

A meeting of the **CABINET** will be held as a **REMOTE MEETING VIA ZOOM** on **THURSDAY, 11 FEBRUARY 2021** at **6:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1. MINUTES (Pages 5 - 6)

To approve as a correct record the Minutes of the meeting held on 21st January 2021.

Contact Officer: H Peacey - (01223) 752548

2. MEMBERS' INTERESTS

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

Contact Officer: Democratic Services - (01223) 752548

3. FINAL 2021/22 REVENUE BUDGET AND MEDIUM TERM FINANCIAL STRATEGY (2022/23 TO 2025/26) INCLUDING THE CAPITAL PROGRAMME (Pages 7 - 118)

To receive and recommend to Council the Final Budget 2021/22 and Medium-Term Financial Strategy 2022/23 to 2025/26 and the Plan-on-a-Page.

Executive Councillor: J A Gray

Contact Officer: C Edwards - (01480) 388822

4. 2021/22 TREASURY MANAGEMENT, CAPITAL AND INVESTMENT STRATEGIES (Pages 119 - 176)

To consider and recommend to Council the approval of the 2021/22 Treasury Management, Capital and Investment Strategies and the Minimum Revenue Provision Statement.

Executive Councillor: J A Gray.

Contact Officer: C Edwards - (01480) 388822

5. COMMUNITY INFRASTRUCTURE LEVY SPEND ALLOCATION (Pages 177 - 204)

To receive a report from the Service Manager (Growth) seeking the Cabinet's agreement on infrastructure projects to be funded in whole or in part by an amount of the Community Infrastructure Levy (CIL) monies received to date.

Executive Councillor: J Neish.

Contact Officer: C Burton - (01223) 616841

6. CIVIL PARKING ENFORCEMENT (Pages 205 - 360)

To receive a report from the Head of Operations seeking amendments to the Council's Off Street Parking Strategy which in 2018 decided not to progress the civil enforcement of on-street parking offences in Huntingdonshire.

Executive Councillor: Mrs M Beuttell.

Contact Officer: G McDowell - (01480) 388386

7. ELECTRIC VEHICLE CHARGING (Pages 361 - 418)

To receive a report from the Head of Operations to enhance Electric Vehicle charging in the Council's off street car parks.

Executive Councillor: Mrs M Beuttell.

Contact Officer: G McDowell - (01480) 388386

8. CORPORATE PERFORMANCE REPORT 2020/21, QUARTER 3 (Pages 419 - 460)

To receive a report from the Business Intelligence & Performance Manager outlining the delivery of the Corporate Plan 2018/22 and project delivery.

Executive Councillor: J Neish.

Contact Officer: D Buckridge - (01480) 388065

9. FINANCIAL PERFORMANCE REPORT 2020/21, QUARTER 3 (Pages 461 - 502)

To receive a report from the Chief Finance Officer presenting details of the Council's projected financial performance for 2020/21.

Executive Councillor: J Gray.

Contact Officer: C Edwards - (01480) 388822

3rd day of February 2021



Disclosable Pecuniary Interests and Non-Statutory Disclosable Interests

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

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Please contact Mrs Habbiba Peacey, Democratic Services Officer, Tel No: (01223) 752548 / e-mail: Habbiba.Peacey@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 Cabinet.

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

Agenda and enclosures can be viewed on the [District Council's website](#), together with a link to the Broadcast of the meeting.

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held as a Remote Meeting via Zoom on Thursday, 21 January 2021

PRESENT: Councillor R Fuller – Chairman.

Councillors Mrs M L Beuttell, S Bywater, J A Gray,
D N Keane, J Neish and K I Prentice.

IN ATTENDANCE: Councillors J M Palmer and D M Tysoe.

47 MINUTES

The Minutes of the meeting held on 10th December 2020 were approved as a correct record and signed by the Chairman.

48 MEMBERS' INTERESTS

No declarations were received.

49 ECONOMIC GROWTH STRATEGY

Consideration was given to a report prepared by the Economic Development Officer (a copy of which is appended in the Minute Book) setting out the Council's economic agenda over the next five years.

In introducing the report, the Economic Development Officer reported that the Strategy sought to refocus and reset the agenda over the next five years, helping to support recovery and enable growth within the local economy. He then went on to report that the Strategy provided an opportunity to attract new skills into the area, enhance the town centres and support economic growth for all including specialist and niche activity within the District.

