monitoring Officer | 1,744 | 100 | 1,844 | 1,479 | 100 | (265) | Increased cost of legal support. Savings from several vacant posts, canvassers fees, and hybrid mail costs. |
| Customer Change Director | 4,898 | - | 4,898 | 4,727 | 18 | (153) | Housing Benefits payments and subsidy higher. Savings from vacant posts. |
| Head of Communications, Engagement & Public Affairs | 247 | - | 247 | 310 | - | 63 | Increased costs of salaries and recruitment. |
| Head of Policy, Performance & Emergency Planning | 955 | - | 955 | 1,057 | (82) | 20 | Increased cost of new posts, offset by vacant post savings. |
| **Total** | **26,464** | **308** | **26,772** | **28,194** | **(820)** | **602** | |

Further analysis of the revenue variance and service commentary are in Appendix 1. This provides the variances by service and comments have been provided by the budget managers.

3.3 Capital Programme

The approved gross capital programme for 2025/26 is £14.527m, this total included budgeted rephasings of £2.700m. At the year end a total of £15.860m was rephased, an additional rephase of £13.160m. The total current budget is £27.687m, (£14.527m plus £13.160m).

The table below shows the total variances for each Service and the main reasons for the variances.

| Head of Service | Existing and New Bids | Budget Rephase (1) | Original Budget | Year End Rephase (2) | Net Rephase (3) | Growth/ Virement | Current Budget | Q1 Actual | Q1 Forecast | Over/(Under )Spend | Comment on Significant Variances |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | |
| Chief Digital and Information Officer | 395 | 265 | 660 | 593 | 328 | 0 | 988 | 125 | 712 | (276) | Data Centre rack project currently on hold while procurement options are considered. Additional expenditure on AV equipment but offset by savings on Windows 10 and Public Switched Network projects. |
| Customer Services | 0 | 0 | 0 | 50 | 50 | 0 | 50 | 0 | 0 | (50) | Voice Bots and Data Warehouse projects are currently delayed. |
| Facilities | 80 | 0 | 80 | 0 | 0 | 0 | 80 | 374 | 623 | 543 | Solar Canopy and One Leisure Roof Mounted solar funded from external grants. |
| Environmental Services | 4,871 | 123 | 4,994 | 713 | 590 | 0 | 5,584 | 485 | 4,823 | (761) | Underspending on vehicle replacements £1.4m, offset by additional expenditure on Civil Parking Enforcement lining. |
| Community Services | 1,600 | 50 | 1,650 | 10 | (40) | 0 | 1,610 | 384 | 1,768 | 158 | Additional expenditure on improvements, also additional grant expected. |
| Parks, Countryside & Climate | 63 | 2,161 | 2,224 | 2,493 | 332 | 0 | 2,556 | 20 | 2,559 | 3 | |
| Finance | 50 | 0 | 50 | 111 | 111 | 0 | 161 | 0 | 167 | 6 | |
| Housing and Regeneration | 0 | 80 | 80 | 10,439 | 10,359 | 0 | 10,439 | 546 | 10,360 | (78) | Updated expenditure as a result of the latest Market Town Project projections. |
| Leisure and Health | 1,365 | 21 | 1,386 | 63 | 42 | 0 | 1,428 | 112 | 1,588 | 160 | Additional expenditure forecast relating to condition survey works and plant installations. |
| Planning | 2,706 | 0 | 2,706 | 496 | 496 | 0 | 3,202 | 93 | 2,009 | (1,194) | Delays to Community Infrastructure Levy funded external projects. |
| Property and Facilities | 697 | 0 | 697 | 893 | 893 | 0 | 1,590 | 46 | 1,590 | 0 | |
| **Total** | **11,827** | **2,700** | **14,527** | **15,860** | **13,160** | **0** | **27,687** | **2,184** | **26,198** | **(1,489)** | |

(1) This is the estimated rephase when the budget is set.

(2) This is the actual rephase at the year end when all costs are known

(3) This is the actual rephase less the budget rephase. Original budget + net rephase + growth = Current budget

3.4 Council Tax and Business Rates Collection

The Council Tax collection rate at the end of quarter 1 (28.57%) is higher than the previous year (28.51%). The Business Rates collection rate at the end of quarter 1 (32.38%) is higher than at the end of quarter 1 in the previous year (32.06%).

The number of working age Council Tax Support claimants at the end of quarter 1 was 5,149 which is 413 more than at the end of quarter 1 in 2024/25 (4,736). The number of pensioner Council Tax Support claimants was 2,826 at the end of quarter 1 2025/26, compared to 2,818 for the same period last year.

3.5 Miscellaneous Debt Update

The table below shows the debtor analysis as at 30th June 2025.

| | Debtor Aged Days | | | | | | |
|---|---|---|---|---|---|---|---|
| **Service** | **Current** | **<90** | **91 to 180** | **181 to 365** | **>365** | **Future** | **Total Debt** |
| | **£000s** | **£000s** | **£000s** | **£000s** | **£000s** | **£000s** | **£000s** |
| 3C Shared Services | | 9 | | 6 | 118 | 16 | **149** |
| Business Improvement District | | | 1 | 17 | 6 | 1 | **25** |
| Community Infrastructure Levy | | 145 | 14 | | 148 | 3,340 | **3,647** |
| Commercial Rent | 84 | 24 | 113 | 103 | 187 | 7 | **518** |
| Community | 5 | | | 1 | 8 | 6 | **20** |
| Corporate | | 44 | | | | | **44** |
| Environmental | | | | | 3 | | **3** |
| Finance | | 14 | 1 | 3 | 17 | 3 | **38** |
| Housing Benefit Overpayment | | | | | 21 | | **21** |
| Hinchingbrooke Country Park | 1 | | 1 | | 1 | 1 | **4** |
| Housing | 3 | 3 | 17 | 28 | 316 | 11 | **378** |
| Licensing | | 2 | 4 | 1 | 1 | 2 | **10** |
| Markets | | | | | 1 | 2 | **3** |
| Mobile Home Park | 7 | 1 | | | | 65 | **73** |
| Moorings | | | | | 1 | 9 | **10** |
| One Leisure | 10 | 7 | 2 | 2 | 11 | 67 | **99** |
| Operations | 16 | 41 | 22 | 10 | 9 | 201 | **299** |
| Other | | (1) | | | 1 | | **0** |
| Paxton Pits | | | | | | 10 | **10** |
| Planning | 7 | 4 | | | | 130 | **141** |
| Private Sector Housing | | | | | | | **0** |
| Section 106 | | | | | | 37 | **37** |
| Trade Waste | (1) | 7 | | (1) | (4) | 94 | **95** |
| **Total** | **132** | **300** | **175** | **170** | **845** | **4,002** | **5,624** |
| | | | | | | | |

4.0 Update on the Commercial Investment Strategy and Investment Properties

4.1 The Commercial Investment Strategy (CIS) was approved by Cabinet in September 2015 and the CIS Business Plan in December 2015. The implementation of the CIS is seen as a key means by which the Council can generate income to assist it in meeting the forecast gap in the revenue budget. The CIS supplements the income from the legacy estate of investment properties, held for the purpose of generating revenue income.

4.2 For quarter 1 2025/26, the budget and forecast expenditure and income for the CIS and investment properties are:

| **CIS Investments** | **Budget £000s** | **Forecast Outturn £000s** | **Variance £000s** |
|---|---|---|---|
| **Cash Investments** | | | |
| CCLA Property Fund Dividend Income | (162) | (162) | 0 |
| **Total Cash Investments** | **(162)** | **(162)** | **0** |
| | | | |
| Property Rental Income | (5,030) | (5,030) | 0 |
| Loan Interest (On CIS related borrowing) | 581 | 581 | 0 |
| **Total Property Investments** | **4,449** | **4,449** | **0** |
| **TOTAL** | | | |
| | | | |
| **CIS Borrowing (Maturity Loans from PWLB)** | | | |
| **Property** | **Maturity Date** | **Amount** | **% (Fixed)** |
| Wakefield | 26/06/2039 | £11,963,000 | 2.18 |
| Fareham | 02/10/2037 | £5,000,000 | 2.78 |
| Rowley Centre | 11/03/2039 | £7,292,000 | 2.49 |
| | | | |

**5. RECOMMENDATIONS**

- Cabinet is invited to **consider and comment** on the revenue financial performance for the financial year 2025/26 quarter 1, as detailed in Appendix 1 and summarised in paragraph 3.2.
- Cabinet is invited to **consider and comment** on the capital financial performance for 2025/26 quarter 1, as detailed in Appendix 2 and summarised in paragraph 3.3.
- Cabinet is invited to **consider and comment** on the prudential and treasury management indicators for 2025/26 quarter 1, as detailed in Appendix 3.

**6. LIST OF APPENDICES**

Appendix 1 – Financial Performance for revenue quarter 1 2025/26.
Appendix 2 – Financial Performance for capital quarter 1 2025/26.
Appendix 3 – Treasury and Prudential Indicators quarter 1 2025/26.

**CONTACT OFFICER**
**Sharon Russell-Surtees, Chief Finance Officer**
Sharon.Russell-Surtees@huntingdonshire.gov.uk

**Appendix 1**

# 2025/26 Q1 Forecast - Revenue

## Head of Service Summary

| Head of Service | Year to Date Actual £000 | Year to Date Current Budget £000 | Year to Date Over/ (Under) Spend £000 | Full Year Forecast £000 | Full Year Original Budget £000 | Full Year Budget c/fwd £000 | Full Year Current Budget £000 | Full Year Contribution To /(From) Reserves £000 | Full Year Over/ (Under) Spend £000 | Comments |
|---|---|---|---|---|---|---|---|---|---|---|
| **Chief Executive Officer** | | | | | | | | | | |
| Income | - | (26) | 26 | - | - | - | - | - | - | **Income:** |
| Expenses | 433 | 255 | 178 | 1,602 | 1,021 | - | 1,021 | - | 581 | **Expenditure:** Increased consultancy costs relating to internal audit, risk management and pay bargaining . |
| **Net** | **433** | **229** | **204** | **1,602** | **1,021** | **-** | **1,021** | **-** | **581** | |
| **Chief Digital & Information Officer** | | | | | | | | | | |
| Income | (1,531) | (1,538) | 7 | (6,110) | (6,151) | - | (6,151) | - | 41 | **Income:** Lower recharge to partners |
| Expenses | 2,342 | 2,322 | 20 | 9,368 | 9,288 | - | 9,288 | (13) | 67 | **Expenditure:** Increased upgrade and restructure costs |
| **Net** | **811** | **784** | **27** | **3,258** | **3,137** | **-** | **3,137** | **(13)** | **108** | |
| **Head of Economy, Regeneration & Housing** | | | | | | | | | | |
| Income | (986) | (1,092) | 106 | (2,634) | (3,164) | - | (3,164) | (155) | 375 | **Income:** Delayed introduction of CPE has reduced income. |
| Expenses | 414 | 554 | (140) | 2,830 | 2,969 | 43 | 3,012 | (120) | (302) | **Expenditure:** Part year vacant post in Housing Strategy. Underspend on markets rents due to charter change. Delayed introduction of Civil Parking Enforcement (CPE) has reduced costs. Savings on business rates. |
| **Net** | **(572)** | **(538)** | **(34)** | **196** | **(195)** | **43** | **(152)** | **(275)** | **73** | |
| **Head of Planning, Infrastructure & Public Protection** | | | | | | | | | | |
| Income | (926) | (803) | (123) | (3,376) | (3,457) | - | (3,457) | (90) | (9) | **Income:** Planning fee income lower than budget. |
| Expenses | 1,397 | 1,480 | (83) | 6,530 | 6,252 | 65 | 6,317 | - | 213 | **Expenditure:** Forecast contribution to 3C Building Control lower than budget. Increased cost of agency staff in Planning partially offset by vacant posts, new post in Planning (Change Programme) has increased costs. Part vacancy of licencing manager has offset lower licencing income. Lower utilities costs at the Mobile Home Park. Environmental Enforcement salary savings due to staff turnover. Increased voluntary sector costs, offset partially by less relocations grants. Staff savings in Environmental Health due to part-time working and maternity leave. Reduced costs of Empty Homes. |
| **Net** | **471** | **677** | **(206)** | **3,154** | **2,795** | **65** | **2,860** | **(90)** | **204** | |
| **Head of Environmental Services** | | | | | | | | | | |
| Income | (3,252) | (3,310) | 58 | (7,680) | (6,689) | - | (6,689) | (81) | (1,072) | **Income:** Additional CCTV project income. Extra income from external works. Green waste subscriptions are above budget. |
| Expenses | 2,842 | 2,781 | 61 | 12,031 | 11,086 | 40 | 11,126 | - | 905 | **Expenditure:** CCTV project work has resulted in extra costs which are offset by additional income. Savings resulting from increased productivity (fewer posts) in grounds maintenance. Increased costs of agency staff in waste collection, partially offset by vacant posts. |
| **Net** | **(410)** | **(529)** | **119** | **4,351** | **4,397** | **40** | **4,437** | **(81)** | **(167)** | |
| **Head of Leisure, Health & Environment** | | | | | | | | | | |
| Income | (2,232) | (2,019) | (213) | (8,670) | (9,139) | - | (9,139) | (80) | 389 | **Income:** Income is lower than budgeted for Swim School, and Health & Fitness. |
| Expenses | 2,766 | 2,562 | 204 | 11,249 | 10,223 | 20 | 10,243 | 64 | 1,070 | **Expenditure:** Expenditure levels have been adjusted to allow for the reduced income. Less expenditure on parks planned building maintenance. **Increased c**osts of One Leisure feasibility projects, however if projects are approved costs will be capitalised. |
| **Net** | **534** | **543** | **(9)** | **2,579** | **1,084** | **20** | **1,104** | **(16)** | **1,459** | |
| **Head of Property & Facilities** | | | | | | | | | | |
| Income | (1,394) | (1,388) | (6) | (5,521) | (5,555) | - | (5,555) | - | 34 | **Income:** |
| Expenses | 1,013 | 1,045 | (32) | 3,211 | 3,334 | 40 | 3,374 | - | (163) | **Expenditure:** Underspend forecast on utilities and business rates. |
| **Net** | **(381)** | **(343)** | **(38)** | **(2,310)** | **(2,221)** | **40** | **(2,181)** | **-** | **(129)** | |

