



Dear Councillor

**CABINET - THURSDAY, 17 JUNE 2021**

I am now able to enclose for consideration at the above meeting the following reports that were unavailable when the agenda was printed.

**Agenda Item  
No.**

- 6. FINANCIAL PERFORMANCE REPORT 2020/21 (QUARTER 4) (Pages 3 - 36)**

Please find attached an updated covering report and Appendix 1.

This page is intentionally left blank

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

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Finance Performance Report (Q4)

**Meeting/Date:** Cabinet – 17<sup>th</sup> June 2021

**Executive Portfolio:** Executive Councillor for Strategic Finance (JG)

**Report by:** Chief Finance Officer (CE)

**Ward affected:** All

---

### **Executive Summary:**

The Covid-19 pandemic has had a considerable impact on the Council. The Government's lockdown, announced on 20<sup>th</sup> March 2020, has meant that many of the businesses in Huntingdonshire have been forced to close – significantly impacting on the local economy, which in turn impacts on the Council's commercial income. Furthermore, the Council has had to put considerable resources into ensuring that rough sleepers are safe during this period and that the most vulnerable in our community are cared for. This comes with additional cost pressures.

#### Financial Impact

These additional costs have had a significant impact on the financial outturn for 2020/21 as we now entry into the 3<sup>rd</sup> national lockdown during this financial year. However, the true scale of its impact on the Council's finances in 2020/21 will not be truly known until March 2021. The Council is showing substantial losses across many of its largest streams of commercial income. These include rental income, Leisure income, parking, commercial waste, licensing fees and planning fees. As with any recession, investment income is anticipated to reduce which will create further pressures on the Council's finances.

On the expenditure front some of the key areas of additional pressure will include accommodation and support for rough sleepers, additional costs in supporting our most vulnerable with food parcels and assistance in accessing medical provisions – some of whom may not have required our support previously.

There has been significant Government funding, £2.2m of emergency Covid 19 funding to cover the Council's response to the pandemic and the Income Compensation Scheme covering losses within Leisure and Parking; claimed so far £5.398m. However, it is difficult to quantify the impact of Covid-19 with any certainty. Due to the Council's reliance on commercial income and fees and charges and consequently its

exposure to the economic cycle, the Council has sought in recent years to build up the general fund balance to ensure the Council is financially resilient in a recession. The Council is therefore able to draw upon its general fund reserve balances if required to balance its budget.

Moving forward, the Council will reset its Medium-Term Financial Plan (MTFP) in recognition of the impact of the pandemic and the Council's strategic objectives. The Covid-19 crisis has meant that the Council has had to review what its most critical services areas and which are required to still be operational even during a global pandemic. The changing environment and "new normal" in which we are likely to find ourselves will require the Council to review the services it provides, its delivery models and the outcomes that are of the highest priority. This will also require the Council to review the structural position of its budget and how that needs to change going forward.

**Recommendation(s):**

It is recommended that:

- The Cabinet is invited to consider and comment on the financial performance at the end of March, as detailed in Appendix 1, and the register of reviews of Commercial Investment Strategy propositions at Appendix 2.
- The Cabinet is invited to consider and approve the proposed budget carry forwards for the revenue outturn as detailed in Appendix 3.
- The Cabinet is invited to consider and approve the proposed budget carry forwards for the capital outturn as detailed in Appendix 1.

## PURPOSE OF THE REPORT

1.1 To present details of the Council's projected financial performance for 20/21.

- Revenue outturn estimated underspend of £0.064m.
- Capital outturn estimated underspend of £13.415m

The impact of the Covid 19 pandemic, as far as possible, has been reflected within the Council's financial position. This now includes the Governments Income Compensation Scheme of £4.372m, of which £2.816m has already been received. Together with furlough recovery of £1.301m (received £1.125m; due £0.176m)

## BACKGROUND

2.1 The budget and MTFS for 2020/21 approved in February 2020, assumed a net expenditure budget of £17.688m, together with an increase in Council Tax of 2.6%. At the time of setting this budget it was not foreseen that a global pandemic was imminent, causing unprecedented actions to be taken within the UK and the rest of the world, in trying to restrict the spread of this pandemic.

Impact assessments were initially undertaken to estimate the impact on the council's budget and due to government support via emergency funding and the anticipated income compensation scheme, together with the ability to support the anticipated deficit with reserves, a revised budget for 20/21 was not produced.

2.2 The detailed analysis of the Q4 outturn as at 31<sup>st</sup> March is attached at **Appendix 1**.

## 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 MTFS.

**Revenue** The approved Budget is £17.688m with the outturn being £17.623m which is an underspend of £0.064m, a decrease of £0.864m compared to Q3 forecast. The main reason for this is a net increase in one off grant funding; £110k income compensation scheme; £186k furlough recovery and £492k of clinically vulnerable grant funding not reflected in Q3 outturn.

**MTFS** The MTFS was updated as part of the 2020/21 Budget setting process and will again be updated as part of the 2021/22 Budget setting process which is now under way. The revision of the MTFS will include 2019/20 outturn variations and others occurring or foreseen in 2020/21 that have an impact on future years.

**Capital** The approved Budget is £16.611m plus the re-phasing of £3.909m giving a revised total Capital Programme of £20.520m. The forecast outturn is £7.105m giving an underspend of £13.415m.

### 3.2 Summary Revenue Variances by Service

The table below shows the total variances for each Service and the main reasons where variances are greater than £50,000.

Head of Service	Budget £'000s	Actual £'000s	Variance £'000s	Comments
AD Corporate Resources	5,899	5,117	(579)	Emergency funding for Covid 19 - £2.226m; off set by increase costs of £1.168m; reduction in CIS rental income +£0.732m due to no CIS acquisitions as planned, increase voids and expected lower rental growth across the whole portfolio
AD Transformation	401	178	(230)	Combination of delays in projects and recruitment to vacant posts due to focusing and support the response to Covid 19
Chief Operating Officer	4,425	4,061	(356)	Increase costs for customer portal licences; emergency planning and enforcement, off set by; -£110k adjustment on Housing Benefit, One of Government Funding for Clinically vulnerable of -£497k off set by various salary and efficiency across the whole service
Corporate Leadership	603	684	81	Increase costs due to supporting response to Covid 19
Head of ICT	2,139	2,007	(132)	Reduced activity for HDC
Head of Leisure & Health	(215)	361	576	Loss of income due to closure of Leisure Facilities, off set by more furlough compensation than expected
Head of Operations	3,347	4,192	642	Loss of income due to car park charges being suspended during lock down.
Housing Manager	177	154	(23)	
Growth Manager	842	811	(31)	Salary savings and reduced costs due to delay in projects due to Covid 19.
Programme Delivery Manager	70	58	(12)	
<b>Total</b>	<b>17,688</b>	<b>17,623</b>	<b>(64)</b>	

Further analysis of the revenue variance and service commentary are in **Appendix 1**. This provides the variances by service and where the variances are greater than +/- £10,000 comments have been provided by the budget managers/Head of Services. Where there are adverse variances the budget managers have provided details of the actions they are undertaking and where possible indicated if this will have an ongoing impact on the MTFs.

### 3.3 Capital Programme

The approved gross capital programme for 2020/21 is £16.11m plus the re-phasing of the £3.909m giving a revised total Capital Programme for 2020/21 of £20.520m.