Reference was made to the many benefits that the Strategy would achieve including the creation of local jobs and increased business rates which would enable future reinvestment back into the District. Comment was also made on the locality of Huntingdonshire being close to numerous key logistical transport routes such as the A1, A14 and M11.

In noting the views of the Overview and Scrutiny Panel (Performance and Growth) and having commended Officers for the production of a comprehensive report, it was

RESOLVED

that the content of the Economic Growth Strategy and the actions within the first 12 months be approved by the Cabinet together with the principle of an annual review of the Strategy implementation, upon each anniversary.

50 CONSULTATION BY NATIONAL AIR TRAFFIC SERVICE - LUTON AIRPORT FLIGHT PATH CHANGES

(Councillor D M Tysoe, Chairman of the Overview and Scrutiny Panel (Customers and Partnerships) was in attendance for this item).

With the aid of a report prepared by the Operational Manager (People) the Cabinet received an outline of the current consultation exercise being undertaken by the National Air Traffic Service (NATS) in respect of proposed changes to the incoming flightpaths to Luton Airport and the associated holding zone.

In introducing the report, the Executive Councillor for Leisure and Regulatory Services reported that the consultation would seek to create a dedicated holding zone for Luton's air traffic, replacing the current holding zones shared with Stansted traffic. The proposed holding zone for Luton's air traffic zone would be to the south of Huntingdonshire broadly affecting the line of the A1 road from St Neots to Alconbury. He then went on to express his view that a full detailed response from the Council should be submitted outlining the local impact, particularly around noise. The Operational Manager (People) then went on to report that numerous consultation responses had been copied to the District Council by interested parties, including the Town and Parish Councils which would be taken into account if the Cabinet agreed to submit its own response to the consultation.

Councillor D M Tysoe, Chairman of the Overview and Scrutiny Panel (Customers and Partnerships) reported that a presentation had been delivered by the NATS consultation team at its meeting on 7th January 2021 and drew attention to the comments outlined in section 3 of the report. The Panel had expressed their dissatisfaction over a number of aspects including the absence of data to demonstrate the impact of the holding area upon alternative location options, the lack of transparency around the need for the proposals and the omission of information surrounding noise levels associated with aircraft flying at different altitudes. In concurring with the comments made by the Overview and Scrutiny Panel (Customers and Partnerships) and following a brief discussion on the stacking of holding zones, the Cabinet

RESOLVED

- (a) that a formal response from the Council to the NATS consultation is appropriate; and
- (b) that the Chief Operating Officer, in consultation with the Executive Councillor for Leisure and Regulatory Services, be approved to make a formal response to the consultation on behalf of the Council.

Chairman

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Final 2021/22 Revenue Budget and Medium Term Financial Strategy (2022/23 to 2025/26); including the Capital Programme
Meeting/Date:	Cabinet – 11th February 2021
Executive Portfolio:	Executive Councillor for Strategic Resources
Report by:	Chief Finance Officer
Wards affected:	All

Executive Summary:

In order for the Council to:

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

Consequently, this report sets out the final budget for 2021/22 and the revised MTFS for the period 2022/23 to 2025/26 for Cabinet approval.

The Budget includes relevant savings, income and growth proposals, implications of the Provisional Financial Settlement and the impact of Covid 19, together with a planned Council Tax freeze for 2021/22 and then 2.6% for the duration of the MTFS. The budget also includes the Capital Programme 2021/22 to 2025/26.

The Final Budget 2021/21 gives a Net Service Expenditure Budget of £20.7m; the detailed Final Budget 2021/22 and MTFS is shown at **Appendix 1**.

For 2021/22, the adjustments increase the contribution to Reserves; over the MTFS period the budget gap by 2025/26 is £0.4m, some £100k less than last year. The 'Plan on a Page' at **Appendix 2** has now been updated to reflect the final budget.

Recommendations:

That the Cabinet recommends to Council the approval of the:

- overall Final Budget 2021/22 and MTFS 2022/23 to 2025/26 (**Appendix 1**, this includes the Revenue Budget at Section 2 and the Capital Programme at Section 3)
- the "Plan-on-a-Page" (**Appendix 2**)

1. PURPOSE OF THE REPORT

1.1 To provide Cabinet with the detail of the Final Budget and MTFS for consideration. The report sets out:

- any changes that have occurred since the Draft Budget and MTFS was approved.
- impacts on reserves.
- level of Council Tax.
- consideration of the Resolution that will be presented to Full Council on the 24 February 2021.
- risks associated with the budget and relevant sensitivity analysis.