| Head of Service | Year to Date Actual £000 | Year to Date Current Budget £000 | Year to Date Over/ (Under) Spend £000 | Full Year Forecast £000 | Full Year Original Budget £000 | Full Year Budget c/fwd £000 | Full Year Current Budget £000 | Full Year Contribution To /(From) Reserves £000 | Full Year Over/ (Under) Spend £000 | Comments |
|---|---|---|---|---|---|---|---|---|---|---|
| **Head of Human Resources & Officer Development** | | | | | | | | | | |
| Expenses | 248 | 246 | 2 | 1,107 | 984 | - | 984 | - | 123 | **Expenditure:** Increased legal fees, and salary regradings. |
| **Net** | **248** | **246** | **2** | **1,107** | **984** | **-** | **984** | **-** | **123** | |
| **Head of Finance** | | | | | | | | | | |
| Income | (691) | (457) | (234) | (2,984) | (1,827) | - | (1,827) | (313) | (1,470) | **Income:** Increased income from interest, NNDR pool, and government grants. |
| Expenses | 1,436 | 1,349 | 87 | 9,668 | 9,445 | - | 9,445 | (68) | 155 | **Expenditure:** Increased audit fees, internal drainage fees, salary and overtime costs. |
| **Net** | **745** | **892** | **(147)** | **6,684** | **7,618** | **-** | **7,618** | **(381)** | **(1,315)** | |
| **Head of Democratic Services & Monitoring Officer** | | | | | | | | | | . |
| Income | (372) | (59) | (313) | (618) | (234) | - | (234) | - | (384) | **Income:** Government grant to cover the cost of the parliamentary election. |
| Expenses | 694 | 449 | 245 | 2,097 | 1,978 | 100 | 2,078 | 100 | 119 | **Expenditure:** Increased cost of legal support. Savings from canvassers fees and hybrid mail costs. Underspend from Audit, Procurement and Risk vacancies offset by costs of Head of Demcratic Services. |
| **Net** | **322** | **390** | **(68)** | **1,479** | **1,744** | **100** | **1,844** | **100** | **(265)** | |
| **Customer Change Director** | | | | | | | | | | . |
| Income | (6,413) | (5,473) | (940) | (24,574) | (21,679) | - | (21,679) | (102) | (2,997) | **Income:** Housing Benefit subsidy higher than budgeted |
| Expenses | 6,548 | 6,645 | (97) | 29,301 | 26,577 | - | 26,577 | 120 | 2,844 | **Expenditure:** Housing Benefit payments higher than budgeted. Savings in Customer Services posts. |
| **Net** | **135** | **1,172** | **(1,037)** | **4,727** | **4,898** | **-** | **4,898** | **18** | **(153)** | |
| **Head of Communications, Engagement & Public Affairs** | | | | | | | | | | . |
| Expenses | 78 | 62 | 16 | 310 | 247 | - | 247 | - | 63 | **Expenditure:** Increased costs of salaries and recruitment campaigns. |
| **Net** | **78** | **62** | **16** | **310** | **247** | **-** | **247** | **-** | **63** | |
| **Head of Policy, Performance & Emergency Planning** | | | | | | | | | | . |
| Income | (5) | (31) | 26 | (86) | (125) | - | (125) | (48) | (9) | **Income:** |
| Expenses | 231 | 270 | (39) | 1,143 | 1,080 | - | 1,080 | (34) | 29 | **Expenditure:** Increased cost from new posts, offset by some vacant post savings. |
| **Net** | **226** | **239** | **(13)** | **1,057** | **955** | **-** | **955** | **(82)** | **20** | |
| **Total** | **2,640** | **3,824** | **(1,184)** | **28,194** | **26,464** | **308** | **26,772** | **(820)** | **602** | |

# 2025/26 Q1 Forecast - Revenue

## Head of Service Detail

**Appendix 1 Continued**

| Head of Service | Service Grouping | Year To Date: Actuals £000 | Year To Date: Current Budget £000 | Year To Date: Over/(Under) Spend £000 | Full Year: Forecast £000 | Full Year: Original Budget £000 | Full Year: Budget Carry Forwards/ Virements £000 | Full Year: Current Budget £000 | Full Year: Contribution To/(From) Reserves £000 | Full Year: Over/(Under) Spend £000 | Commentary On Underspend/Overspend |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Chief Executive Officer | **Directors** | | | | | | | | | | |
| | Income | - | (26) | 26 | - | - | - | - | - | - | Increased consultancy costs relating to internal audit, risk management support and pay bargaining. |
| | Expenses | 433 | 255 | 178 | 1,602 | 1,021 | - | 1,021 | - | 581 | |
| | **Net Impact** | **433** | **229** | **204** | **1,602** | **1,021** | **-** | **1,021** | **-** | **581** | |
| | **HoS Total** | **433** | **229** | **204** | **1,602** | **1,021** | **-** | **1,021** | **-** | **581** | |
| Chief Digital & Information Officer | **ICT Shared Service (Old Model)** | | | | | | | | | | |
| | Income | - | - | - | - | - | - | - | - | - | All Out Of Hours will be recovered from Cambridge City Council. |
| | Expenses | - | - | - | - | - | - | - | - | - | |
| | **Net Impact** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | |
| | **3C ICT Shared Service** | | | | | | | | | | |
| | Income | (1,531) | (1,538) | 7 | (6,110) | (6,151) | - | (6,151) | - | 41 | **Reserves:** Grant for Serious Violence Duty (SVD) project & Staff Development grant, these will be used for those specific purposes to offset costs. **Income:** Recharges to Partners (Cambridge City & SCDC), when shared costs are lower,then recharges are lower than expected. **Expenses:** Approved by 3 Councils TVI, Microsoft E5 upgrade and restructure costs. The service will work to mitigate pressures in-year. |
| | Expenses | 2,342 | 2,322 | 20 | 9,368 | 9,288 | - | 9,288 | (13) | 67 | |
| | **Net Impact** | **811** | **784** | **27** | **3,258** | **3,137** | **-** | **3,137** | **(13)** | **108** | |
| | **HoS Total** | **811** | **784** | **27** | **3,258** | **3,137** | **-** | **3,137** | **(13)** | **108** | |
| Head of Economy, Regeneration & Housing | **Economic Development** | | | | | | | | | | |
| | Income | - | (19) | 19 | (7) | (74) | - | (74) | - | 67 | The service budget remains on track, with spend aligning well to profile at this stage in the year. Slight variance to report, and regular monitoring continues to ensure financial stability is maintained. |
| | Expenses | 111 | 118 | (7) | 442 | 424 | 43 | 467 | - | (25) | |
| | **Net Impact** | **111** | **99** | **12** | **435** | **350** | **43** | **393** | **-** | **42** | |
| | **Housing Strategy** | | | | | | | | | | |
| | Expenses | 62 | 81 | (19) | 315 | 325 | - | 325 | - | (10) | Approved Post, currently out for recruitment, unlikely to be filled until October 2025. |
| | **Net Impact** | **62** | **81** | **(19)** | **315** | **325** | **-** | **325** | **-** | **(10)** | |
| | **Markets** | | | | | | | | | | |
| | Income | (33) | (24) | (9) | (98) | (96) | - | (96) | - | (2) | Income is in line with the baselined budget. Underspend on expenditure as forecast contains outgoing rent values, however charter acquisition has changed position. Some expenditure is required to settle historic rents due. |
| | Expenses | (1) | 60 | (61) | 182 | 240 | - | 240 | - | (58) | |
| | **Net Impact** | **(34)** | **36** | **(70)** | **84** | **144** | **-** | **144** | **-** | **(60)** | |
| | **Car Parks - Off Street** | | | | | | | | | | |
| | Income | (908) | (1,008) | 100 | (2,529) | (2,832) | - | (2,832) | - | 303 | Impacts of delayed Civil Parking Enforcement (CPE) start impacting Penalty Charge Notice (PCN) income. Budget allowed for increased income via charge increase not yet realised to be reviewed in year as CPE behaviour changes come into effect. Underspend on business rates across parking sites. |
| | Expenses | 197 | 242 | (45) | 1,680 | 1,768 | - | 1,768 | (120) | (208) | |
| | **Net Impact** | **(711)** | **(766)** | **55** | **(849)** | **(1,064)** | **-** | **(1,064)** | **(120)** | **95** | |
| | **Car Park - On Street** | | | | | | | | | | |
| | Expenses | (3) | - | (3) | - | - | - | - | - | - | |
| | **Net Impact** | **(3)** | **-** | **(3)** | **-** | **-** | **-** | **-** | **-** | **-** | |
| | **Market Towns** | | | | | | | | | | |
| | Income | (45) | (41) | (4) | - | (162) | - | (162) | (155) | 7 | |
| | Expenses | 48 | 53 | (5) | 211 | 212 | - | 212 | - | (1) | |
| | **Net Impact** | **3** | **12** | **(9)** | **211** | **50** | **-** | **50** | **(155)** | **6** | |
| | **HoS Total** | **(572)** | **(538)** | **(34)** | **196** | **(195)** | **43** | **(152)** | **(275)** | **73** | |

| Head of Service | Service Grouping | Year To Date: Actuals £000 | Year To Date: Current Budget £000 | Year To Date: Over/ (Under) Spend £000 | Full Year: Forecast £000 | Full Year: Original Budget £000 | Full Year: Budget Carry Forwards/ Virements £000 | Full Year: Current Budget £000 | Full Year: Contribution To/(From) Reserves £000 | Full Year: Over/ (Under) Spend £000 | Commentary On Underspend/Overspend |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Head of Planning, Infrastructure & Public Protection | **Building Control** | | | | | | | | | | |
| | Expenses | (2) | 41 | (43) | 141 | 165 | - | 165 | - | (24) | £23k underspend created from 3C Building Control contributions anticipated to be less than budgets based on last financial years performance. |
| | **Net Impact** | **(2)** | **41** | **(43)** | **141** | **165** | **-** | **165** | **-** | **(24)** | |
| | **Planning Policy** | | | | | | | | | | |
| | Income | (301) | (115) | (186) | (798) | (461) | - | (461) | - | (337) | Additional income from PPAs and BNG monitoring, increased agency staff spend as maternity cover. |
| | Expenses | 367 | 383 | (16) | 1,642 | 1,467 | 65 | 1,532 | - | 110 | |
| | **Net Impact** | **66** | **268** | **(202)** | **844** | **1,006** | **65** | **1,071** | **-** | **(227)** | |
| | **Development Management** | | | | | | | | | | |
| | Income | (363) | (491) | 128 | (1,572) | (1,963) | - | (1,963) | - | 391 | Planning fee income is currently being forecast at the same level as 24/25, forecast income is less than what was budgeted at this point in the year, but this will monitored over the course of the year. Agency staff is being used within Development Management this is partially offset by vacant posts. |
| | Expenses | 448 | 376 | 72 | 2,084 | 1,904 | - | 1,904 | - | 180 | |
| | **Net Impact** | **85** | **(115)** | **200** | **512** | **(59)** | **-** | **(59)** | **-** | **571** | |
| | **Environmental Health Admin** | | | | | | | | | | |
| | Expenses | 25 | 13 | 12 | 99 | 50 | - | 50 | - | 49 | £49k overspend caused by over establishment of staffing for Change Programme Lead - Planning Services. |
| | **Net Impact** | **25** | **13** | **12** | **99** | **50** | **-** | **50** | **-** | **49** | |
| | **Licencing** | | | | | | | | | | |
| | Income | (135) | (96) | (39) | (366) | (386) | - | (386) | - | 20 | £30k underspend caused by partial vacancy of Licensing Manager post currently filled part time, this is offset by £11k anticipated under achievement of income due to less renewals for PH operators licences this year (5 year licences). |
| | Expenses | 66 | 97 | (31) | 348 | 388 | - | 388 | - | (40) | |
| | **Net Impact** | **(69)** | **1** | **(70)** | **(18)** | **2** | **-** | **2** | **-** | **(20)** | |
| | **Community Resilience** | | | | | | | | | | |
| | Income | (93) | (52) | (41) | (238) | (209) | - | (209) | - | (29) | £33k underspend on Mobile Home Park due to budget for energy costs being set higher than budget for costs recovered for electricity, these budgets should be offsetting each other as all electricity costs are recharged to customers, also £8.5k of non-budgeted income forecast for sale of mobile homes based on prior years performances (10% of income kept within the budget, 90% is moved to reserves), as well as £17k underspend in Environmental Enforcement on salaries due to new staff replacing vacancies at the bottom of the pay scale |
| | Expenses | 86 | 135 | (49) | 510 | 539 | - | 539 | - | (29) | |
| | **Net Impact** | **(7)** | **83** | **(90)** | **272** | **330** | **-** | **330** | **-** | **(58)** | |
| | **Communities** | | | | | | | | | | |
| | Income | (21) | (32) | 11 | (342) | (369) | - | (369) | (90) | (63) | £28k overspend caused by HDC Voluntary Sector agreement costs partially offset by £15k underspend created by no anticipated costs for relocation grants. |
| | Expenses | 207 | 194 | 13 | 850 | 775 | - | 775 | - | 75 | |
| | **Net Impact** | **186** | **162** | **24** | **508** | **406** | **-** | **406** | **(90)** | **12** | |
| | **Environmental Health Services** | | | | | | | | | | |
| | Income | (13) | (17) | 4 | (60) | (69) | - | (69) | - | 9 | £30k underspend caused by no anticipated spend for Empty homes as well as £42k underspend within the Commercial Team from salaries due to maternity leave and staff moving to reduced hours and £18k overall underspend on Environmental protection for vacancies partially offset by agency costs. |
| | Expenses | 200 | 241 | (41) | 856 | 964 | - | 964 | - | (108) | |
| | **Net Impact** | **187** | **224** | **(37)** | **796** | **895** | **-** | **895** | **-** | **(99)** | |
| | **HoS Total** | **471** | **677** | **(206)** | **3,154** | **2,795** | **65** | **2,860** | **(90)** | **204** | |