The actual net expenditure outturn is £7.105m, an underspend of £13.444m.

The table below shows the total variances for each Service and the main reasons where variances are greater than £50,000.

	Budget £000	Actual £000	(underspend) / overspend £000	Main reasons for variance
AD Resources	12,371	1,440	-10,931	Delay's in projects in relation to Bridge Place Car Park; Oak Tree Remedial work Projects impacted by Covid 19 are Alms Close and Huntingdon Redevelopment which is being rephased within the current budget cycle for 21/22
AD Transformation	207	0	-207	Impacted by resources being redeployed elsewhere within the business to support the response to Covid 19
Chief Operating Officer	2,306	1,542	-764	Reduction in disabled adaptations
Head of ICT	62	51	-11	
Head of Leisure & Health	1,149	290	-859	Additional spend to be funded from CIL and grant income
Head of Operations	3,819	1,911	-1,908	Impacted by resources being redeployed elsewhere within the business to support the response to Covid 19
Housing Manager	0	0	0	Impacted by resources being redeployed elsewhere within the business to support the response to Covid 19
Planning Policy Manager	606	1,863	1,257	Additional spend is CIL funded projects not shown within the budget.
Covid 19 Accelerated projects	0	8	8	
<b>Total</b>	<b>20,520</b>	<b>7,105</b>	<b>-13,415</b>	

### 3.4 Finance Dashboard

The Outturn for Q4 also looks at the collection rates for Council Tax and NDR, together with the working ages caseload for Council Tax Support Scheme. The details are shown in Appendix 1.

In summary, Council Tax collection rates are holding in line with 19/20 rates, however NDR is showing a decline compared to 19/20. This is mainly due to the impact of Covid 19 pandemic and the lock down of the economy, together with Government initiatives to support the hospitality sector with additional reliefs of £20.8m compared to 19/20. The

Council will be compensated for these reliefs via the normal grant income received via the business rates retention scheme.

Council Tax Support Scheme has seen a significant increase in caseload within the working age group of 15.3% compared to 19/20.

## UPDATE ON THE COMMERCIAL INVESTMENT STRATEGY

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.

4.2 At the end of Quarter 3, the financial projections for the CIS are:

CIS Investments	Budget (£'000)	Outturn (£'000)	Variance (£'000)
<b>Cash Investments</b>			
CCLA Property Fund	(162)	(162)	0
<b>Total Cash Investments</b>	<b>(162)</b>	<b>(162)</b>	<b>0</b>
Property Rental Income	(5,880)	(4,637)	1,243
MRP	879	512	(367)
<b>Net Direct Property Income</b>	<b>(5,001)</b>	<b>(4,125)</b>	<b>876</b>
Management Charge	144	0	(144)
<b>Total Property Investments</b>	<b>(4,857)</b>	<b>(4,125)</b>	<b>732</b>
<b>TOTAL</b>	<b>(5,019)</b>	<b>(4,287)</b>	<b>732</b>

### 4.3 Investments

The property investment market remains subdued, although there remains demand for investment properties, relatively few are coming to the open market. A number of retail parks and shopping centres have sold at high yields, some to owner occupiers capitalising on the soft pricing and some with an eye on repurposing or redevelopment or residential use. The industrial and distribution investment market continues to be buoyant with low yields but there is talk of the bubble bursting at some point, however rents are anticipated to show growth this year. No local opportunities arose in Q4 and a summary of opportunities is included within **Appendix 2**. The majority of opportunities being introduced to us are development/residential schemes nationwide. The main team focus at present is on maintaining income from existing investments and looking at asset management opportunities to secure income for the longer term.

Returns from the CCLA property fund have decreased in 2020/21. Other investment vehicles such as bank deposits and money market funds interest rates have also decreased significantly since the Covid-19 pandemic.

To date the majority of the Council's investments have been funded from earmarked reserves or cash balances. Recent acquisition such as Fareham, Rowley Centre and Tri-Link have required loans from PWLB to fund their purchases; part of the purchase price and acquisition costs were met from earmarked reserves.



## 5 COMMENTS OF OVERVIEW & SCRUTINY

Please see below the O&S comments from the Financial Performance Report 2020/21, Quarter 4 for review and comment.

## 6. RECOMMENDATIONS

6.1 The Cabinet are invited to consider and comment on financial performance at the end of March, as detailed in section 3 and in **Appendix 1**, and the register of reviews of Commercial Investment Strategy propositions at **Appendix 2**.

The Cabinet are invited to consider and approve the budget carry forwards proposed for capital in **Appendix 1** and for revenue in **Appendix 3**.

## 7. LIST OF APPENDICIES INCLUDED


**Appendix 1** – Financial Performance Monitoring Q4

**Appendix 2** – Register of reviews of CIS investment propositions, Q4

**Appendix 3** – Revenue budget carry forwards

## CONTACT OFFICER

Claire Edwards, Chief Finance Officer

 01480 388822

This page is intentionally left blank

## Financial Performance Monitoring Suite March 2021 – Quarter 4

### Executive summary

This report sets out the financial forecast for March, for revenue and capital. The headlines are:

**Revenue** - the forecast outturn is an estimated underspend of £0.064m when compared to the approved budget and an improvement to Q3 of £0.864m. The underspend is due to additional one of funding from Central Government for Income compensation scheme of £110k; furlough recovery £186k and Clinically Vulnerable funding of £492k, not included in the Q3 forecast.

**Capital Programme** – the forecast outturn is an estimated underspend of £13.415m.

# Service Grouping Summary

This list only includes service groups with a variance exceeding +/- £10,000

## Service Commentary

The following table provides the variances by service and where variances are greater than +/- £10,000 comments have been provided by the budget managers/Head of Service. Where there are adverse variances the budget managers have provided details of the actions they are undertaking to address the overspend.

Head of Service	Budget £'000s	Q3 Forecast £'000s	Provisional Outturn £'000	Contribution	Proposed Budget C/fwd £'000s	Revised Provisional Outturn £'000s	Variance to Budget		Variance to Forecast		Actual Spend £'000s	Actual Income £'000s
				to/(from) reserves £'000			£'000	%	£'000	%		
AD Corporate Resources	5,696	5,246	5,095	0	22	5,117	(579)	-10.2	(129)	-2.5	13,361	(8,266)
AD Transformation	408	303	130	0	48	178	(230)	-56.4	(125)	-41.3	304	(174)
Chief Operating Officer	4,417	4,330	4,061	0	0	4,061	(356)	-8.1	(269)	-6.2	37,531	(33,470)
Corporate Leadership	603	731	684	0	0	684	81	+13.4	(47)	-6.4	709	(25)
Head of ICT	2,139	2,128	2,007	0	0	2,007	(132)	-6.2	(121)	-5.7	8,031	(6,025)
Head of Leisure & Health	(215)	579	326	0	35	361	576	+267.9	(218)	-37.7	5,587	(5,261)
Head of Operations	3,550	4,181	4,192	0	0	4,192	642	+18.1	11	+0.3	9,126	(4,935)
Housing Manager	177	208	199	(45)	0	154	(23)	-12.8	(54)	-25.8	199	0
Growth Manager	842	745	709	102	0	811	(31)	-3.7	66	+8.9	1,223	(514)
Programme Delivery Manager	70	36	58	0	0	58	(12)	-17.1	22	+61.1	58	0
<b>Total</b>	<b>17,687</b>	<b>18,487</b>	<b>17,461</b>	<b>57</b>	<b>105</b>	<b>17,623</b>	<b>(64)</b>	<b>-0.4</b>	<b>(864)</b>	<b>-4.7</b>	<b>76,129</b>	<b>(58,670)</b>