2. BACKGROUND

2.1 In respect of 2021/22, the Draft Budget shows:

- a Draft 2021/22 Budget with Net expenditure of £20.6m and a Budget Requirement of £21.5m,
- an MTFS that has a profiled decrease in the Budget Requirement to £19.9m by 2025/26.
- a Capital Programme of £18.2m for 2021/22, that reduces to £3.8m by 2025/26; with net internal funding of £3.0m and £0.4m respectively.

2.2 In respect of 2021/22, the Draft Budget included:

- savings and additional income of £0.897m.
- growth of £3.75m.
- the provisional finance settlement of £2.1m in respect of New Homes Bonus and no Revenue Support Grant.
- an estimate of £6.1m for Business Rates related income and the Collection Fund.

3. SUMMARY BUDGET 2021/22 AND MEDIUM-TERM FINANCIAL STRATEGY 2022/23 TO 2025/26

3.1 The 2021/22 Budget and Medium-Term Financial Strategy is shown in **Table 2**.

	Council Services Net Expenditure Budget (2020/21) and MTFS						
	2020/21		2021/22	Medium Term Financial Strategy			
	Budget	Forecast (December)	Budget	2022/23	2023/24	2024/25	2025/26
	£000	£000	£000	£000	£000	£000	£000
Chief Operating Officer	4,425	4,330	4,435	4,616	4,687	4,860	4,998
Assistant Director Transformation	401	303	383	277	491	464	474
Assistant Director Corporate Resources	5,899	5,390	7,025	7,172	6,933	6,900	6,835
Head of Leisure & Health	(215)	579	522	(30)	(108)	(221)	(114)
Head of Operations	3,347	4,037	4,407	3,777	3,546	3,670	3,779
Head of 3C's ICT Shared Service	2,139	2,128	2,253	2,286	2,351	2,418	2,486
Corporate Leadership Team	603	731	619	631	643	656	668
Programmes Delivery Manager	70	36	71	72	74	75	77
Housing Manager	177	208	180	183	186	189	192
Planning Manager	842	745	791	858	877	927	946
Net Expenditure	17,688	18,487	20,686	19,842	19,680	19,938	20,341

	Council Funding Statement Budget (2020/21) and MTFS						
	2020/21		2021/22	Medium Term Financial Strategy			
	Budget	Forecast (December)	Budget	2022/23	2023/24	2024/25	2025/26
	£000	£000	£000	£000	£000	£000	£000
Net Expenditure	17,688	18,487	20,686	19,842	19,680	19,938	20,341
Contribution to/(from) Earmarked Reserves:	0						
- Commercial Investment Strategy	2,212	2,212				0	0
General Reserves	(1,256)	(1,149)	776	(1,145)	(923)	(598)	(436)
Budget Requirement	18,644	19,550	21,462	18,697	18,757	19,340	19,905
Non-Domestic Rates	(6,674)	(6,674)	(6,080)	(6,644)	(6,829)	(7,096)	(7,370)
Non-Domestic Rates (Growth Pilot)	0	0	0	0	0	0	0
S31 Grant	(1,579)	(2,403)	(2,176)	(2,213)	(2,250)	(2,287)	(2,287)
Revenue Support Grant (RSG)	0	0	0	0	0	0	0
Fair Funding Review Adjustment	82	0	82	163	245	326	408
New Homes Bonus	(2,212)	(2,212)	(2,014)	(427)	0	0	0
Collection Fund (Surplus) / Deficit	907	907	(296)	0	0	0	0
Council Tax Support Funding			(189)				
Income Compensation Scheme (Q1)			(595)				
Covid 19 Funding (tranche 5)			(758)				
Local Tier Service Grant			(195)				
Council Tax Requirement	9,168	9,168	9,241	9,576	9,923	10,283	10,656
- Base (*)	62,854	62,854	63,355	63,989	64,628	65,275	65,927
- Per Band D	145.86	145.86	145.86	149.65	153.54	157.54	161.63
- Increase £			£ -	£ 3.79	£ 3.89	£ 3.99	£ 4.10
- Increase %			0.00%	2.60%	2.60%	2.60%	2.60%