| Head of Service | Service Grouping | Year To Date: Actuals £000 | Year To Date: Current Budget £000 | Year To Date: Over/ (Under) Spend £000 | Full Year: Forecast £000 | Full Year: Original Budget £000 | Full Year: Budget Carry Forwards/ Virements £000 | Full Year: Current Budget £000 | Full Year: Contribution To/(From) Reserves £000 | Full Year: Over/ (Under) Spend £000 | Commentary On Underspend/Overspend |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Head of Environmental Services | **CCTV** | | | | | | | | | | |
| | Income | - | - | - | (126) | (117) | - | (117) | - | (9) | |
| | Expenses | - | - | - | - | - | - | - | - | - | |
| | **Net Impact** | **-** | **-** | **-** | **(126)** | **(117)** | **-** | **(117)** | **-** | **(9)** | |
| | **CCTV Shared Service** | | | | | | | | | | |
| | Income | 2 | - | 2 | (1,219) | (496) | - | (496) | - | (723) | Project work, costs are to be recovered through recharging. |
| | Expenses | 417 | 194 | 223 | 1,499 | 775 | - | 775 | - | 724 | |
| | **Net Impact** | **419** | **194** | **225** | **280** | **279** | **-** | **279** | **-** | **1** | |
| | **Head of Operations** | | | | | | | | | | |
| | Expenses | 50 | 30 | 20 | 116 | 121 | - | 121 | - | (5) | |
| | **Net Impact** | **50** | **30** | **20** | **116** | **121** | **-** | **121** | **-** | **(5)** | |
| | **Green Spaces** | | | | | | | | | | |
| | Income | (39) | (47) | 8 | (155) | (187) | - | (187) | (81) | (49) | Increased income generation from third party organisations, improved productivity and efficiency has meant that the service hasn't filled the two vacancies at this time within grounds maintenance. Additional spend on supplies for projects which will be recovered by recharging. |
| | Expenses | 260 | 341 | (81) | 1,379 | 1,364 | - | 1,364 | - | 15 | |
| | **Net Impact** | **221** | **294** | **(73)** | **1,224** | **1,177** | **-** | **1,177** | **(81)** | **(34)** | |
| | **Street Cleansing** | | | | | | | | | | |
| | Income | (2) | (3) | 1 | (11) | (11) | - | (11) | - | - | Productivity benchmarking has meant that the council has not needed to rush to fill two vacant posts at this time. Agency usage has increased to fill these vacancies whilst suitable candidates are found. |
| | Expenses | 290 | 316 | (26) | 1,246 | 1,265 | - | 1,265 | - | (19) | |
| | **Net Impact** | **288** | **313** | **(25)** | **1,235** | **1,254** | **-** | **1,254** | **-** | **(19)** | |
| | **Waste Management** | | | | | | | | | | |
| | Income | (3,213) | (3,250) | 37 | (6,135) | (5,839) | - | (5,839) | - | (296) | Increased agency staff costs partially offset by vacant posts within the establishment. The green bin subscription service continues to see good uptake currently the income is forecast to be higher than budget. Funding for green initiatives is occurring at a slower rate, so currently forecasting a underspend. |
| | Expenses | 1,706 | 1,804 | (98) | 7,409 | 7,177 | 40 | 7,217 | - | 192 | |
| | **Net Impact** | **(1,507)** | **(1,446)** | **(61)** | **1,274** | **1,338** | **40** | **1,378** | **-** | **(104)** | |
| | **Fleet Management** | | | | | | | | | | |
| | Income | - | (10) | 10 | (34) | (39) | - | (39) | - | 5 | |
| | Expenses | 119 | 96 | 23 | 382 | 384 | - | 384 | - | (2) | |
| | **Net Impact** | **119** | **86** | **33** | **348** | **345** | **-** | **345** | **-** | **3** | |
| | **HoS Total** | **(410)** | **(529)** | **119** | **4,351** | **4,397** | **40** | **4,437** | **(81)** | **(167)** | |

| Head of Service | Service Grouping | Year To Date: Actuals £000 | Year To Date: Current Budget £000 | Year To Date: Over/ (Under) Spend £000 | Full Year: Forecast £000 | Full Year: Original Budget £000 | Full Year: Budget Carry Forwards/ Virements £000 | Full Year: Current Budget £000 | Full Year: Contribution To/(From) Reserves £000 | Full Year: Over/ (Under) Spend £000 | Commentary On Underspend/Overspend |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Head of Leisure Health & Environment | **One Leisure Active Lifestyles** | | | | | | | | | | |
| | Income | (120) | (108) | (12) | (444) | (545) | - | (545) | (80) | 21 | One Leisure's Q1 financial forecast is £355k surplus, compared with a budget of £477k surplus. This financial forecast surplus is £122k off of budget. However the OL income performance compared with 24/25's actual is 10.45% better year on year continuing to show income growth at all centres. The reason for the difference in trading performance and the budget is due to anticipated trends in Swim School and Health and Fitness have not followed the previous years trajectory anticipated at the time of building the budget. Adjustments to expenditure forecast have been made to mitigate this to ensure a Income&Expenditure contribution from the service is achieved. |
| | Expenses | 199 | 175 | 24 | 699 | 700 | - | 700 | - | (1) | |
| | **Net Impact** | **79** | **67** | **12** | **255** | **155** | **-** | **155** | **(80)** | **20** | |
| | **One Leisure Facilities** | | | | | | | | | | |
| | Income | (1,774) | (1,795) | 21 | (7,511) | (8,132) | - | (8,132) | - | 621 | |
| | Expenses | 2,039 | 1,876 | 163 | 6,885 | 7,501 | - | 7,501 | 64 | (552) | |
| | **Net Impact** | **265** | **81** | **184** | **(626)** | **(631)** | **-** | **(631)** | **64** | **69** | |
| | **Parks and Open Spaces** | | | | | | | | | | |
| | Expenses | 1 | 1 | - | 1 | 2 | - | 2 | - | (1) | |
| | **Net Impact** | **1** | **1** | **-** | **1** | **2** | **-** | **2** | **-** | **(1)** | |
| | **Parks, Countryside and Climate** | | | | | | | | | | |
| | Income | (338) | (116) | (222) | (715) | (462) | - | (462) | - | (253) | Underspend caused by no planned building maintenance costs for Berman Park, Hill Rise Park, Huntingdon Riverside Park, St Neots Riverside Park and Stukeley Meadows against a combined budget of £30k. |
| | Expenses | 527 | 394 | 133 | 1,797 | 1,555 | 20 | 1,575 | - | 222 | |
| | **Net Impact** | **189** | **278** | **(89)** | **1,082** | **1,093** | **20** | **1,113** | **-** | **(31)** | |
| | **One Leisure Projects** | | | | | | | | | | Feasibility costs as per the One Leisure Independent Review. If the projects are approved these costs will be capitalised, and if not then the costs will be funded from reserves. |
| | Expenses | - | 116 | (116) | 1,867 | 465 | - | 465 | - | 1,402 | |
| | **Net Impact** | **-** | **116** | **(116)** | **1,867** | **465** | **-** | **465** | **-** | **1,402** | |
| | **HoS Total** | **534** | **543** | **(9)** | **2,579** | **1,084** | **20** | **1,104** | **(16)** | **1,459** | |
| Head of Property & Facilities | **Energy & Sustainability Mgt** | | | | | | | | | | |
| | Expenses | 11 | 12 | (1) | 50 | 48 | - | 48 | - | 2 | |
| | **Net Impact** | **11** | **12** | **(1)** | **50** | **48** | **-** | **48** | **-** | **2** | |
| | **Public Conveniences** | | | | | | | | | | |
| | Expenses | - | - | - | 8 | - | - | - | - | 8 | |
| | **Net Impact** | **-** | **-** | **-** | **8** | **-** | **-** | **-** | **-** | **8** | |
| | **Facilities Management** | | | | | | | | | | |
| | Income | (183) | (131) | (52) | (522) | (525) | - | (525) | - | 3 | Underspend expected from savings on utilities and business rates primarily at PFH. |
| | Expenses | 549 | 610 | (61) | 1,494 | 1,594 | 40 | 1,634 | - | (140) | |
| | **Net Impact** | **366** | **479** | **(113)** | **972** | **1,069** | **40** | **1,109** | **-** | **(137)** | |
| | **Commercial Estates** | | | | | | | | | | |
| | Income | (1,211) | (1,257) | 46 | (4,999) | (5,030) | - | (5,030) | - | 31 | |
| | Expenses | 453 | 423 | 30 | 1,659 | 1,692 | - | 1,692 | - | (33) | |
| | **Net Impact** | **(758)** | **(834)** | **76** | **(3,340)** | **(3,338)** | **-** | **(3,338)** | **-** | **(2)** | |
| | **HoS Total** | **(381)** | **(343)** | **(38)** | **(2,310)** | **(2,221)** | **40** | **(2,181)** | **-** | **(129)** | |
| Head of Human Resources & Officer Development | **Corporate Health & Safety** | | | | | | | | | | |
| | Expenses | 15 | 17 | (2) | 63 | 66 | - | 66 | - | (3) | |
| | **Net Impact** | **15** | **17** | **(2)** | **63** | **66** | **-** | **66** | **-** | **(3)** | |
| | **Human Resources** | | | | | | | | | | |
| | Expenses | 233 | 229 | 4 | 1,044 | 918 | - | 918 | - | 126 | Two staff within the team have had their roles regraded which has had an impact on the budget. We have also had unforecast legal fees, unexpected staff costs and two members of staff whose salaries are financed from the workforce strategy budget. |
| | **Net Impact** | **233** | **229** | **4** | **1,044** | **918** | **-** | **918** | **-** | **126** | |
| | **HoS Total** | **248** | **246** | **2** | **1,107** | **984** | **-** | **984** | **-** | **123** | |

| Head of Service | Service Grouping | Year To Date: Actuals £000 | Year To Date: Current Budget £000 | Year To Date: Over/ (Under) Spend £000 | Full Year: Forecast £000 | Full Year: Original Budget £000 | Full Year: Budget Carry Forwards/ Virements £000 | Full Year: Current Budget £000 | Full Year: Contribution To/(From) Reserves £000 | Full Year: Over/ (Under) Spend £000 | Commentary On Underspend/Overspend |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Head of Finance | **Corporate Finance** | | | | | | | | | | |
| | Income | (691) | (457) | (234) | (2,984) | (1,827) | - | (1,827) | (313) | (1,470) | Increased interest receivable on short term investments £1,323k, income received from NNDR pool 95k plus government grants of £23k for Audit and £35k contribution towards increased Internal Drainage Board costs. |
| | Expenses | 1,031 | 948 | 83 | 7,976 | 7,842 | - | 7,842 | - | 134 | |
| | **Net Impact** | **340** | **491** | **(151)** | **4,992** | **6,015** | **-** | **6,015** | **(313)** | **(1,336)** | |
| | **Finance** | | | | | | | | | | |
| | Expenses | 253 | 223 | 30 | 976 | 892 | - | 892 | (68) | 16 | Increased salary costs due mainly to reorganisation & overtime payments. |
| | **Net Impact** | **253** | **223** | **30** | **976** | **892** | **-** | **892** | **(68)** | **16** | |
| | **Corporate Insurance** | | | | | | | | | | |
| | Expenses | 152 | 178 | (26) | 716 | 711 | - | 711 | - | 5 | |
| | **Net Impact** | **152** | **178** | **(26)** | **716** | **711** | **-** | **711** | **-** | **5** | |
| | **HoS Total** | **745** | **892** | **(147)** | **6,684** | **7,618** | **-** | **7,618** | **(381)** | **(1,315)** | |
| Head of Democratic Services & Monitoring Officer | **Legal** | | | | | | | | | | |
| | Income | - | - | - | (1) | - | - | - | - | (1) | £63k Overspend created from 3C Legal contributions anticipated to be higher than budgets based on last financial years performance. |
| | Expenses | 3 | - | 3 | 345 | 278 | - | 278 | - | 67 | |
| | **Net Impact** | **3** | **-** | **3** | **344** | **278** | **-** | **278** | **-** | **66** | |
| | **Democratic & Elections** | | | | | | | | | | |
| | Income | (372) | (59) | (313) | (617) | (234) | - | (234) | - | (383) | Income is to offset the cost of elections. Within Electoral Registration there has been an increase in hybrid mail costs as a result of householders adding new electors to the annual canvas form, this is being offet by budget carried forward. |
| | Expenses | 644 | 342 | 302 | 1,464 | 1,269 | 100 | 1,369 | 100 | 195 | |
| | **Net Impact** | **272** | **283** | **(11)** | **847** | **1,035** | **100** | **1,135** | **100** | **(188)** | |
| | **Audit** | | | | | | | | | | |
| | Expenses | 20 | 48 | (28) | 143 | 192 | - | 192 | - | (49) | Underspend from Internal Audit Manager & Trainee Internal Auditor vacancies, partially offset by Head of Democratic Services & Monitoring Officer post. |
| | **Net Impact** | **20** | **48** | **(28)** | **143** | **192** | **-** | **192** | **-** | **(49)** | |
| | **Procurement** | | | | | | | | | | |
| | Expenses | 27 | 51 | (24) | 117 | 204 | - | 204 | - | (87) | Underspend from Procurement Manager & Procurement Project Lead vacancies partially offset by Head of Democratic Services & Monitoring Officer post. |
| | **Net Impact** | **27** | **51** | **(24)** | **117** | **204** | **-** | **204** | **-** | **(87)** | |
| | **Risks & Control** | | | | | | | | | | |
| | Expenses | - | 8 | (8) | 28 | 35 | - | 35 | - | (7) | Underspend from Risk and Controls Officer vacancy partially offset by Head of Democratic Services & Monitoring Officer post |
| | **Net Impact** | **-** | **8** | **(8)** | **28** | **35** | **-** | **35** | **-** | **(7)** | |
| | **HoS Total** | **322** | **390** | **(68)** | **1,479** | **1,744** | **100** | **1,844** | **100** | **(265)** | |