# Service Grouping Summary

This list only includes service groups with a variance exceeding +/- £10,000

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Proposed Budget C/fwd £	Revised Provisional Outturn £	Variance to Budget		Comment on Variance to Budget
								£	%	
AD Corporate Resources	Commercial Estates	(3,586,787)	(2,903,253)	(3,341,944)	0	0	(3,341,944)	244,843	+6.8	<p>Income forecast down due to not purchasing investments this year +£200k, Bad debt +£228k and delayed income and increase in void units.</p> <p>Expenditure on buildings up by £36k due to increased costs of empty buildings (rates and service charges), offset in part by reductions in maintenance where possible.</p> <p>Expenditure on supplies and services reflects lower interest payable -£367k and no voluntary MRP provision - £111k</p>
AD Corporate Resources	Corporate Finance	5,135,547	5,351,973	5,355,284	0	0	5,355,284	219,737	+4.3	<p>+£110k additional costs for bad debt provision for potential increase on write off's. +£24k reduction in interest receivable due to interest rate reduction on surplus cash balances. +£86k additional MRP</p>

# Service Grouping Summary

This list only includes service groups with a variance exceeding +/- £10,000

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Proposed Budget C/fwd £	Revised Provisional Outturn £	Variance to Budget		Comment on Variance to Budget
								£	%	
AD Corporate Resources	Democratic & Elections	831,404	728,742	708,905	0	0	708,905	(122,499)	-14.7	<p>Staffing £4k District elections – none scheduled £9.7k electoral registration – canvassers fees £11.5k less than previous year £7.3k land charges – vacant post not recruited to yet</p> <p>Income European elections – remittance advice received for £57.2k reimbursement, YTD actual £40k Land charges – difficult to quantify but increase in search volumes, official and personal searches</p> <p>Supplies &amp; Services Bulk (£65k) unspent in for District elections not scheduled (£19.5k) Members Allowances and Support – saving against SRAs. Lower than budget allocated.</p>
AD Corporate Resources	Environmental & Energy Management	14,970	57,316	70,024	0	0	70,024	55,054	+367.8	<p>-£39k saving due to restructure to form Property Services Team, reduction in income +£106k due to loss of Sustainability Officer.</p> <p>-£14k underspend on consultancy fees due to Energy Officer &amp; Sustainability Officer leaving the Council and the</p>

# Service Grouping Summary

This list only includes service groups with a variance exceeding +/- £10,000

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Proposed Budget C/fwd £	Revised Provisional Outturn £	Variance to Budget		Comment on Variance to Budget
								£	%	
										permanent Energy & Sustainability Officer replacement not being in position until November.
AD Corporate Resources	Facilities Management	865,276	897,704	843,048	0	22,350	865,398	122	+0.0	
AD Corporate Resources	Finance	794,948	811,288	854,485	0	0	854,485	59,537	+7.5	Increase salary costs to support implementation of Payroll/HR system
AD Corporate Resources	Head of Resources	106,242	(1,363,811)	(959,754)	0	0	(959,754)	(1,065,996)	-1,003.4	Within this are the Covid 19 additional costs +£737k and emergency funding (£2,201k)
AD Corporate Resources	Human Resources	588,867	688,084	653,373	0	0	653,373	64,506	+11.0	Employee costs is due to 3 factors: *2 staff on maternity leave, so maternity pay in addition to backfill costs (somewhat mitigated by backfilling one post at more junior at less hours) * 1 backfill to maternity was recruited at more senior (Experienced), and higher salary, this was agreed value for money proposal, to pilot new approach to recruitment, spend to be offset by saving across organisation on recruitment agencies * Kickstart placement officer hired in HR team, hired to support implementation and set up, will be funded by scheme once placements start

# Service Grouping Summary

This list only includes service groups with a variance exceeding +/- £10,000

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Proposed Budget C/fwd £	Revised Provisional Outturn £	Variance to Budget		Comment on Variance to Budget
								£	%	
										Overspend on Supplies and Services: * New HR and Payroll system overspend in year 1, due to rapid implementation approach, to avoid 3 year contract costs with legacy supplier. *Investment in recruitment sites and platforms to support new approach to recruitment. Budget bid in for future years. this is to tools used across the whole of the council
AD Corporate Resources	Legal	223,940	217,653	193,446	0	0	193,446	(30,494)	-13.6	Recharges now based on hours consumed, rather than fixed fee
AD Corporate Resources	Procurement	62,132	20,133	21,732	0	0	21,732	(40,400)	-65.0	Salary saving due to vacant post – now being recruited.
AD Corporate Resources	Public Conveniences	6,400	5,010	24,882	0	0	24,882	18,482	+288.8	Additional cost due to increase cleaning and service charges
AD Corporate Resources	Risk Management	652,742	735,267	671,655	0	0	671,655	18,913	+2.9	Additional cost due to increase in insurance premiums
Chief Operating Officer	Building Control	152,540	152,540	109,435	0	0	109,435	(43,105)	-28.3	Reduce costs due to reduced activity during the year
Chief Operating Officer	Business Team	278,018	276,539	226,371	0	0	226,371	(51,647)	-18.6	Salary saving due to vacant post -£96k; used to offset additional costs for temporary staff £59k
Chief Operating Officer	Chief Operating Officer	96,038	113,629	207,891	0	0	207,891	111,853	+116.5	Overspend due to Customer Portal Licence



# Service Grouping Summary

This list only includes service groups with a variance exceeding +/- £10,000

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Proposed Budget C/fwd £	Revised Provisional Outturn £	Variance to Budget		Comment on Variance to Budget
								£	%	
Chief Operating Officer	Closed Churchyards	(13,000)	961	612	0	0	612	13,612	+104.7	Income shortfall arising from previous savings item inserted with no clear delivery plan.
Chief Operating Officer	Community Team	540,710	546,085	48,703	0	0	48,703	(492,007)	-91.0	One off grant funding for Clinically and Extremely Vulnerable -£532k
Chief Operating Officer	Corporate Health & Safety	64,706	64,531	52,983	0	0	52,983	(11,723)	-18.1	Underspend on supplies & services -£11.7k
Chief Operating Officer	Council Tax Support	(121,896)	(120,702)	(119,925)	0	0	(119,925)	1,971	+1.6	
Chief Operating Officer	Customer Services	887,625	836,671	857,119	0	0	857,119	(30,506)	-3.4	Underspend in Employees is mainly due to delays in recruitment. The delay was mainly due to limitations in how we train and support new team members due to covid.
Chief Operating Officer	Development Management	(425,985)	(430,407)	(403,513)	0	0	(403,513)	22,472	+5.3	Increase salary costs +£40k, temporary staff +£19k; off set by savings on supplies and services -£26k and increased application fees -£7k
Chief Operating Officer	Document Centre	175,580	219,922	261,159	0	0	261,159	85,579	+48.7	There is little in-house printing and no printing work being carried out for external customers therefore there is no external income. Reduced staffing costs and printing costs offsetting the overspend created by not having any external income.
Chief Operating Officer	Emergency Planning	11,575	11,575	61,643	0	0	61,643	50,068	+432.6	Additional costs for major flooding incident over winter; floodsax, clean up