Impact on Reserves

- 3.2 Surpluses (or deficits) in funding are adjusted via contributions to or from reserves; in the Council's Funding Statement (**Table 2**) this is shown against the line entitled "General Reserves". For the 2021/22 budget there is a budgeted surplus of £0.776m. However, from 2022/23 to the end of the MTFS period there is a budget gap. Due the impact of the Covid 19 pandemic on the Council's finances, the NHB receipts from 2020/21 have been allocated to the General Fund; this is a change in the Council's desire to show a self-financing position, this is still being achieve by the end of the MTFS. Any NHB not utilised will still be transferred into the Commercial Investment Reserves.
- 3.3 Over the MTFS period the budget gap by 2025/26 is £0.436m, a reduction of £0.1m than shown in 2020/21.
- 3.4 As shown in **Table 3** below, the funding gap from 2022/23 can be met from the Budget Surplus Reserve whilst at the same time ensuring that the General Fund Reserve stays at the Councils agreed minimum level of reserves; £2.715m. It is fair to conclude that the Councils budget is balanced over the medium term; however it should be noted that if the Council chooses to use reserves to meet

a budget gap this must be viewed as short term bridging finance, whereas if reserves were used to invest in the local community or to acquire assets or invest in opportunities that would either generate income or reduce expenditure this would be a medium to long term investment.

	Reserves and MTFS						
	2020/21		2021/22	Medium Term Financial Strategy			
	Budget £000	Forecast £000	Budget £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
GENERAL FUND (Unallocated) RESERVE							
b/f	2,525	2,534	2,175	2,175	2,175	2,175	2,175
Contribution to Reserve	0	0	0	0	0	0	0
Contribution from Reserve	(1,256)	(1,149)	776	(1,145)	(923)	(598)	(436)
Contribution from(to) Budget Surplus	1,384	790	(776)	1,145	923	598	436
c/f	2,653	2,175	2,175	2,175	2,175	2,175	2,175
Net Expenditure	17,688	18,487	20,686	19,842	19,680	19,938	20,341
Minimum Level of Reserves	2,592	2,175	2,175	2,175	2,175	2,175	2,175
BUDGET SURPLUS RESERVE							
b/f	3,031	4,774	3,984	4,760	3,615	2,692	2,094
Contribution to Reserve	0	0	0	0	0	0	0
Contribution from Reserve	0	0	0	0	0	0	0
Contribution from (to) General Fund	(1,384)	(790)	776	(1,145)	(923)	(598)	(436)
Contribution from (to) CIS Reserve			0	0	0	0	
Contribution from (to) Earmarked Reserves	(58)						
c/f	1,589	3,984	4,760	3,615	2,692	2,094	1,658
COMMERCIAL INVESTMENT RESERVE							
b/f	3,536	3,382	3,186	3,186	3,186	3,186	3,186
Contribution to Reserve (former NHB)		0	0	0	0	0	0
Contribution from Reserve	(38)	(196)	0	0	0	0	0
Contribution from (to) General Fund	0	0	0	0	0	0	0
Contribution from (to) Budget Surplus Reserve	0	0	0	0	0	0	0
c/f	3,498	3,186	3,186	3,186	3,186	3,186	3,186

4. PLAN-ON-A-PAGE 2021/22 TO 2025/26

4.1 Since 2015/16 the Council has adopted a strategy known as 'Plan on a Page' which sets out the Council's financial strategy. **Section 3** has shown that the Council continues to face challenges over the medium term in its obligations to provide cost-effective services. **Appendix 2** shows the 2021/22 "Plan-on-a-Page" and the strategic resource plan that will be followed in order to achieve the Council's financial objectives. The savings required (budget gap) has reduced to £0.436m by the end of the MTFS (2025/26) – a reduction of £0.1m when compared to last years "Plan on a Page". **Table 3** below gives a summary of the budget changes:

Table 3		Budget Changes that have reduced the “Plan on a Page” Forecast Savings Required	
			£m
2020/21 Budget and MTFS – Forecast Savings Required			0.5
Income Generation	Council Tax & Base	0.249	
	Commercialisation	0.000	
	Funding Changes	(0.972)	(0.723)
Efficiencies & Growth	Budget Review	0.200	
	Service Growth	0.447	
	Transformation Savings	0.000	0.647
2020/21 Budget and MTFS – Forecast Savings Required			0.4

5. ROBUSTNESS OF THE 2021/22 BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY 2022/23 TO 2025/26

5.1 The Council’s Responsible Financial Officer (S.151) must make a statutory statement in respect of the Budget and reserves.