| Head of Service | Service Grouping | Year To Date: Actuals £000 | Year To Date: Current Budget £000 | Year To Date: Over/ (Under) Spend £000 | Full Year: Forecast £000 | Full Year: Original Budget £000 | Full Year: Budget Carry Forwards/ Virements £000 | Full Year: Current Budget £000 | Full Year: Contribution To/(From) Reserves £000 | Full Year: Over/ (Under) Spend £000 | Commentary On Underspend/Overspend |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Customer Change Director | **Council Tax Support** | | | | | | | | | | |
| | Income | - | (58) | 58 | (231) | (231) | - | (231) | - | - | |
| | Expenses | - | - | - | - | - | - | - | - | - | |
| | **Net Impact** | **-** | **(58)** | **58** | **(231)** | **(231)** | **-** | **(231)** | **-** | **-** | |
| | **Directors** | | | | | | | | | | |
| | Income | - | - | - | - | (102) | - | (102) | (102) | - | |
| | Expenses | 25 | 26 | (1) | 102 | 102 | - | 102 | - | - | |
| | **Net Impact** | **25** | **26** | **(1)** | **102** | **-** | **-** | **-** | **(102)** | **-** | |
| | **Housing Benefits** | | | | | | | | | | |
| | Income | (5,119) | (5,094) | (25) | (22,554) | (20,374) | - | (20,374) | - | (2,180) | The differences are largely as a result of fluctuations on HB subsidy which is difficult to forecast and may continue to change further during the year. |
| | Expenses | 5,677 | 5,729 | (52) | 24,974 | 22,916 | - | 22,916 | - | 2,058 | |
| | **Net Impact** | **558** | **635** | **(77)** | **2,420** | **2,542** | **-** | **2,542** | **-** | **(122)** | |
| | **Housing Needs** | | | | | | | | | | |
| | Income | (1,294) | (321) | (973) | (1,789) | (972) | - | (972) | - | (817) | Increased Homelessness Prevention Grant which will be used to fund additional prevention activities. |
| | Expenses | 564 | 572 | (8) | 2,978 | 2,286 | - | 2,286 | 120 | 812 | |
| | **Net Impact** | **(730)** | **251** | **(981)** | **1,189** | **1,314** | **-** | **1,314** | **120** | **(5)** | |
| | **Customer Services** | | | | | | | | | | |
| | Expenses | 243 | 280 | (37) | 1,101 | 1,122 | - | 1,122 | - | (21) | The underspend is linked to vacancies that we are holding whilst we investigate the necessity to recruit to them. |
| | **Net Impact** | **243** | **280** | **(37)** | **1,101** | **1,122** | **-** | **1,122** | **-** | **(21)** | |
| | **Document Centre** | | | | | | | | | | |
| | Expenses | 39 | 38 | 1 | 146 | 151 | - | 151 | - | (5) | |
| | **Net Impact** | **39** | **38** | **1** | **146** | **151** | **-** | **151** | **-** | **(5)** | |
| | **HoS Total** | **135** | **1,172** | **(1,037)** | **4,727** | **4,898** | **-** | **4,898** | **18** | **(153)** | |
| Head of Communications, Engagement & Public Affairs | **Communications & Information** | | | | | | | | | | |
| | Expenses | 78 | 62 | 16 | 310 | 247 | - | 247 | - | 63 | £35k overspend from recruitment campaigns as well as £20k overspend on salary costs due to pay uplifts. |
| | **Net Impact** | **78** | **62** | **16** | **310** | **247** | **-** | **247** | **-** | **63** | |
| | **HoS Total** | **78** | **62** | **16** | **310** | **247** | **-** | **247** | **-** | **63** | |
| Head of Policy, Performance & Emergency Planning | **Emergency Planning** | | | | | | | | | | |
| | Income | - | - | - | - | - | - | - | - | - | |
| | Expenses | 20 | 32 | (12) | 164 | 128 | - | 128 | (34) | 2 | |
| | **Net Impact** | **20** | **32** | **(12)** | **164** | **128** | **-** | **128** | **(34)** | **2** | |
| | **Transformation** | | | | | | | | | | |
| | Income | - | (31) | 31 | (76) | (125) | - | (125) | (48) | 1 | Approved overspend due to hiring of a programme manager and a project manager. These posts would have previously been funded from the Invest2Save reserve. |
| | Expenses | 129 | 162 | (33) | 696 | 646 | - | 646 | - | 50 | |
| | **Net Impact** | **129** | **131** | **(2)** | **620** | **521** | **-** | **521** | **(48)** | **51** | |
| | **Strategic Insight & Delivery** | | | | | | | | | | |
| | Income | (5) | - | (5) | (10) | - | - | - | - | (10) | Post under review due to other immediate priorities. |
| | Expenses | 82 | 76 | 6 | 283 | 306 | - | 306 | - | (23) | |
| | **Net Impact** | **77** | **76** | **1** | **273** | **306** | **-** | **306** | **-** | **(33)** | |
| | **HoS Total** | **226** | **239** | **(13)** | **1,057** | **955** | **-** | **955** | **(82)** | **20** | |
| | **Total** | **2,640** | **3,824** | **(1,184)** | **28,194** | **26,464** | **308** | **26,772** | **(820)** | **602** | |

APPENDIX 2

# Forecast Quarter 1 2025/26 - Capital Programme

| Budget Manager | Project Name | Existing/New Bids | Budget Rephase | Original Budget | Year End Rephase | Net Rephase | Growth/ Virement | Current Budget | Q1 Actual | Q1 Forecast | Over/(Under)Spend | Comment on Variances over £10,000 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Chief Digital and Information Officer | Hardware Replacement | 126 | 34 | 160 | 6 | (28) | 0 | 132 | 45 | 132 | (0) | |
| | Telephony Replacement | 8 | 8 | 16 | 0 | (8) | 0 | 8 | 0 | 0 | (8) | Budget not required |
| | No2 Server & SQL Server 2012 Migration | 0 | 10 | 10 | 20 | 10 | 0 | 20 | 0 | 20 | 0 | |
| | Datacentre Racks | 0 | 62 | 62 | 299 | 237 | 0 | 299 | 53 | 36 | (263) | Procurement completed - decision taken not to award as poor value for money or over budget. Passed back to Architecture for review and re-alignment against emerging strategy. |
| | Windows 2012 Server Replacement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | WIFI Access Points | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | EastNet Replacement | 200 | 49 | 249 | 50 | 1 | 0 | 250 | 16 | 250 | 0 | |
| | Server 2016/2019 Migration | 41 | 29 | 70 | 58 | 29 | 0 | 99 | 0 | 99 | 0 | |
| | Windows 10 End of Life | 20 | 0 | 20 | 0 | 0 | 0 | 20 | 0 | 0 | (20) | Project closed. No budget needed onwards. |
| | Public Switched Telephone Network | 0 | 73 | 73 | 81 | 8 | 0 | 81 | 0 | 6 | (75) | Project closure June-25 / Budget was carried over to cover any incidental costs, however the team managed to mitigate these resulting in an underspend. |
| | Server 2016 Migration | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | Replacement Income Management Software | 0 | 0 | 0 | 19 | 19 | 0 | 19 | 10 | 19 | 0 | |
| | AV Equipment | 0 | 0 | 0 | 60 | 60 | 0 | 60 | 0 | 150 | 90 | It is currently predicted by the service that the costs could exceed the budget. Potential overspend agreed with Corporate Director. (Finance and Resources). |
| | UPS Replacement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | |
| | **Total** | **395** | **265** | **660** | **593** | **328** | **0** | **988** | **125** | **712** | **(276)** | |
| Customer Services | Voice Bots | 0 | 0 | 0 | 34 | 34 | 0 | 34 | 0 | 0 | (34) | This project has been delayed |
| | Data Warehouse | 0 | 0 | 0 | 16 | 16 | 0 | 16 | 0 | 0 | (16) | This project has been delayed |
| | **Total** | **0** | **0** | **0** | **50** | **50** | **0** | **50** | **0** | **0** | **(50)** | |
| Facilities | Civic Suite Audio Visual Equipment | 80 | 0 | 80 | 0 | 0 | 0 | 80 | 0 | 80 | 0 | |
| | Solar Canopy | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 184 | 191 | 191 | Funded from external grant |
| | OL Roof Mounted | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 190 | 352 | 352 | Funded from external grant |
| | **Total** | **80** | **0** | **80** | **0** | **0** | **0** | **80** | **374** | **623** | **543** | |
| Environmental Services | Lone Worker Software | 0 | 20 | 20 | 0 | (20) | 0 | 0 | 0 | 0 | 0 | |
| | Wheeled Bins | 254 | 0 | 254 | 0 | 0 | 0 | 254 | 38 | 254 | 0 | |
| | Vehicle Fleet Replacement | 2,262 | 103 | 2,365 | 469 | 366 | 0 | 2,731 | 61 | 1,310 | (1,421) | Based on current projection of vehicles that will need replacing as a result of extending useful lives. |
| | Waste and Grounds Maintenance Tablet and Smartphones | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | Food Waste Collection | 1,802 | 0 | 1,802 | 0 | 0 | 0 | 1,802 | 5 | 1,802 | 0 | |
| | 2nd Green Bin | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | Chipper Fleet | 35 | 0 | 35 | 0 | 0 | 0 | 35 | 0 | 35 | 0 | |
| | Trail Mower | 45 | 0 | 45 | 0 | 0 | 0 | 45 | 0 | 45 | 0 | |
| | Environmental Improvement Team Vehicle | 70 | 0 | 70 | 0 | 0 | 0 | 70 | 0 | 70 | 0 | |
| | Litter Bin Replacements | 28 | 0 | 28 | 0 | 0 | 0 | 28 | 0 | 28 | 0 | |
| | CCTV Generator | 135 | 0 | 135 | 0 | 0 | 0 | 135 | 0 | 135 | 0 | |
| | CCTV Upgrade | 240 | 0 | 240 | 0 | 0 | 0 | 240 | 0 | 240 | 0 | |
| | Civil Parking Enforcement | 0 | 0 | 0 | 244 | 244 | 0 | 244 | 382 | 904 | 660 | Increased expenditure on highways lining which was was highlighted in the April 2024, the council entered into agency agreement which required the council to fund the anticipated overspend. |
| | **Total** | **4,871** | **123** | **4,994** | **713** | **590** | **0** | **5,584** | **485** | **4,823** | **(761)** | |
| Community Services | Disabled Facilities Grants | 1,600 | 50 | 1,650 | 0 | (50) | 0 | 1,600 | 384 | 1,765 | 165 | Increased expenditure on Home Improvements as a result of increased grant. |
| | Mobile Devices | 0 | 0 | 0 | 10 | 10 | 0 | 10 | 0 | 3 | (7) | This project is currently under review and likely to be delayed. |
| | **Total** | **1,600** | **50** | **1,650** | **10** | **(40)** | **0** | **1,610** | **384** | **1,768** | **158** | |