# Service Grouping Summary

This list only includes service groups with a variance exceeding +/- £10,000

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Proposed Budget C/fwd £	Revised Provisional Outturn £	Variance to Budget		Comment on Variance to Budget
								£	%	
Chief Operating Officer	Environmental Health Admin	143,794	123,018	113,211	0	0	113,211	(30,583)	-21.3	Positions have not been fully recruited following the departure of staff in the early part of this FY to provide an underspend that can assist with the increased costs of the Tascomi project.
Chief Operating Officer	Environmental Protection Team	375,054	256,033	342,849	0	0	342,849	(32,205)	-8.6	Additional income and expenditure related to Government grants supporting Covid-19. Staffing underspend related to half post vacancy.
Chief Operating Officer	Housing Benefits	1,371,355	1,512,366	1,471,784	0	0	1,471,784	100,429	+7.3	<p>Employees - adjusted to absorb cost of Financial Investigator post into budget plus cost of contractor (offset by grant income)</p> <p>Income &amp; Fees and Benefit &amp; Transfer Payments - adjusted to reflect current position on benefit expenditure and subsidy, together with a benefit of -£110k adjustment from 19/20 delayed Housing Subsidy audit</p> <p>Supplies &amp; Services - adjustments to various elements of the budget, e.g. reduced legal fees due to no court work and reduced pool car costs as minimal visits are being made</p>
Chief Operating Officer	Housing Miscellaneous	25,735	25,462	89,695	0	0	89,695	63,960	+248.5	

# Service Grouping Summary

This list only includes service groups with a variance exceeding +/- £10,000

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Proposed Budget C/fwd £	Revised Provisional Outturn £	Variance to Budget		Comment on Variance to Budget
								£	%	
Chief Operating Officer	Housing Needs	1,145,981	1,046,865	1,015,099	0	0	1,015,099	(130,882)	-11.4	£40k in-year saving declared as no joint commissioning of Housing Related Support Services (HRS) this financial year. Additional MHCLG grant income also made available during third lockdown phase (Jan-Mar) of £26k £30k in-in year saving relating to mainstreaming of Homelessness Trailblazer work.  £18k in-year saving due to end of Private Sector Lease scheme.
Chief Operating Officer	Licencing	(62,710)	(88,108)	(53,700)	0	0	(53,700)	9,010	+14.4	
Chief Operating Officer	Local Tax Collection	(227,770)	(221,929)	(220,500)	0	0	(220,500)	7,270	+3.2	
Programme Delivery Manager	Programme Delivery	69,549	36,476	57,890	0	0	57,890	(11,659)	-16.8	The staff vacancy has resulted in an underspend.
Growth Manager	Economic Development	185,434	289,346	300,448	0	0	300,448	115,014	+62.0	Overspend is due to market town programme managers costs, funding by underspends within service area

# Service Grouping Summary

This list only includes service groups with a variance exceeding +/- £10,000

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Proposed Budget C/fwd £	Revised Provisional Outturn £	Variance to Budget		Comment on Variance to Budget
								£	%	
Growth Manager	Planning Policy	633,058	434,755	386,826	102,000	0	488,826	(144,232)	-22.8	Covid-19 has delayed Local Plan preparation work reducing expenditure by £100k. Members have agreed to pause the CIL/S106 review, reducing expenditure by £25k. Additional income of £62k has been received for priority service on a strategic site, this wasn't budgeted for.
Growth Manager	Public Transport	24,000	20,414	22,214	0	0	22,214	(1,786)	-7.4	
Housing Manager	Housing Strategy	177,006	208,337	198,767	(44,700)	0	154,067	(22,939)	-13.0	Employees: Salary savings due to vacancy Supplies & Services: Consultants cost to be funded from reserves
Corporate Leadership	Directors	508,300	608,301	608,835	0	0	608,835	100,535	+19.8	Additional staff costs incurred because cover for sickness leave was required to maintain HDC response to the impact of Covid-19 on the District.
Corporate Leadership	Executive Support & Business Planning	95,014	122,567	74,738	0	0	74,738	(20,276)	-21.3	£25k one off outbreak management grant
AD Transformation	Transformation	408,328	303,207	129,909	0	47,741	177,650	(230,678)	-56.5	Transformation has worked with finance to ensure all costs are correctly coded to COVID related costs based on supporting the organization. This and wider grant income means we have reduced our draw on reserves. Though this means some planned work has been

# Service Grouping Summary

This list only includes service groups with a variance exceeding +/- £10,000

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Proposed Budget C/fwd £	Revised Provisional Outturn £	Variance to Budget		Comment on Variance to Budget
								£	%	
										paused to support this as we have not brought in additional resources but instead reprioritised
Head of Operations	Car Park - On Street	(131,724)	356	1,158	0	0	1,158	132,882	+100.9	income - CCC locations managed by HDC. income low due to decreased to centre usage, in addition CCC have implemented schemes in St Neots (to reduce dramatically the number of Paid for parking spaces) & St Ives (removing all paid for parking in favour of disabled and loading bays).

# Service Grouping Summary

This list only includes service groups with a variance exceeding +/- £10,000

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Proposed Budget C/fwd £	Revised Provisional Outturn £	Variance to Budget		Comment on Variance to Budget
								£	%	
Head of Operations	Car Parks - Off Street	(1,445,010)	(1,169,635)	(1,084,329)	0	0	(1,084,329)	360,681	+25.0	<p>Employees - vacancies not recruited to due to ongoing pandemic.</p> <p>Income - reduced town centre footfall due to ongoing pandemic with political decision made to suspend charges for 6 months which has mostly been reclaimed through compensation scheme.</p> <p>buildings - due to lower income, service has reduced maintenance spends further sweating assets.</p> <p>Supplies &amp; services - this is lost income, however sits against wrong account headings in Tech1.</p> <p>Benefit &amp; Transfer - payments back of income under contract to CCC &amp; supermarkets for managed sites. due to reduced income, the share to be paid back is lower.</p>
Head of Operations	CCTV	(89,496)	(59,253)	(53,143)	0	0	(53,143)	36,353	+40.6	+£27k tech consultancy costs, +£16k BT costs. -£11k recover additional income.