5.2 Section 8 of **Appendix 1** provides considerable discussion in respect of Risks that both the Council and the wider local government community face at this time of continued public sector austerity. In addition, sensitivity analysis is applied against these risks and their impact on General Fund reserves is assessed. In summary, the key findings are:

- i. In 2021/22 an excess budget requirement is achieved which makes a direct contribution to Reserve of £0.776m.
- ii. If the Council was to utilise only the General Fund and Budget Surplus Reserves, based on the assumptions in the current MTFS, the Council would be able to maintain a minimum level of General Fund (Unallocated) Reserves based on a Pessimistic or Middle-Way view.
- iii. Over the 5 years of the MTFS (next year and the subsequent four years) the total net contribution from reserves is £2.3m.

5.3 Considering all the factors noted within the “Robustness” statement in respect of the 2021/22 Budget, it is considered that the combination of the:

- Councils commitment to continue to find service efficiencies,
- the direction of travel in relation to governance,
- the clear indication to invest in services,
- it’s prudent position relating to income recognition (including raising Council Tax), and

.....the budget proposed for 2021/22 should not give Members any significant concerns over the Council’s financial position.

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

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

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

6. COMMENTS OF OVERVIEW & SCRUTINY

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

7. KEY IMPACTS / RISKS

- 7.1 The setting of the budget and the Council Tax will directly impact on how Council services are to be delivered to both the residents and businesses of Huntingdonshire. Consequently the delivery of the 2021/22 Budget, when approved, will be proactively managed via the Council's budgetary monitoring processes throughout the year. In addition to the budget itself, it is essential that the Council maintains adequate reserves to ensure that it has an effective safety net to meet unforeseen risks.

8. TIMETABLE FOR IMPLEMENTATION

- 8.1 The 2021/22 Budget forms an integral part of the service planning process for 2021/22 and therefore actions and timescales required to ensure savings are achieved and service spending is in line with the approved budget will be contained within the final service plans.

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

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

- Becoming a more efficient and effective Council.

- 9.2 This will assist the Council to:

- Become more efficient in the way we deliver services providing value for money services.

10. LEGAL IMPLICATIONS

- 10.1 As per the Sections 31A and 42A of the Local Government Finance Act 1992, the Council is required to set a balanced budget. This is achieved for 2021/22 so the setting of the Council Tax at the level mentioned within the report is appropriate.

11. RESOURCE IMPLICATIONS

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

12. OTHER IMPLICATIONS

12.1 All implications are contained within the body of the report.

13. REASONS FOR THE RECOMMENDED DECISIONS

- 13.1 To enable Cabinet to approve and understand:
- the 2021/22 Budget and MTFS
 - The risks and impacts included within 2021/22 Budget and MTFS.

14. LIST OF APPENDICES INCLUDED

Appendix 1: 2021/22 Final Budget & Medium-Term Financial Strategy
2022/23 to 2025/26.


Appendix 2: Plan on a Page.

BACKGROUND PAPERS

Working papers in Resources; Accountancy Services

CONTACT OFFICER

Claire Edwards, Chief Finance Officer

 01480 388822

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FINAL
2021/22 Budget
&
Medium Term Financial
Strategy
2022/23
To
2025/26

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1.0 STRATEGIC BUDGET SUMMARY

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

1.1.1 Over the Autumn of 2020, Portfolio holders were challenged to review their budgets with respective senior officers in understanding the impact of the Covid 19 Pandemic on the forthcoming financial year (2021/22) and the MTFS period (2022/23 to 2025/26) and how any impact could be mitigated by any potential savings or efficiencies in delivery of services.

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

1.1.3 In addition the Council also generates income from corporate activity; this mainly focuses on:

- Treasury Management; which has been considerably less than in recent years because of the current extremely low interest rate environment.
- Commercial Estates; whereby the Council is proactively developing its commercial estate activity to develop for the Council a medium to long term revenue stream.

1.1.4 However, the challenge for this budget was to understand the continued, unavoidable pressures that the Council will continue to face, as we emerge from the social and economic fallout the pandemic has caused. Therefore, previous assumptions have been reviewed and challenged considering the uncertainty around the Local Government Financial settlement beyond 21/22.

1.1.5 Growth has appeared within the budget for one of four reasons:

- Inflation on employee costs and business rate changes
- Employees increment related growth
- Non-employee budgets non-controllable growth (unavoidable)
- Controllable growth

1.1.6 All of the savings, income generation and growth are summarised in the service budget pages later in this report. The total Service Proposals for 2021/22 are £2.86m and **Table 1** below shows how this is allocated by service.