| Budget Manager | Project Name | Existing/New Bids | Budget Rephase | Original Budget | Year End Rephase | Net Rephase | Growth/ Virement | Current Budget | Q1 Actual | Q1 Forecast | Over/(Under)Spend | Comment on Variances over £10,000 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Parks, Countryside & Climate | Fencing | 13 | 0 | 13 | 0 | 0 | 0 | 13 | 0 | 14 | 1 | |
| | Water Safety Signs | 20 | 0 | 20 | 0 | 0 | 0 | 20 | 0 | 20 | 0 | |
| | Biodiversity | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 | 2 | Externally grant funded |
| | St Neots Riverside Park Toilets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 15 | 0 | 0 | |
| | Changing Places | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (0) | (0) | |
| | St Neots Riverside Park Path/Cycle Imps | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (4) | 0 | 0 | |
| | Play Equipment | 30 | 0 | 30 | 5 | 5 | 0 | 35 | 0 | 35 | 0 | |
| | St Ives Park | 0 | 0 | 0 | 80 | 80 | 0 | 80 | 0 | 80 | 0 | |
| | Hinchingbrooke Country Park | 0 | 2,161 | 2,161 | 2,378 | 217 | 0 | 2,378 | 7 | 2,378 | (0) | |
| | Godmanchester Recreation Ground Works Grant | 0 | 0 | 0 | 30 | 30 | 0 | 30 | 0 | 30 | (0) | |
| | **Total** | **63** | **2,161** | **2,224** | **2,493** | **332** | **0** | **2,556** | **20** | **2,559** | **3** | |
| Finance | Company Investment | 0 | 0 | 0 | 100 | 100 | 0 | 100 | 0 | 100 | (0) | |
| | VAT Partial Exemption | 50 | 0 | 50 | 0 | 0 | 0 | 50 | 0 | 50 | 0 | |
| | Capita Upgrade | 0 | 0 | 0 | 11 | 11 | 0 | 11 | 0 | 10 | (0) | |
| | Bridge Place Car Park | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | T1 Fixed Asset Module and Invoice Scanning | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 6 | |
| | **Total** | **50** | **0** | **50** | **111** | **111** | **0** | **161** | **0** | **167** | **6** | |
| Housing and Regeneration | Future High Streets | 0 | 21 | 21 | 7,126 | 7,105 | 0 | 7,126 | 0 | 463 | (6,663) | Forecast expenditure has been adjusted to reflect the latest planned overall Market Town project expenditure allocations. |
| | Market Towns Programme | 0 | 0 | 0 | 1,081 | 1,081 | 0 | 1,081 | 0 | 600 | (481) | |
| | Wayfinding and Information | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 62 | 204 | 204 | |
| | RPF Grants to Business | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 327 | 327 | |
| | UK Shared Prosperity Fund Projects | 0 | 0 | 0 | 65 | 65 | 0 | 65 | (10) | 86 | 20 | |
| | Rural England Prosperity Fund | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 252 | 252 | |
| | REPF Digital Infrastructure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (110) | (6) | (6) | |
| | REPF Capacity Building | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (3) | 201 | 201 | |
| | Ramsey Public Realm | 0 | 0 | 0 | 1,677 | 1,677 | 0 | 1,677 | 0 | 193 | (1,484) | |
| | St Neots Masterplan Phase 1 | 0 | 59 | 59 | 178 | 119 | 0 | 178 | 0 | 0 | (178) | |
| | Huntingdon and St Ives Future Schemes | 0 | 0 | 0 | 4 | 4 | 0 | 4 | 14 | 54 | 50 | |
| | Moores Walk Improvement | 0 | 0 | 0 | 3 | 3 | 0 | 3 | 0 | 0 | (3) | |
| | Smarter Towns | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 0 | 0 | |
| | Market Town Huntingdon | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (2) | 4 | 4 | |
| | Old Falcon | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 34 | 332 | 332 | |
| | Priory Centre & QTR | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 524 | 5,486 | 5,486 | |
| | Transport Project | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 33 | 1,611 | 1,611 | |
| | St Neots Market Rights | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20 | 20 | |
| | Properies - Main Element | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | Housing Fund | 0 | 0 | 0 | 305 | 305 | 0 | 305 | 0 | 533 | 228 | |
| | **Total** | **0** | **80** | **80** | **10,439** | **10,359** | **0** | **10,439** | **546** | **10,360** | **(78)** | |
| Leisure and Health | One Leisure Improvements | 300 | 0 | 300 | 0 | 0 | 0 | 300 | 59 | 403 | 103 | Expendiure of £245k already comiitted |
| | One Leisure Ramsey Car Park | 0 | 21 | 21 | 63 | 42 | 0 | 63 | 0 | 63 | 0 | Drainage issues so work not started yet. |
| | OL St Neots and St Ives Fitness Equipment and Refresh | 25 | 0 | 25 | 0 | 0 | 0 | 25 | 0 | 25 | 0 | |
| | OL Ramsey Solar PV Panels | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | One Leisure Refurbishment and Refresh | 1,040 | 0 | 1,040 | 0 | 0 | 0 | 1,040 | 53 | 497 | (543) | Moved to new budget - Plant reinstall |
| | Ramsey Car Park | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | Plant Reinstall | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 600 | 600 | Expenditure set at forecast as surveys currently on-going. There will be more cost certainty once surveys are complete. |
| | **Total** | **1,365** | **21** | **1,386** | **63** | **42** | **0** | **1,428** | **112** | **1,588** | **160** | |
| Planning | Community Infrastructure Levy Projects | 2,706 | 0 | 2,706 | 496 | 496 | 0 | 3,202 | 100 | 2,005 | (1,197) | Projects have been delayed. |
| | A14 Upgrade | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (7) | 3 | 3 | |
| | **Total** | **2,706** | **0** | **2,706** | **496** | **496** | **0** | **3,202** | **93** | **2,009** | **(1,194)** | |

| Budget Manager | Project Name | | *Existing/New Bids* | *Budget Rephase* | *Original Budget* | *Year End Rephase* | *Net Rephase* | *Growth/ Virement* | *Current Budget* | *Q1 Actual* | *Q1 Forecast* | *Over/(Under)Spend* | Comment on Variances over £10,000 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Property and Facilities | Stonehill Refurbishment | | 300 | 0 | 300 | 0 | 0 | 0 | 300 | 0 | 300 | 0 | |
| | Eastfield House Refresh | | 102 | 0 | 102 | 0 | 0 | 0 | 102 | 0 | 102 | 0 | |
| | Pathfinder House Refresh | | 295 | 0 | 295 | 0 | 0 | 0 | 295 | 0 | 295 | 0 | |
| | Health and Safety Works - Commerial Properties | | 0 | 0 | 0 | 51 | 51 | 0 | 51 | 0 | 51 | 0 | |
| | Energy Efficiency - Commercial Properties | | 0 | 0 | 0 | 62 | 62 | 0 | 62 | 0 | 62 | 0 | |
| | Estates Roofs | | 0 | 0 | 0 | 130 | 130 | 0 | 130 | 0 | 130 | 0 | |
| | Reletting Works | | 0 | 0 | 0 | 500 | 500 | 0 | 500 | 46 | 500 | 0 | |
| | Fareham Offices Capital Works | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | Reletting Incentives | | 0 | 0 | 0 | 150 | 150 | 0 | 150 | 0 | 150 | 0 | |
| | **Total** | | **697** | **0** | **697** | **893** | **893** | **0** | **1,590** | **46** | **1,590** | **0** | |
| | **Grand Total** | | **11,827** | **2,700** | **14,527** | **15,860** | **13,160** | **0** | **27,687** | **2,184** | **26,198** | **(1,489)** | |
| | **Funding** | | | | | | | | | | | | |
| | **Grants and Contributions** | | | | | | | | | | | | |
| | Disabled Facilities Grants | Cambs CC | (1,400) | 0 | (1,400) | 0 | 0 | 0 | (1,400) | 32 | (1,285) | 115 | |
| | Wheeled Bins | Developers | (101) | 0 | (101) | 0 | 0 | 0 | (101) | (19) | (90) | 11 | |
| | Market Town Funding (Including future schemes) | CPCA | 0 | 0 | 0 | (1,081) | (1,081) | 0 | (1,081) | 0 | (600) | 481 | |
| | Future High Streets | MHCLG | 0 | (21) | (21) | (7,126) | (7,105) | 0 | (7,126) | 0 | (7,913) | (787) | |
| | Future High Streets | CIL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | Future High Streets | NH | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | Huntingdon and St Ives Future Schemes | Horizons | 0 | 0 | 0 | (4) | (4) | 0 | (4) | 0 | (54) | (50) | |
| | St Neots Riverside Park Path/Cycle Imps (Rephase) | CIL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | St Ives Park | CIL | 0 | 0 | 0 | (80) | (80) | 0 | (80) | 0 | (10) | 70 | |
| | Hinchingbrooke Country Park | CIL | 0 | (1,500) | (1,500) | 0 | 1,500 | 0 | 0 | 0 | 0 | 0 | |
| | UK Shared Prosperity Fund | MHCLG | 0 | 0 | 0 | (65) | (65) | 0 | (65) | 0 | (607) | (542) | |
| | Rural England Prosperity Fund | MHCLG | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (300) | (300) | |
| | Ramsey Market Hub/Public Realm/Food Hall | CPCA | 0 | 0 | 0 | (1,677) | (1,677) | 0 | (1,677) | 0 | (193) | 1,484 | |
| | St Neots Masterplan Phase 1 | CPCA | 0 | (59) | (59) | (178) | (119) | 0 | (178) | 0 | 0 | 178 | |
| | Upgrade works at Fareham | Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | Wayfinding | CPCA | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (204) | (204) | |
| | Smarter Towns | CPCA | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (0) | (0) | |
| | Moores Walk | CPCA | 0 | 0 | 0 | (3) | (3) | 0 | (3) | 0 | 0 | 3 | |
| | Small Accelerated Projects | CPCA | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | Housing Fund | MHCLG | 0 | 0 | 0 | (305) | (305) | 0 | (305) | 0 | (533) | (228) | |
| | Market Towns | CPCA | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (4) | (4) | |
| | Rural England Prosperity Fund | MHCLG | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (252) | (252) | |
| | St Neots Riverside Park Toilets | STNTC/CIL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | Ramsey Food Hall | CPCA | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | Food Waste Collections | DEFRA | (1,802) | 0 | (1,802) | 0 | 0 | 0 | (1,802) | 0 | (1,802) | 0 | |
| | One Leisure Refurbishment and Refresh | CIL | (420) | 0 | (420) | 0 | 0 | 0 | (420) | 0 | (420) | 0 | |
| | Biodiversity | CPCA | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (2) | (2) | (2) | |
| | | | **(3,723)** | **(1,580)** | **(5,303)** | **(10,519)** | **(8,939)** | **0** | **(14,242)** | **10** | **(14,269)** | **(28)** | |
| | **Use of Capital Reserves** | | | | | | | | | | | | |
| | Community Infrastructure Levy Reserve | Developers | 0 | 0 | 0 | (496) | (496) | (2,706) | (3,202) | 0 | (1,765) | 1,437 | |
| | | | **0** | **0** | **0** | **(496)** | **(496)** | **(2,706)** | **(3,202)** | **0** | **(1,765)** | **1,437** | |
| | **Capital Receipts** | | | | | | | | | | | | |
| | Housing Clawback Receipts | PfP | (100) | 0 | (100) | 0 | 0 | 0 | (100) | 0 | (100) | 0 | |
| | Asset Sales | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | | | **(100)** | **0** | **(100)** | **0** | **0** | **0** | **(100)** | **0** | **(100)** | **0** | |
| | **Net** | | **8,004** | **1,120** | **9,124** | **4,845** | **3,725** | **(2,706)** | **10,143** | **2,194** | **10,063** | **(80)** | |

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**APPENDIX 3**

# Treasury Management Report 2025/26 Quarter 1

**Contents**

# Treasury Management Report – Quarter 1

**Quarter Ended 30th June 2025**

The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management 2021 recommends that members be updated on treasury management activities at least quarterly. This report, therefore, ensures this Council is implementing best practice in accordance with the Code.

## 1. Economics update (Provided by MUFG Corporate Markets)

- The first quarter of 2025/26 (1st April to 30th June) saw:
  - A 0.3% month on month fall in real GDP in April – the first fall since October 2024
  - The 3 month year on year rate of average earnings growth excluding bonuses fall from 5.5% to 5.2% in May
  - Core CPI inflation ease from 3.8% in April to 3.5% in May as temporary Easter-related effects faded
  - The Bank of England cut interest rates from 4.50% to 4.25% in May, holding them steady in June
  - The 10-year gilt yield fluctuate between 4.4% and 4.8%, and end the quarter at 4.50%
- The 0.3% month on month fall in real GDP in April was the first fall since October 2024 and the largest fall since October 2023. This is a significant shift from the 0.7% quarter on quarter rise in quarter 1 2025, probably as a result of the boosts from net exports and business investment unwinding. The decline in exports was mostly due to a reversal of US tariff front-running with export values to the US falling by 31% month on month after rising 34% in total in the five months to February. April's GDP figures also showed manufacturing output falling by 0.9% month on month along with the domestic economy showing signs of weakness in April. Despite construction output growing by 0.9% month on month, services output declined by 0.4% month on month, reversing all of March's 0.4% month on month rise. This weakness in services likely reflects higher labour costs from April's rise in National Insurance Contributions for employers. May's GDP may have fallen a bit further as the boosts in quarter 1 continued to unwind. Overall, GDP in quarter 2 is likely to have flatlined and the economy will probably be hindered by subdued overseas demand and domestic businesses cutting spending given a rise in costs due to April's increase in taxes. The Bank of England expects growth in 2025 to be around 0.8%.
- Despite the rise in the composite Purchasing Managers Index (PMI) from 50.3 in May to 50.7 in June, it is still below its level in March, prior to the rise in business taxes and Trump's Liberation Day tariffs. This rise was driven by increases in both the services and manufacturing output balances. Although the services PMI rose from 50.9 to 51.3, that is consistent with non-retail services output growth slowing from 0.5% 3month/3month in April to 0.3% 3month/3month in June.