# Service Grouping Summary

This list only includes service groups with a variance exceeding +/- £10,000

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Proposed Budget C/fwd £	Revised Provisional Outturn £	Variance to Budget		Comment on Variance to Budget
								£	%	
Head of Operations	CCTV Shared Service	233,251	299,976	335,200	0	0	335,200	101,949	+43.7	+£21k relates to trading company income which will not occur in 20/21. +£26.6k relates to a forecasted reduction in recharge from City due to spending less on City only maintenance/equipment in 20/21. +£22k forecasted to spend on new BT fibre circuit to replace last MLL circuit and annual maintenance contract with QSG. Salary savings due to vacant posts -£26k off set by increase in overtime of +£43k
Head of Operations	Countryside	255,023	280,678	313,734	0	0	313,734	58,711	+23.0	Employees- vacancy at HCP - Countryside Support Worker left in July. Not being replaced due to COVID impact  Income and fees Cafe income down. Countryside Centre Bookings down due to COVID impact  Buildings less usage, expecting electricity to be lower  Supplies and services. £50,000 Grant received to build hides at Paxton. Materials being bought out of original codes £20,000 contribution from Friends of PPNR towards purchase of side arm flail mower

# Service Grouping Summary

This list only includes service groups with a variance exceeding +/- £10,000

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Proposed Budget C/fwd £	Revised Provisional Outturn £	Variance to Budget		Comment on Variance to Budget
								£	%	
										Transport - less use of machinery and movement to other sites
Head of Operations	Fleet Management	300,234	314,894	289,212	0	0	289,212	(11,022)	-3.7	(18k) employee-staff leaving and recruiting produced a surplus 9k income from pool cars have under recovered due to Covid and no site visits etc. there is no financial benefit in selling the pool cars, it would also leave HDC operationally restricted especially in the current climate(food deliveries etc) (12k) supplies and services-slight underspend although this could change due to unforeseen vehicle breakdowns or issues 19k transport-unexpected repairs, servicing and upgrades to fuel tank and fuel system.
Head of Operations	Green Spaces	499,366	505,970	622,250	0	0	622,250	122,884	+24.6	+£112k reduction in charges for third party fee income
Head of Operations	Head of Operations	287,012	252,158	211,983	0	0	211,983	(75,029)	-26.1	-£56k due to salary savings; -£19k net one off government funding for opening of high streets.



# Service Grouping Summary

This list only includes service groups with a variance exceeding +/- £10,000

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Proposed Budget C/fwd £	Revised Provisional Outturn £	Variance to Budget		Comment on Variance to Budget
								£	%	
Head of Operations	Markets	(34,550)	106,471	107,013	0	0	107,013	141,563	+409.7	<p>Employees - variance due to Green Book enhancements required to be paid to staff. Previous budget pack manager did not make appropriate adjusts for this financial years to accommodate this.</p> <p>Income - Political decision made to suspend market traders rents due to pandemic as part of covid support measures.</p> <p>Supplies and services - due to reduced income, service expenditure has been halted as much as possible.</p>
Head of Operations	Parks and Open Spaces	353,667	348,924	328,269	0	0	328,269	(25,398)	-7.2	£26k reduced costs for sewer and watercourses during the year
Head of Operations	Street Cleansing	804,390	800,564	893,301	0	0	893,301	88,911	+11.1	+£47k additional income not achieved in year: +£27k increased cost for vehicle maintenance
Head of Operations	Waste Management	2,518,306	2,499,910	2,238,735	0	0	2,238,735	(279,571)	-11.1	-£69k salary savings mainly from green waste collection; -£163k additional income (£105k bulky waste); -£122k saving on fuel and vehicle repairs; +£75k additional costs on waste disposal (£71k Trade Refuse)
Head of Leisure & Health	Head of Leisure & Health	85,100	83,670	83,681	0	0	83,681	(1,419)	-1.7	

# Service Grouping Summary

This list only includes service groups with a variance exceeding +/- £10,000

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Proposed Budget C/fwd £	Revised Provisional Outturn £	Variance to Budget		Comment on Variance to Budget
								£	%	
Head of Leisure & Health	One Leisure Active Lifestyles	155,819	286,298	301,586	0	35,000	336,586	180,767	+116.0	<p>OLAL has had to stop delivering activities due to the three national lockdowns. It is assumed that this current lockdown will extend to the end of March in some form with the ability to deliver activities severely restricted.</p> <ul style="list-style-type: none"> <li>• Income has been significantly affected (forecast to be £137K below budget) by Covid, three national lockdowns and the challenges incurred with activities prohibited by law.</li> <li>• In mitigation, the service has reduced controllable expenditure by £39.1k</li> <li>• Unavoidable Growth: As per Q2 unavoidable growth £45k <ul style="list-style-type: none"> <li>o £35K bid for Playing pitch strategy - presumption that this would be CIL funded.</li> <li>o £10K The Children and families project.</li> </ul> </li> <li>• Furloughing of Staff: The majority of the team were furloughed in November for 3 and a half weeks and again from January. Variables were furloughed during the first lockdown. For accounting purposes all funds for furloughed staff OLAL and OLF is recorded in OLF accounts.</li> <li>• Income Compensation Scheme: Currently all income paid as part of the government scheme is</li> </ul>

# Service Grouping Summary

This list only includes service groups with a variance exceeding +/- £10,000

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Proposed Budget C/fwd £	Revised Provisional Outturn £	Variance to Budget		Comment on Variance to Budget
								£	%	
										accounted for in OLF accounts and not split out. • Other mitigations when operable include, rationalisation of classes, brand new type of classes introduced based upon new demand, delays in recruitment or cover.
Head of Leisure & Health	Huntingdon Leisure Centre	(124,849)	768,298	772,646	0	0	772,646	897,495	+718.9	OLF has had to stop delivering activities due to the third national lockdown. As reported when the facilities were allowed to re-open there was a 71% return of memberships and whilst there were restriction in place that reduced capacity by circa 50% for all activities, these were well attended and at times at capacity. The current forecast includes a number of assumptions:- • We will receive a total of £3m as part of the Income Compensation Scheme (this includes OLAL income) • We will receive £1.26m income as part of the Job Retention Scheme – Furlough (which will include OLAL payments) • All non-essential building maintenance has been deferred whilst the buildings remain predominantly shut.
Head of Leisure & Health	Leisure Centres Corporate	379,380	226,687	233,392	0	0	233,392	(145,988)	-38.5	
Head of Leisure & Health	One Leisure Management Team	149,731	(3,514,640)	(3,775,629)	0	0	(3,775,629)	(3,925,360)	-2,621.6	
Head of Leisure & Health	Ramsey Leisure Centre	(3,893)	378,145	371,405	0	0	371,405	375,298	+9,640.3	
Head of Leisure & Health	Sawtry Leisure Centre	0	(464)	0	0	0	0	0	#DIV/0!	
Head of Leisure & Health	St Ives Leisure Centre	(544,878)	1,161,763	1,208,704	0	0	1,208,704	1,753,582	+321.8	
Head of Leisure & Health	St Ives Outdoor Centre	19,159	291,429	249,105	0	0	249,105	229,946	+1,200.2	

# Service Grouping Summary

This list only includes service groups with a variance exceeding +/- £10,000

Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution to/(from) reserves £	Proposed Budget C/fwd £	Revised Provisional Outturn £	Variance to Budget		Comment on Variance to Budget
								£	%	
Head of Leisure & Health	St Neots Leisure Centre	(330,590)	898,093	880,976	0	0	880,976	1,211,566	+366.5	
Head of 3C ICT	ICT Shared Service	2,139,047	2,127,890	2,007,165	0	0	2,007,165	(131,882)	-6.2	Overall increase in costs recharged to City and South Cams

## **CAPITAL PROGRAMME**

The approved gross Capital Programme 2020/21 is £16.611m. Schemes totalling £3.909m from 2019/20 have been rephased to 2020/21, to give the total gross capital programme for 2020/21 of £20.520m.

The Capital Programme is forecast to have an underspend of £13.415m, this includes underspends, overspends and growth.

The table below shows the capital programme by scheme with proposed rephasing, expenditure to date and forecast outturn.