- The sharp 2.7% month on month drop back in retail sales volumes in May adds to other evidence that the burst of economic growth in quarter 1 is over. The weakness was widespread with sales falling in all seven of the major categories. This decline was partly due to the unwinding of the previous boost from April's unusually warm and dry weather along with inflationary pressures prompting consumers to cut back. The latter would be a more persistent drag on retail spending. Looking ahead, the rise in the GfK measure of consumer confidence from -20 in May to -18 in June is consistent with the annual rate of real retail sales growth accelerating from -1.3% in May to around +0.5%.
- While the £17.7bn of public sector borrowing in May was higher than the Office of Budget responsibility (OBR) forecast of £17.1bn, borrowing was £2.9bn below the OBR's forecast in the first two months of the 2025/26 fiscal year. The current budget deficit was £12.8bn in May, a touch below the OBR's forecast of £13.0bn. Within that, government spending surprised to the downside. Central government expenditure was £0.5bn lower than the OBR's forecast in May, leaving it £1.6bn lower in April and May combined. That has been largely driven by debt interest payments, which were £1.1bn below the OBR's forecast in May. But if the rises in gilt yields since the Spring Statement in March are sustained, the OBR will revise up its forecast for debt interest payments in the years ahead. That of itself would knock £1.0bn off the Chancellor's £9.9bn of headroom against her fiscal mandate and the subsequent Government U-turns on benefit and welfare spending and higher borrowing costs may mean to maintain her current £9.9bn buffer, Reeves has to raise upwards of £13bn later this year. And with the gilt market sensitive to significant increases in borrowing, all this means substantial tax rises are looking very likely.
- The weakening in the jobs market is gathering pace. May's 109,000 month on month fall in the PAYE measure of employment was the largest decline (barring the pandemic) since the data began and the seventh in as many months. The monthly change was revised lower in five of the previous seven months too, with April's 33,000 fall revised down to a 55,000 drop. Overall, the payroll measure of employment has now fallen by 276,000 since the announcement of the rise in payroll taxes and the minimum wage in the October Budget. The job vacancies data also portrays a rapidly weakening labour market. The number of job vacancies is now falling a bit faster, dropping from 760,000 in the three months to April to 736,000 in May. Capital Economics' seasonally adjusted measure of single-month vacancies declined sharply from 763,000 in April to 713,000 in May.
- A looser labour market is driving softer wage pressures. The 3 month year on year rate of average earnings growth excluding bonuses fell from 5.5% to 5.2% in May. The rate for the private sector slipped from 5.5% to 5.1%, putting it on track to undershoot the Bank of England's quarter 2 forecast of 5.2%. And after rising in April as the 6.7% rise in the minimum wage took effect, the timelier PAYE median earnings measure fell back from 6.2% year on year in April to 5.8% in May. Softer wage growth is feeding through to lower services inflation, pointing to a slowdown from 4.7% in May to around 3.0% by the end of the year.
- CPI inflation fell slightly from 3.5% in April to 3.4% in May – close to consensus. The sharp falls in services inflation from 5.4% to 4.7% and in core inflation from 3.8% to 3.5% confirmed that the previous month's jumps partly reflected an Easter-related blip. Services inflation is expected to continue to fall as wage growth slows,

supporting a view that CPI inflation will fall close to 2.0% by the start of 2027. An upside risk, however, in the near term is that higher oil/gas and food prices could trigger another bout of second-round effects on wages and inflation expectations, meaning CPI inflation stays above 3.0% for longer and causes the Bank to shift to an even slower rate cutting path. CPI is expected to peak at 3.8% in September.

- The yield on the 10-year gilt moved sideways in the second quarter of 2025. After rising from 4.4% in early April to 4.8% in mid-April following wider global bond market volatility stemming from the "Liberation Day" tariff announcement, gilt yields eased back as trade tensions began to de-escalate. By the end of April, the 10-year gilt yield had returned to 4.4%. In May, concerns about stickier inflation and shifting expectations about the path for interest rates led to another rise, with the 10-year gilt yield fluctuating between 4.6% and 4.75% for most of May. Thereafter, as trade tensions continued to ease and markets increasingly began to price in looser monetary policy, the 10-year yield edged lower, and ended quarter 2 at 4.50%. We expect this trend to continue over the next year. However, it is more difficult to be confident that the longer part of the curve will also see falls in yields, although that is still our central case, as that part of the curve is increasingly held by transient investors, such as foreign investors and hedge funds. Pension funds and insurance companies have more appetite in the short to medium part of the curve nowadays.
- The FTSE 100 fell sharply following the "Liberation Day" tariff announcement, dropping by more than 10% in the first week of April - from 8,634 on 1st April to 7,702 on 7th April. However, the de-escalation of the trade war coupled with strong corporate earnings led to a rapid rebound starting in late April. As a result, the FTSE 100 closed quarter 2 at 8,761, around 2% higher than its value at the end of quarter 1 and more than 7% above its level at the start of 2025.

**MPC meetings: 8th May & 19th June 2025**

- There were two Monetary Policy Committee (MPC) meetings this quarter. In May, the Committee cut Bank Rate from 4.50% to 4.25%, while in June policy was left unchanged. In June's vote, three MPC members (Dhingra, Ramsden and Taylor) voted for an immediate cut to 4.00%, citing loosening labour market conditions. The other six members were more cautious, as they highlighted the need to monitor for "signs of weak demand", "supply-side constraints" and higher "inflation expectations", mainly from food prices rising. By repeating the well-used phrase "gradual and careful", the MPC continued to suggest that rates will be reduced further.
- At the start of June, amid escalating tensions between Israel and Iran, oil prices surged to over $75 per barrel. However, following a ceasefire agreement near the end of the month, oil prices eased back to levels prior to the conflict. Given the drop back in energy prices and the relatively muted reaction to fears of a ceasefire violation, along with a large drop in the services PMI output prices balance, our central view is that once inflation begins to trend downwards in the final months of 2025, Bank Rate reductions can begin again from November (pause in August as inflation remains close to its peak), falling to a low of 3.5% in May 2026. However, if the conflict in the Middle East were to result in higher energy prices and/or domestic inflationary pressures grow stronger, there is a risk the Bank of England may skip cutting rates further.

## 2. Interest rate forecasts

The Council has appointed MUFG Corporate Markets as its treasury advisors and part of their service is to assist the Council to formulate a view on interest rates. The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1st November 2012.

The latest forecast was provided on 10th February:

| MUFG Corporate Markets Interest Rate View 10.02.25 | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Mar-25 | Jun-25 | Sep-25 | Dec-25 | Mar-26 | Jun-26 | Sep-26 | Dec-26 | Mar-27 | Jun-27 | Sep-27 | Dec-27 | Mar-28 |
| BANK RATE | 4.50 | 4.25 | 4.25 | 4.00 | 3.75 | 3.75 | 3.75 | 3.50 | 3.50 | 3.50 | 3.50 | 3.50 | 3.50 |
| 3 month ave earnings | 4.50 | 4.30 | 4.30 | 4.00 | 3.80 | 3.80 | 3.50 | 3.50 | 3.50 | 3.50 | 3.50 | 3.50 | 3.50 |
| 6 month ave earnings | 4.40 | 4.20 | 4.20 | 3.90 | 3.70 | 3.70 | 3.50 | 3.50 | 3.50 | 3.50 | 3.50 | 3.50 | 3.50 |
| 12 month ave earnings | 4.40 | 4.20 | 4.20 | 3.90 | 3.70 | 3.70 | 3.50 | 3.50 | 3.50 | 3.50 | 3.50 | 3.50 | 3.60 |
| 5 yr PWLB | 5.00 | 4.90 | 4.80 | 4.70 | 4.60 | 4.50 | 4.40 | 4.40 | 4.30 | 4.20 | 4.20 | 4.10 | 4.00 |
| 10 yr PWLB | 5.30 | 5.20 | 5.10 | 5.00 | 4.90 | 4.80 | 4.70 | 4.70 | 4.60 | 4.50 | 4.50 | 4.40 | 4.40 |
| 25 yr PWLB | 5.80 | 5.70 | 5.60 | 5.50 | 5.40 | 5.30 | 5.20 | 5.10 | 5.00 | 5.00 | 4.90 | 4.90 | 4.80 |
| 50 yr PWLB | 5.50 | 5.40 | 5.30 | 5.20 | 5.10 | 5.00 | 4.90 | 4.80 | 4.70 | 4.70 | 4.60 | 4.60 | 4.50 |

- Money market yield forecasts are based on expected average earnings by local authorities for 3 to 12 months.
- The MUFG Corporate Markets forecast for average earnings are averages i.e., rates offered by individual banks may differ significantly from these averages, reflecting their different needs for borrowing short-term cash at any one point in time.

The forecast has proved robust over the period since February, setting out a central view that short and long-dated interest rates will start to fall once it is evident that the Bank of England has been successful in squeezing excess inflation out of the economy, despite a backdrop of stubborn inflationary factors. Nonetheless, the longer dated part of the forecast also reflects the increased level of Government borrowing over the term of the current Parliament and the weakness in the public finances, with the Government struggling to deliver on the efficiencies detailed in the 30th of October Budget.

Moreover, there is still on-going debate as to when, and if, the Government's policies will lead to a material uptick in growth given their reliance on the logistics of fast-tracking planning permissions, identifying sufficient skilled labour to undertake a resurgence in building, and an increase in the employee participation rate within the economy.

Overall, our central view is that monetary policy is sufficiently tight at present to cater for some further moderate loosening, the extent of which, however, will continue to be data dependent. We forecast the next reduction in Bank Rate to be made in November and for a pattern to evolve whereby rate cuts are made quarterly and in keeping with the release of the Bank's Quarterly Monetary Policy Reports (February, May, August and November). Any movement below a 4% Bank Rate will, nonetheless, be very much dependent on inflation data releases in the coming months.

International factors could also impact the prospect for longer dated gilt yield falls. President Trump's budget bill has successfully made its way through the House of Representatives in July and given that it will signal a continued large budget deficit position in the US finances, any uptick in Treasury yields will likely impact other developed economies markets too. There will also be a keen focus on whether US-driven tariff policies result in upward pressures on inflation.

**3. Annual Investment Strategy**

The Treasury Management Strategy Statement (TMSS) for 2025/26, which includes the Annual Investment Strategy, was approved by the Council on 26th February 2025. In accordance with the CIPFA Treasury Management Code of Practice, it sets out the Council's investment priorities as being:

- Security of capital
- Liquidity
- Yield

The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity, aligned with the Council's risk appetite. In the current economic climate, over and above keeping investments short-term to cover cash flow needs, there is a benefit to seeking out value available in periods up to 12 months with high credit rated financial institutions, using the MUFG Corporate Markets suggested creditworthiness approach, including a minimum sovereign credit rating and Credit Default Swap (CDS) overlay information.

As shown by the charts below and the interest rate forecasts in section 2, investment rates have started to taper downwards during the first quarter of 2025/26 and are expected to fall back further if inflation falls through 2025 and 2026 and the MPC loosens monetary policy more substantially.

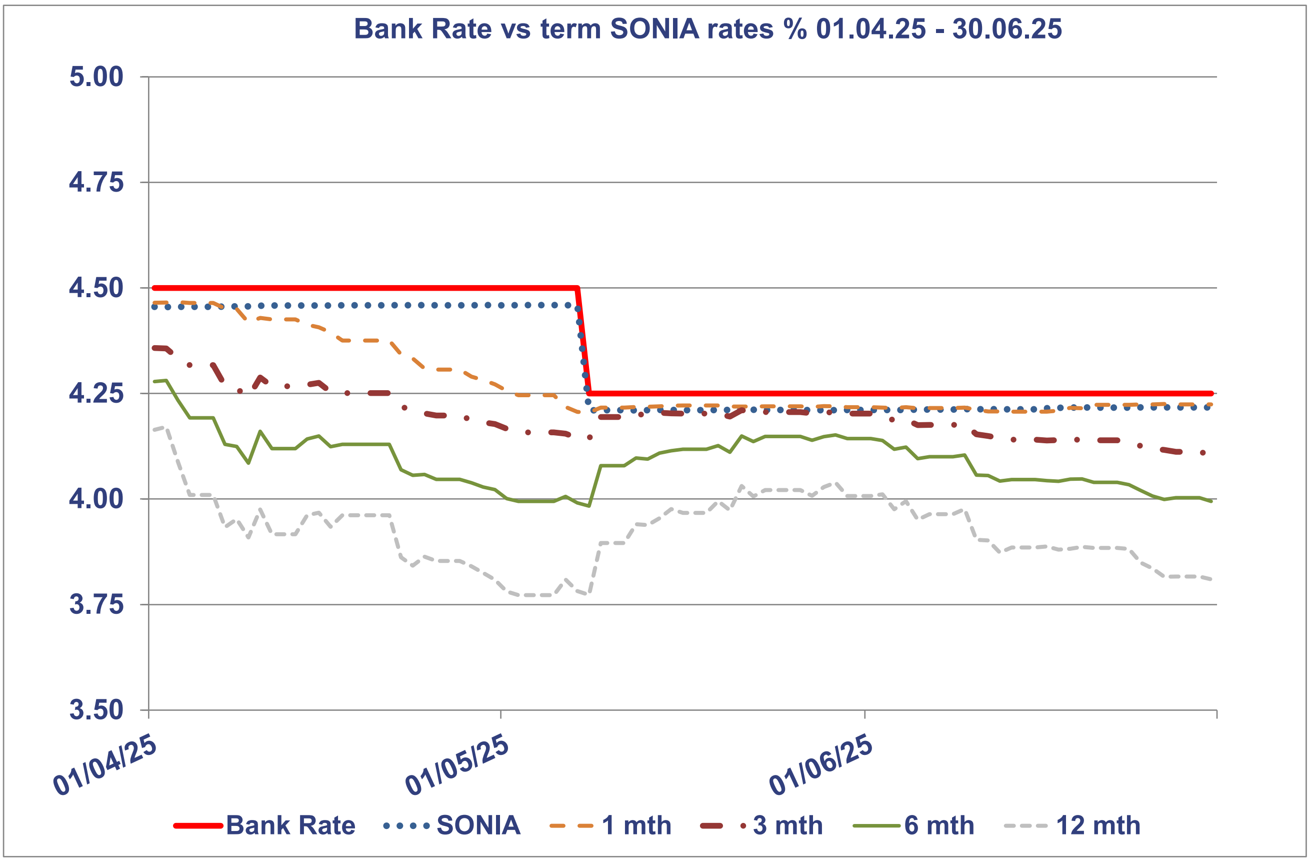
**Creditworthiness.**
There have been few changes to credit ratings over the quarter under review. However, officers continue to closely monitor these, and other measures of creditworthiness to ensure that only appropriate counterparties are considered for investment purposes.

**Investment counterparty criteria**
The current investment counterparty criteria selection approved in the TMSS is meeting the requirement of the treasury management function.

**CDS (Credit Default Swap) prices**
For UK and international banks, these have remained low, and prices are not misaligned with other creditworthiness indicators, such as credit ratings. Nevertheless, it remains important to undertake continual monitoring of all aspects of risk and return.

**Investment balances**
The average level of funds available for investment purposes during the quarter was **£68.4m**. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the capital programme.

**Investment performance year to date as of end-June 2025**
**Sterling Overnight Index Averages (Term)**




| FINANCIAL YEAR TO QUARTER ENDED 30/06/2025 | | | | | | |
|---|---|---|---|---|---|---|
| | Bank Rate | SONIA | 1 mth | 3 mth | 6 mth | 12 mth |
| **High** | 4.50 | 4.46 | 4.47 | 4.36 | 4.28 | 4.17 |
| **High Date** | 01/04/2025 | 07/05/2025 | 03/04/2025 | 01/04/2025 | 02/04/2025 | 02/04/2025 |
| **Low** | 4.25 | 4.21 | 4.20 | 4.10 | 3.98 | 3.77 |
| **Low Date** | 08/05/2025 | 08/05/2025 | 08/05/2025 | 30/06/2025 | 08/05/2025 | 02/05/2025 |
| **Average** | 4.35 | 4.31 | 4.28 | 4.20 | 4.09 | 3.92 |
| **Spread** | 0.25 | 0.25 | 0.26 | 0.25 | 0.30 | 0.40 |

**Approved limits**
Officers can confirm that the approved limits within the Annual Investment Strategy were not breached during the quarter ended 30th June 2025.

## 4. Borrowing

Due to the overall financial position and the underlying need to borrow for capital purposes (the Capital Financing Requirement - CFR), it is anticipated that further external borrowing will not be undertaken during this financial year, based on currently approved expenditure.

**PWLB maturity Certainty Rates 1st April to 30th June 2025**
Heading into the second quarter of 2025/26 markets seem to be comfortable with a central case of gradual monetary policy easing, leading to Bank Rate and gilt yields out to c10 years trending downwards. That part of the curve has broadly acted in line with our forecasts, unchanged since February.

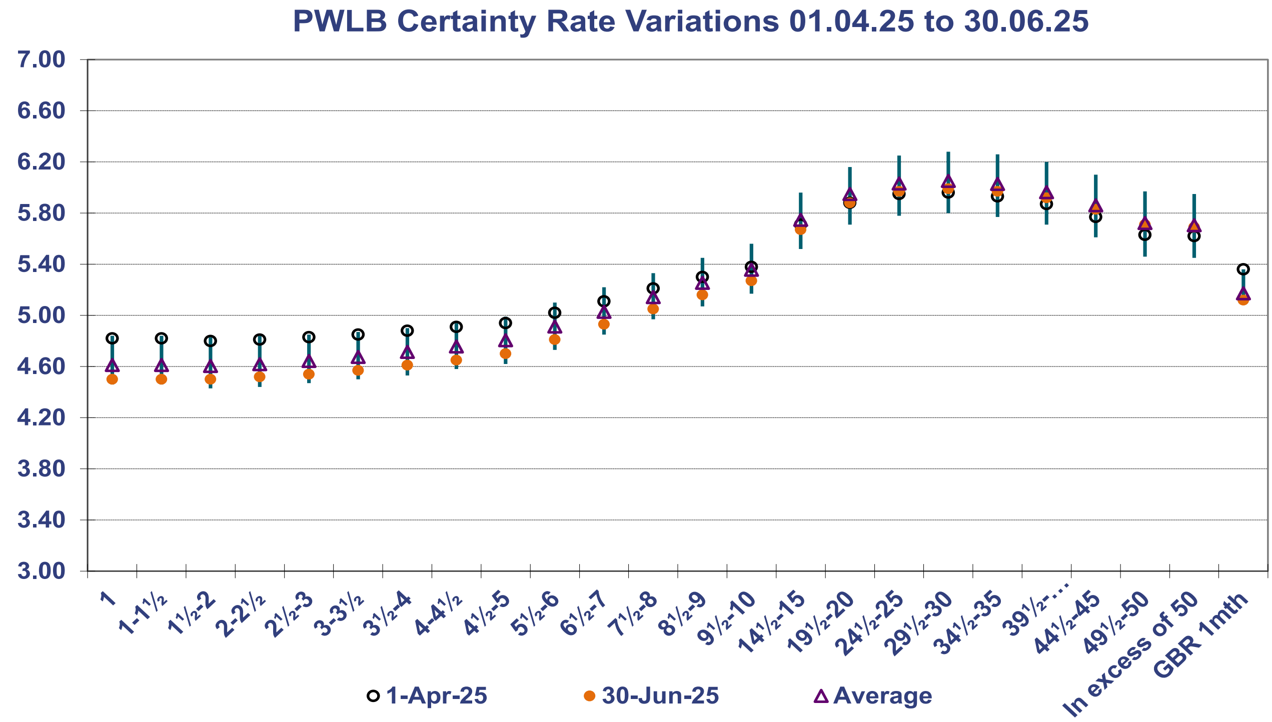
However, the Government's difficulty in convincing the market that it can work within its self-imposed fiscal parameters has meant there has continued to be a somewhat fragile confidence in the medium to longer dated part of the curve. The worst of this sentiment was reflected on 21st May, but as recently as the first week of July has provided a reminder that markets will be quick to sell-off if they feel there is anything to prejudice the Chancellor's stated aim of not raising the headline tax rates nor boost borrowing to greater than has already been reported. The markets have also indicated that they would prefer Chancellor Reeves to stay in post even if the fiscal landscape has deteriorated since the Autumn.

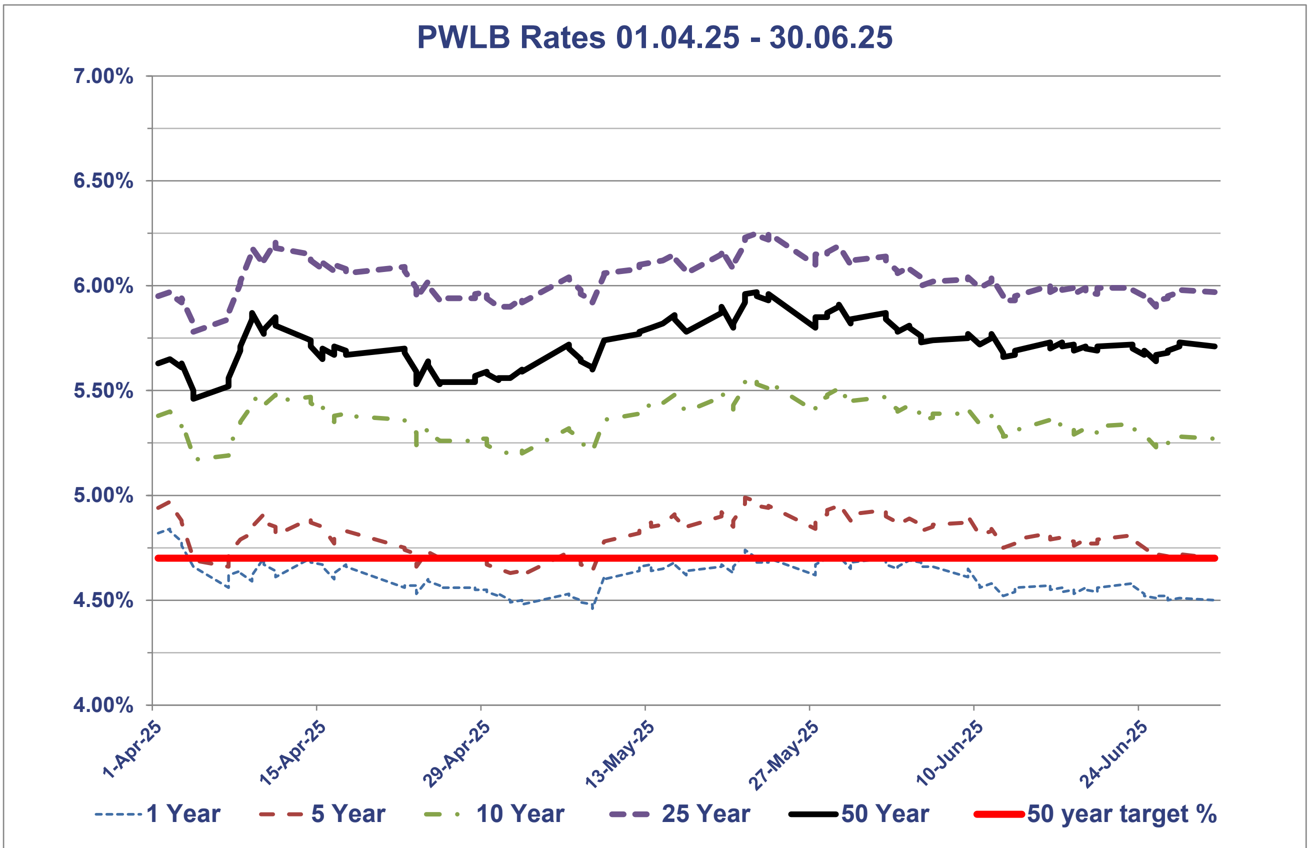
The Bank of England has remained cautious in stating that any Bank Rate cuts must be undertaken gradually, and the inflation outlook remains a little opaque with the CPI measure of inflation not expected to peak until September (possibly 3.8%) before falling back towards 2% by the start of 2027. Annual wage increases also remain at 5% year on year, even though the seasonally adjusted job vacancies number has fallen to 712,000. Nonetheless, both the 5-year and, albeit to a lesser extent, 10-year PWLB Certainty Rates have trended lower through the quarter.

Further out, however, rates have either finished close to their starting point for the quarter, if not a little higher. It remains problematic that historic buyers of longer-dated gilts – pension funds and insurance companies – have preferred the shorter-dated maturities of late, whilst there is anecdotal evidence that both foreign investors and hedge funds, who are not natural long-term holders of long-dated debt gilt issuance, as a rule, may be more active in this part of the market currently than has previously been the case. Their presence, arguably, adds even greater volatility to the equation. Consequently, and pulling all these factors together, and it is clear that any signs of public finance weakness could put even greater upward pressure on medium and longer dated gilts and, therein, PWLB rates.

Additionally, US Treasury yields have also remained elevated because markets are unclear as to the relative impact of President Trump's tariffs, deportation and tax-cutting policies. Given the effect US markets have globally, this is another contributing factor to the stubbornness of medium to long-dated gilt yields to fall back.

**PWLB RATES 01.04.25 - 30.06.25**



**High/Low/Average PWLB Rates for 01.04.25 – 30.06.25**

| | 1 Year | 5 Year | 10 Year | 25 Year | 50 Year |
|---|---|---|---|---|---|
| 01/04/2025 | 4.82% | 4.94% | 5.38% | 5.95% | 5.63% |
| 30/06/2025 | 4.50% | 4.70% | 5.27% | 5.97% | 5.71% |
| Low | 4.46% | 4.62% | 5.17% | 5.78% | 5.46% |
| Low date | 08/05/2025 | 02/05/2025 | 02/05/2025 | 04/04/2025 | 04/04/2025 |
| High | 4.84% | 4.99% | 5.56% | 6.25% | 5.97% |
| High date | 02/04/2025 | 21/05/2025 | 21/05/2025 | 21/05/2025 | 22/05/2025 |
| Average | 4.61% | 4.81% | 5.36% | 6.03% | 5.72% |
| Spread | 0.38% | 0.37% | 0.39% | 0.47% | 0.51% |

## 5. Debt rescheduling

Members will be advised if there is value to be had by rescheduling or repaying a part of the debt portfolio.

## 6. Compliance with Treasury and Prudential Limits

The prudential and treasury Indicators are shown in Appendix 1.

It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. During the quarter ended 30th June 2025, the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement for 2025/26. The Corporate Director (Finance and Resources) reports that no difficulties are envisaged for the current or future years in complying with these indicators.

All treasury management operations have also been conducted in full compliance with the Council's Treasury Management Practices.