Due to the Covid 19 pandemic, this has and may continue to affect delivery of some projects in terms of capacity of internal resources and the uncertainty within economical landscape for investments into property.

# Capital Project Expenditure Summary

## CAPITAL PROGRAMME SUMMARY

Department	Description	Lead Officer	Original Budget	Latest Budget*	Actual Spend	Year end forecast Variance	Budget C/Fwd	Comment on Variance
3CICT	3CICT EFH Fire Insurance Settlement	Sam Smith	0	0	3,695	3,695		
3CICT	Generator - 3CICT Backup	Sam Smith	27,000	27,000	28,785	1,785		
3CICT	Data Centre Storage	Sam Smith	23,000	23,000	18,315	(4,685)		
3CICT	Wi-Fi Access Points	Sam Smith	12,000	12,000	0	(12,000)	12,000	
Chief Operating Officer	Environmental Health Software	Finlay Flett	0	40,000	134,904	94,904		
Chief Operating Officer	Traveller Security Improvements	Finlay Flett	0	0	30,490	30,490		Project originally for 19-20. Elements delayed until current year
Chief Operating Officer	Disabled Facilities Grants	Housing Strategy Manager	2,250,000	2,250,000	1,247,189	(1,002,811)		The budget spend is currently around 20% lower than 2019/20 at this point. Committed and Pipeline are down nearly 50% compared with last year. We may recover but this depends on referrals from OT's and contractors ability to carry out works.
Chief Operating Officer	Printing Equipment	Andy Lusha	0	16,000	0	(16,000)	16,000	
Chief Operating Officer	Huntingdon On-Street WiFi	John Taylor	0	0	129,400	129,400		Part of the Covid 19 Recovery plan funded by CPCA
Corporate Resources	Bridge Place Car Park Const	Claire Edwards	0	377,642	32,050	(345,592)	345,592	Dependant on the sale of bridge place car park which has been delayed.
Corporate Resources	HTC Grant	Claire Edwards	0	0	0	0		
Corporate Resources	VAT Exempt Capital	Claire Edwards	59,000	59,000	0	(59,000)		Will be impacted by the reduction in expenditure on capital schemes
Corporate Resources	Company Share Investment	Claire Edwards	0	100,000	0	(100,000)	100,000	Assuming the company will remain dormant in 20/21
Corporate Resources	Huntingdon Redevelopment	Claire Edwards	8,500,000	8,500,000	0	(8,500,000)	8,500,000	Will be delayed due to the pandemic and refocusing on prospectus for growth agenda.

# Capital Project Expenditure Summary

Department	Description	Lead Officer	Original Budget	Latest Budget*	Actual Spend	Year end forecast Variance	Budget C/Fwd	Comment on Variance
Corporate Resources	Bldg Efficiency - Salix Funding	Mark Houston	0	0	66,358	66,358		Salix Pot Total we're expected to spend is £60,179
Corporate Resources	Retro-Fit Buildings	Mark Houston	0	227,501	0	(227,501)	227,501	Project has not progressed due to staff turnover, Budget still required in 2021/22
Corporate Resources	Lighting - Loves Farm Footpath	Mark Houston	16,000	16,000	0	(16,000)		Tenders received have come in more cost effective than originally estimated.
Corporate Resources	Oak Tree Remedial Work	Jackie Golby	1,000,000	1,911,811	124,563	(1,787,248)	1,787,248	Decanting of the premises to modular units has begun. Main building work to start in February and this will run until July.
Corporate Resources	Alms Close	Jackie Golby	665,000	1,094,229	1,180,431	86,202		£135k overspend previously agreed with S151 Officer/PFH
Corporate Resources	Health and Safety Works on Commercial Properties	Jackie Golby	0	15,499	0	(15,499)	15,499	costs being re-tendered due to Covid access
Corporate Resources	Energy Efficiency Works at Commercial Properties	Jackie Golby	25,000	69,000	2,949	(66,051)	66,051	Delay due to pandemic
Corporate Resources	Oak Tree Centre Car Park Redevelopment	Jackie Golby	0	0	12,187	12,187		Following SLT, this project has been shelved until further notice
Growth	A14 Upgrade	Growth Manager	200,000	400,000	0	(400,000)	400,000	May be spent in this year. we are due to pay 200k per year for 5 years when the Cambridgeshire County council ask for it. They haven't yet. Unsure when they will ask for it. If unspent by year end - This will need to be slipped into 21/22.
Growth	Housing Company	Growth Manager	0	206,000	0	(206,000)	206,000	It is unlikely the Company will be set up this year but until a final decision on viability is made the budget will need to be slipped.
Growth	Community Infrastructure	Claire Burton	0	0	1,863,109	1,863,109		This expenditure is funded from CIL receipts
Leisure & Health	Hunt Leis C - Gen Improve (Cs)	Phil Lisseman	0	0	2,183	2,183		Decision made to stop condition survey work for the time being.
Leisure & Health	Leisure Cents - Future Improve	Phil Lisseman	306,000	306,000	0	(306,000)	190,000	

# Capital Project Expenditure Summary

Department	Description	Lead Officer	Original Budget	Latest Budget*	Actual Spend	Year end forecast Variance	Budget C/Fwd	Comment on Variance
Leisure & Health	Ramsey L C - Gen Improve (Cs)	Phil Lisseman	0	0	304	304		
Leisure & Health	Sn Leis C - Gen Improve (Cs)	Phil Lisseman	0	0	21,214	21,214		
Leisure & Health	St Ivo - General Improve (Cs)	Phil Lisseman	0	0	7,117	7,117		
Leisure & Health	St Ivo L C - Outdoor Gen Mtce (Cs)	Phil Lisseman	0	0	51,893	51,893		
Leisure & Health	One Leisure St Ives New Fitness Offering	Paul France	0	0	25,880	25,880		
Leisure & Health	OL St Ives Changing Rooms	Chris Keeble	0	250,000	145,397	(104,603)	104,603	Retention to be paid in 21/22 - therefore needs slipping. Project expected/planned to be completed in 2021.
Leisure & Health	One Leisure Ramsey 3G	Martin Grey	0	593,512	31,382	(562,130)	562,130	Scheme expenditure is now expected to slip to 2021/22
Leisure & Health	OL St Neots Synthetic Pitch	Jonathon Clarke	0	0	4,514	4,514		
Leisure & Health	OL St Neots Pool Building	Jonathon Clarke	0	0	191	191		
Operations	Wheeled Bins	Andrew Rogan	238,000	238,000	194,071	(43,929)		More being spent on commercial waste bins but this is more than offset by reduced expenditure on household bins
Operations	Vehicles & Plant	Andrew Rogan	1,199,000	1,254,746	1,207,692	(47,054)	47,054	Current fleet replacement is planned, small cost overrun
Operations	Godmanchester Mill Weir Improvements	Andrew Rogan	0	0	13,802	13,802		This will be funded from CIL
Operations	Parking Strategy	George McDowell	37,000	127,094	135,568	8,474		
Operations	Civil Parking Enforcement	George McDowell	217,000	217,000	0	(217,000)	217,000	Project under review, budget will need to be slipped to 2021/22 if project proceeds
Operations	Secure Cycle Storage	George McDowell	58,000	58,400	0	(58,400)	58,400	Delay due to pandemic
Operations	Lone Worker Software	Eddy Gardener	0	20,000	0	(20,000)	20,000	Delay due to pandemic
Operations	Cctv PFH Resilience	Eddy Gardner	0	20,000	10,195	(9,805)		



# Capital Project Expenditure Summary

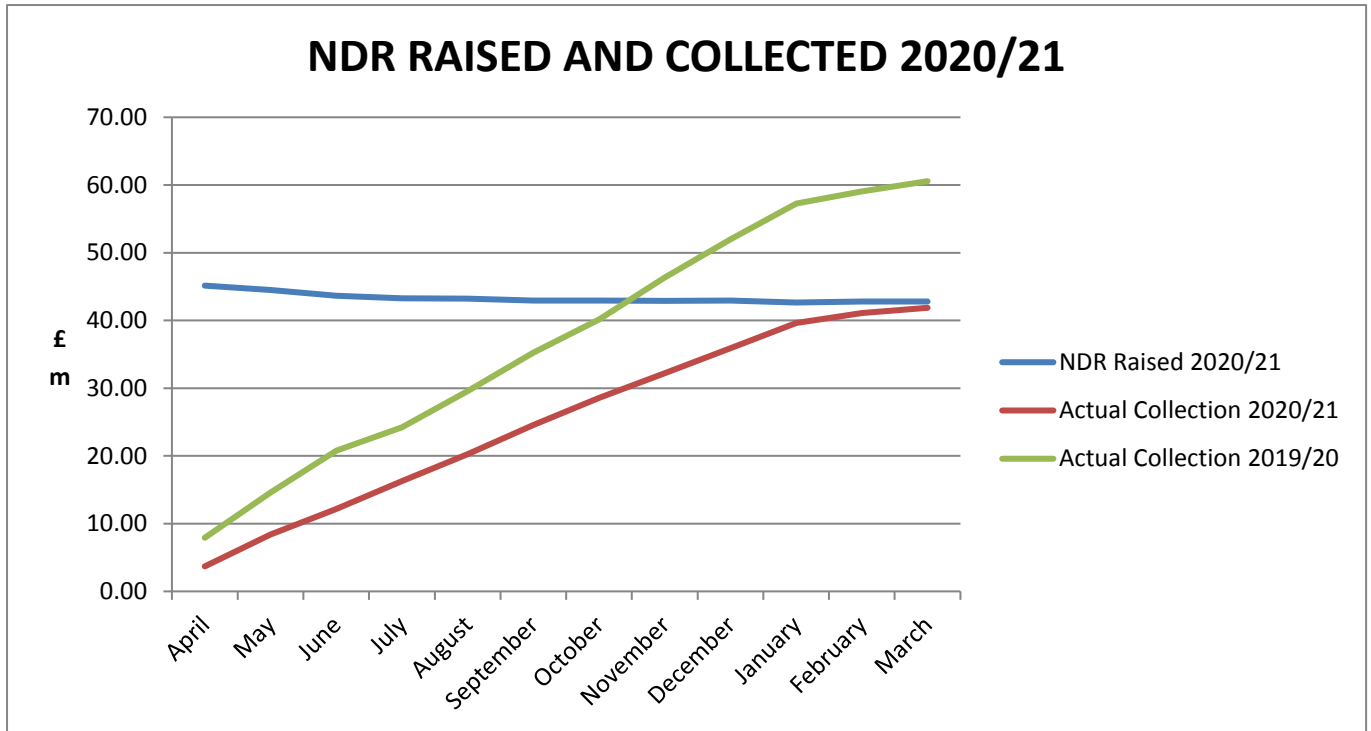
Department	Description	Lead Officer	Original Budget	Latest Budget*	Actual Spend	Year end forecast Variance	Budget C/Fwd	Comment on Variance
Operations	Cctv - Camera Replacements	Eddy Gardner	0	0	183,747	183,747		Capital project tender was for £504,196.00 (both wireless and CCTV elements) due to BT and Virgin framework contract issues and control room changes previous HOS authorised Variation orders to £80,556.91. total project is then £586, 976 to QSG. there is application payment 4 V1 of £55,419 applied for covering all works less retention sum of £30,246 pending technical audit of the whole City and HDC systems. there are a lot of commitments and PO being closed down as QSG accept they have been paid. The final retention sum set aside pending full technical audit by specialist consultants being undertaken October/November 2020
Operations	Cctv - Wireless	Eddy Gardner	0	0	7,409	7,409		
Operations	Play Equipment	Helen Lack	53,000	53,000	31,744	(21,256)	21,256	Slipped to 2021/22 due to Covid restricting projects
Operations	Operations Back Office	Helen Lack	0	198,392	91,714	(106,678)	106,678	
Operations	Park Fencing	Helen Lack	12,000	12,000	11,882	(118)		
Operations	Hinchingbrooke Country Park	Judith Arnold	1,550,000	1,550,000	3,951	(1,546,049)	1,546,049	only small amount of interpretation likely, due to Covid and floods causing waterlogged grounds
Operations	HCP Wooden Bridge	Matthew Chudley	0	0	0	0		
Operations	Districtwide Signage	Matthew Chudley	70,000	70,000	0	(70,000)	70,000	Delay due to pandemic
Operations	St Neots Riverside Park Path/Cycle Imps	Matthew Chudley	0	0	19,551	19,551		
Transformation	Crn Replacement	Tony Evans	0	63,396	0	(63,396)		

# Capital Project Expenditure Summary

Department	Description	Lead Officer	Original Budget	Latest Budget*	Actual Spend	Year end forecast Variance	Budget C/Fwd	Comment on Variance
Transformation	Robotics	Tony Evans	0	50,000	0	(50,000)	50,000	This project has put on hold in FY 19/20 due to lacking foundational capability awaiting other projects delivering key pre-requisites before looking to deliver a SaaS based robotics platform. The project will progress in 2021/22.
Transformation	Audio Visual Equipment	Tony Evans	30,000	30,000	0	(30,000)	30,000	Project not commenced, will now start in 2021/22
Transformation	Customer Portal and Call Centre Software	Tony Evans	30,000	30,000	0	(30,000)		Project not commenced, will now start in 2021/22
Transformation	Voice Bots	Tony Evans	34,000	34,000	0	(34,000)	34,000	Project not commenced, will now start in 2021/22
	Telephony Replacement				3,667	3,667		Part of the Covid 19 Accelerated plan funded by CPCA
					1,355	1,355		
Operations	Parklets				903	903		
Operations	Solar Benches				903	903		
Operations	Covered Benches				903	903		
Operations	Town Walks				903	903		
Corporate Resources	Decarbonisation Projects				20,948	20,948		Funded from Salix Grant Funding
			<b>16,611,000</b>	<b>20,520,222</b>	<b>7,105,409</b>	<b>(13,414,813)</b>	<b>14,733,061</b>	