## 7. Other

### 1. Changes in risk appetite

The 2021 CIPFA Codes and guidance notes have placed enhanced importance on risk management. Where an authority changes its risk appetite e.g., for moving surplus cash into or out of certain types of investment funds or other types of investment instruments, this change in risk appetite and policy should be brought to members' attention in treasury management update reports. During quarter 1 2025/26 the council's investment portfolio maintained its reliance on investments in the DMO, Money Market Funds, Property Fund, and smaller deposits with banks

### 2. Sovereign limits

The council policy is to invest with banks in other countries that have a sovereign rating of at least AA-. The council policy is to continue to invest with the UK banks and building societies even if the UK sovereign rating falls below AA-.

# Annex 1: Prudential and Treasury Indicators for 2025-26 as of 30th June 2025

| Treasury Indicators | 2025/26 Budget £'000 | 30.06.25 Actual £'000 |
|---|---|---|
| **Authorised limit for external debt** | 135,000 | |
| **Operational boundary for external debt** | 115,000 | |
| **Gross external debt** | | 34,263 |
| **Investments** | | 72,918 |
| **Net investing** | | 38,655 |
| **Maturity structure of fixed rate borrowing - upper and lower limits** | | |
| **Under 12 months** | | 9 |
| **12 months to 2 years** | | 0 |
| **2 years to 5 years** | | 0 |
| **5 years to 10 years** | | 0 |
| **10 years to 20 years** | | 24,254 |
| **20 years +** | | 10,000 |

| Upper Limit for Principal Sums Invested for Longer than 365 Days (CCLA Property Fund) | | |
|---|---|---|
| **Year** | **Limit £000s** | **Actual £000s** |
| **1** | 10,000 | 4,000 |
| **2** | 9,000 | 4,000 |
| **3** | 8,000 | 4,000 |

| Prudential Indicators | 2025/26 Budget £'000 | Forecast £'000 |
|---|---|---|
| **Capital expenditure (Gross)** | 14,527 | 26.198 |
| **Capital Financing Requirement (CFR) 01/04/2025** | 76,724 | 72,341 |
| **Annual change in CFR (Expenditure less funding less MRP)** | 3,234 | 6,959 |
| **In year borrowing requirement (Expenditure less funding)** | 6,418 | 10,143 |
| **Ratio of financing costs to net revenue stream** | **16%** | **15%** |

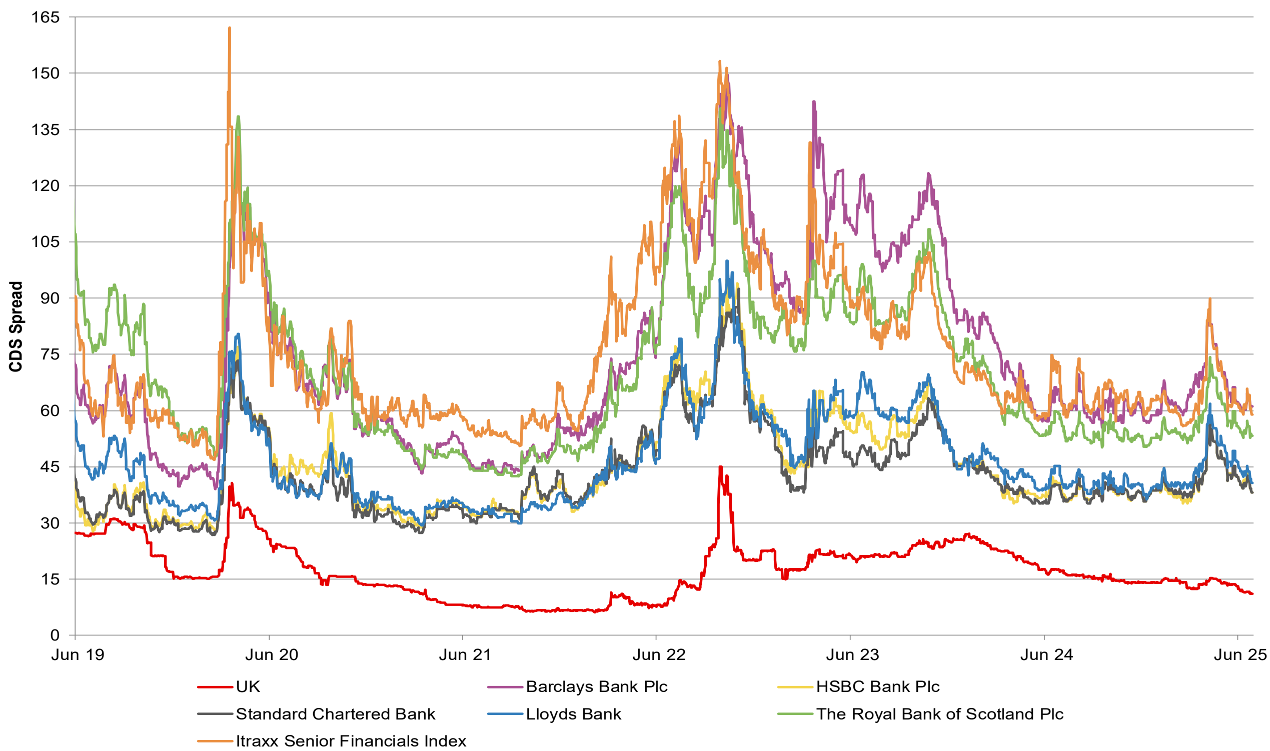
## Annex 2: Investment Portfolio

Investments held as of 30th June 2025 compared to counterparty list:

| | 2025/26 Limit £m | 30.6.25 Actual £m |
|---|---|---|
| **Deposit Accounts** | | |
| NatWest | 4.00 | 0.187 |
| Barclays | 4.00 | 0.001 |
| **Government and LAs** | | |
| Debt Management Office (DMO) - HMG | unlimited | 50.950 |
| | | |
| **Money Market Funds** | | |
| Aberdeen Liquidity Fund | 5.00 | 2.650 |
| BlackRock Institutional sterling liquidity Fund | 5.00 | 2.410 |
| CCLA Public Sector Deposit Fund | 5.00 | 2.530 |
| Federated Short Term Prime Fund | 5.00 | 2.550 |
| HSBC ESG | 5.00 | 2.650 |
| Insight Liquidity Funds | 5.00 | 1.200 |
| Invesco | 5.00 | 2.590 |
| Legal & General Sterling Liquidity Fund | 5.00 | 1.200 |
| **Total** | | **68.918** |
| **Long-term Investments**<br>CCLA Property Fund | 5.00 | 4.000 |
| **Total** | | **72.918** |

## UK Banks 5 Year Senior Debt CDS Spreads as of 30th June 2025

This graph which shows the assessment of creditworthiness risk of key banks. The cost of insuring against default is shown in basis points down the left- hand axis. Credit risk has reduced markedly in recent weeks. The cost of insuring against the prospect of default is still low in historic terms. (The chart shows the cost in basis points of ensuring against the prospect of default on 5 year "paper" issued by major UK banks v the ITRAXX Senior Financials Index.)



## Annex 3: Approved countries for bank investments as of 30th June 2025

***Based on lowest available rating:***

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

AA+
- Canada
- Finland
- U.S.A.

AA
- Abu Dhabi (UAE)
- Qatar

AA-
- France
- **U.K.**

A+
- Belgium *(Please note that Belgium had its Fitch sovereign rating lowered to A+ from AA- on 13th June. However, it is still rated Aa3 {AA- equivalent} by Moody's and AA by Standard & Poor's, thus meets the minimum "AA-" criteria applied by the Council {change as appropriate}).*

## Annex 4 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 it 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**
1/100$^{th}$ of 1% i.e. 0.01%. 10 basis points is 0.1%.

**Bonds**
A bond is a form of loan, the holder of the bonder 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).

**Capital Receipts**
Funds received when an asset is sold. This can be used to fund new capital expenditure.

**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. There will be an exposure of risk with a counterparty.

**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.

**FOMC (Federal Open Market Committee)**
The committee within the US Federal Reserve that makes decisions about interest rates, and the US money supply.

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

**GDP (Gross Domestic Product)**
The total value of all final goods and services produced and sold in a year by a country.

**Gilts**
Bonds issued by the Government in Sterling.

**Link Group**
The council's treasury advisors, who took over from Arlingclose in March 2023. Now called MUFG Corporate Markets.

**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 annually from revenue to repay external debt.

**Monetary Policy Committee (MPC)**
A committee of the Bank of England that meets to decide on the UK interest rate.

**Monetary Policy**
A policy adopted by government to affect monetary and financial conditions in the economy.

**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.

**MUFG Corporate Markets**
The council's treasury advisors, was called Link Group.

**Passive Investor**
An investor that does not usually or frequently buy individual stocks, and does not individually pick investments to beat the market. Holdings are usually long term. This contrasts with an active investor.

**Prudential Code**
The CIPFA code of practice which ensures local authorities spending plans are affordable, prudent and sustainable.

**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.

**Purchasing Managers Index**
Economic indicators derived from monthly surveys of private sector companies.

**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 authority, 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 local authority which would be capital expenditure if those assets were acquired, produced or constructed for use by the local authority.

**Reserves**
The accumulation of past revenue surpluses and contributions, which can be used to meet future expenditure. The reserves can be general reserves, or earmarked for a specific purpose.

**Security, Liquidity, Yield (SLY)**
The factors taken into account when investing and are prioritised in the order.

**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.

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**HUNTINGDONSHIRE DISTRICT COUNCIL**

MINUTES of the meeting of the HINCHINGBROOKE COUNTRY PARK JOINT GROUP held in Countryside Centre, Hinchingbrooke Country Park, Brampton Road, Huntingdon, PE29 6DB on Friday, 18 July 2025.

PRESENT: Councillor M L Beuttell – Chair.

Councillors M L Beuttell, C Lowe, D J Shaw and J E Kerr.

APOLOGIES: An apology for absence from the meeting was submitted on behalf of Councillor Tom Sanderson.

**1. ELECTION OF CHAIR**

RESOLVED

that Councillor M L Beuttell be elected Chair of the Hinchingbrooke Country Park Joint Group for the remainder of the Municipal Year.

**Councillor M L Beuttell in the Chair.**

**2. MINUTES**

The Minutes of the meeting held on 24th April 2025 were approved as a correct record and signed by the Chair.

**3. MEMBERS' INTERESTS**

No declarations were received

**4. APPOINTMENT OF VICE-CHAIR**

RESOLVED

that Councillor C A Lowe be appointed Vice-Chair of the Hinchingbrooke Country Park Joint Group for the remainder of the Municipal Year.

**5. MEMBERSHIP OF THE GROUP**

It was noted that the membership of the Group for 2025/26 was as follows:

**(a) Cambridgeshire County Council Councillor**

T D Sanderson

**(b) Huntingdonshire District Council Councillors**

Mrs M L Beuttell, J E Kerr, C A Lowe, and D Shaw.

## 6. HEAD RANGER'S REPORT

The Group were informed of a busy period for the park with drought issues including management of people and habitats. The infrastructure of the park had been reviewed especially the gateways. The Group heard that timber from the site was being reused on projects within the park and also in neighbouring Hinchingbrooke House where timber had been provided to assist with replacing the doors throughout the property.

It was noted that some planned events had been postponed or cancelled due to inclement weather but that the Wild About Festival had been very well attended.

It was noted that sessions at the park were run in conjunction with Fireflies and that this would be improved upon following the completion of the development project.

The Group heard that the tree nursey was working to curate species local to the park and that Huntingdon Elms were disease resistant. With an increase in saplings the team were surveying to ensure the arbocultural management was working.

It was noted that the Kings Walk footpath was maintained by Brampton Parish Council but that the park were happy to work collaboratively to help manage the overgrowth.

It was advised that bookings for the Countryside Centre had now been suspended in preparation for the imminent development work and would recommence following completion of the project.

## 7. FINANCE REPORT

By means of a report by the Finance Business Partner (a copy of which was appended in the Minute Book), the Group were advised that an underspend on staffing was due to the vacancies of the Head Ranger and Café Attendant positions. It was noted that two zero hour contracts posts had been introduced to the café and that staffing levels would be maintained throughout the development works. It was further noted that the electricity and service charges were lower than anticipated creating a further underspend.

The Group heard that alternative café facilities were being installed to allow for a continuation of the service during the development works, this has allowed for a positive reforecasting of the anticipated income.

## 8. HINCHINGBROOKE COUNTRY PARK DEVELOPMENT PROJECT

By means of a presentation by the Head of Leisure, Health and Environment (a copy of which was appended in the Minute Book), the Group heard that the planning permission for the project had now been confirmed. It was noted that the early installation of the play equipment within the park as part of the redevelopment had helped to visualise the transitions ahead. It was also noted that the parks aim was to become self sufficient whilst still supporting and providing for the local community.

*10:40 Councillor J Kerr left the meeting.*

The tight timescales of the project plan were observed, however it was noted that these would be managed through the stacking of projects to minimise lengthy disruption across the park.

The ecology of the park was discussed with noted slopes to encourage invertebrates and visitor signage to explain park habitats. Habitats would be further encouraged by the laying of traditional hedges and collaborations on ground works in sharing knowledge and skills would be encouraged where possible.

It was noted that the anticipated project costs had increased since the initial budget however this was larger due to national cost increases particularly in the construction industry. However the Group were reassured that following a forensic analysis of the costs the agreed budget would be comfortable and that payback was anticipated over 4.5 years. Further funding opportunities were being actively pursued.

## 9. DATE OF NEXT MEETING

It was requested that an alternate date be sought for the November and April meetings due to Officer availability on Fridays. It was agreed that the Democratic Services Officer would circulate alternative dates which would be agreed by the Group.

Chair

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