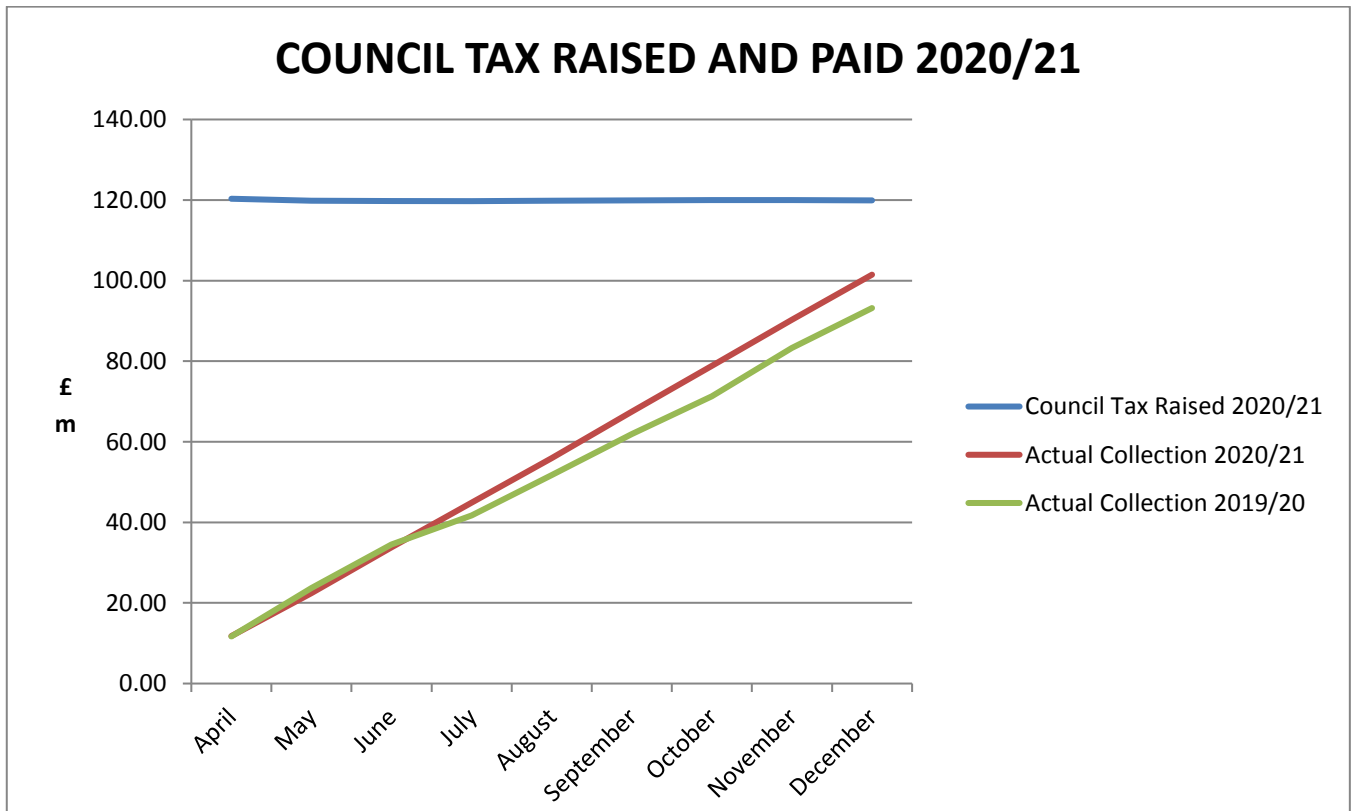
\* Includes unspent budget slipped from 2019/20

## Financial Dashboard



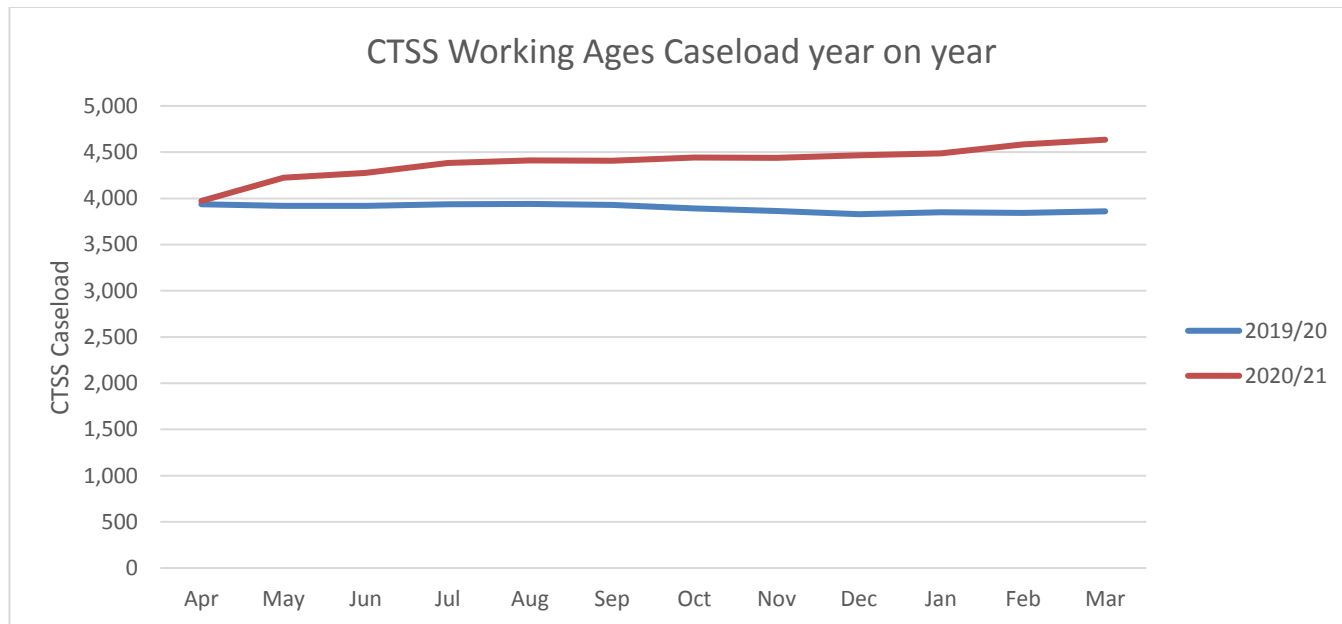
The NDR graph above shows the total amount of NDR bills raised in 2020/21 and the actual receipts received up to the end of March. For 2020/21 Central Government introduce significant reliefs for the retail and hospitality sector, which has reduced the annual billing by £21.151m. District Councils are being compensated for these reliefs in line with the normal grant income received via the Business Rate Retention Scheme. The Council tax graph below provides the same analysis.

### Collection of Council Tax



Council tax collection rates during the initial phases of lockdown have not reduced significantly compared to 2019/20. However, into 21/22 the potential impact of the furlough scheme ending may have a significant impact on residence's ability to pay, if as anticipated, businesses are not able to continue to employ people at the pre-covid 19 levels.

### Council Tax Support Scheme



The graph above shows the increase in Council Tax Support Scheme caseload, this is an increase of 15.3%.

### Outstanding Miscellaneous Debt Overdue for Payment

Due to the Covid 19 pandemic the decision was taken to suspend debt recovery in support of the unusual circumstances of the whole economy in lock down, this has had a significant impact on the level of miscellaneous debt outstanding as at 31<sup>st</sup> March is £3.526m (December 2020, £2.166m).

Over 90% of the debt is made up as follows:

Department	Amount Owed £m
3C Share Services	0.775
Commercial Estates	1.490*
Housing	0.471
Operations	0.742

\*£662k has since been paid for commercial estates in relation to the Oaktree Centre

Bad debt provision for commercial estates has been provided for of £228k to reflect what is at risk of non-payment in 21/22.