Table 1	Service Savings and Growth Proposals		
	Budget Savings	Budget Growth	Total
	£000	£000	£000
Chief Operating Officer	(80)	87	8
Assistant Director Transformation	0	30	30
Assistant Director Corporate Resources	(151)	868	717
Head of Leisure & Health	(569)	1,476	907
Head of Operations	(96)	1,189	1,093
Head of 3C's ICT Shared Service	0	104	104
Planning Manager	(1)	2	1
Total	(897)	3,757	2,860

- **Commercial Investment Strategy**

1.1.7 A key part of the Council's previous Budget strategy has been the Commercial Investment Strategy (CIS), as approved by the Council in 2015. Although the Commercial Investments still contributes a significant proportion of income to our budgets, the property market remains challenging, never more so in the current climate. A change in investment emphasis over the next year in that acquisitions/investments are more likely to be focused on the redevelopment of Market Towns and housing related propositions. Due to the impact on the property market of Covid 19, retail and office space, it is difficult to predict how the market will emerge from this pandemic. The current profile of CIS related income is around the £4.5m and £4.9m per annum and is shown in **Table A** below.

CIS Investment Type	Gross Income: Commercial Investment Strategy											
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Budget	Medium Term Financial Strategy				
	£'000	£'000	£'000	£'000	£'000	£'000	2021/22	2022/23	2023/24	2024/25	2025/26	
Pre CIS Commercial Property Investments	(1,930)	(1,922)	(2,022)	(2,297)	(2,326)	(2,308)	(2,098)	(2,102)	(2,092)	(1,977)	(1,973)	
New CIS Commercial Property Investments	(31)	(509)	(785)	(1,242)	(2,460)	(2,163)	(2,492)	(2,432)	(2,468)	(2,817)	(2,821)	
"To be acquired" CIS Commercial Property Investments	0	10	(2,232)	(1,775)								
Total Commercial Property Investments	(1,961)	(2,421)	(5,039)	(5,314)	(4,786)	(4,471)	(4,590)	(4,534)	(4,560)	(4,794)	(4,794)	
Property Fund	(20)	(111)	(162)	(162)	(169)	(169)	(162)	(162)	(162)	(162)	(162)	
Total CIS Income	(1,981)	(2,532)	(5,201)	(5,476)	(4,955)	(4,640)	(4,752)	(4,696)	(4,722)	(4,956)	(4,956)	

- **Capital – Revenue Implications**

1.1.8 The revenue budget contains any implications from the proposed capital programme for 2021/22 and the MTFs, whether that will be savings because of investment, additional running costs or the cost of borrowing (Minimum Revenue Provision).

- **Summary Impact of all budget changes – comparing Final Budget 2020/21 to Final Budget 2021/22**

1.1.9 Overall, the revenue changes to the budget in respect of Savings & Additional Income, Service Growth and Capital have resulted in a net increase in the Council's budget of £2.998m (14%) when compared to the 2020/21 Original Budget and an increase of £2.199m (11%) when compared to the December 2020/21 Forecast Outturn. A service by service summary is shown in **Table 2** below.

Service	Summary of Total Budget Movements (Original Budget for 2020/21 to Base Budget 2021/22)											
	2020/21		Previously Approved Adjustments	2021/22				Inflation	Other Operational Adjustments	Proposed Budget	Variance	
	Forecast Outturn	Original Budget		Growth	Savings	Increased Income	Linked to Capital				To 2020/21 Forecast	To 2020/21 Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	%	%	
Chief Operating Officer	4,330	4,425	85	87	(64)	(16)	0	135	(218)	4,435	2%	0%
Assistant Director Transformation	303	401	(117)	30	0	0	0	86	(18)	383	26%	(5%)
Assistant Director Corporate Resources	5,390	5,899	444	868	(107)	(44)	0	113	(149)	7,025	30%	19%
Head of Leisure & Health	579	(215)	(259)	1,476	(569)	0	0	123	(34)	522	(10%)	(343%)
Head of Operations	4,037	3,347	(77)	1,189	(96)	0	0	39	6	4,408	9%	32%
Head of 3C's ICT Shared Service	2,128	2,139	(57)	31	0	0	73	18	49	2,253	6%	5%
Corporate Leadership Team	731	603	0	0	0	0	0	16	0	619	(15%)	3%
Programmes Delivery Manager	36	70	0	0	0	0	0	1	0	71	98%	2%
Housing Manager	208	177	0	0	0	0	0	2	0	180	(14%)	2%
Planning Manager	745	842	(0)	2	(1)	0	0	14	(66)	791	6%	(6%)
Net Expenditure	18,487	17,688	18	3,684	(837)	(60)	73	548	(428)	20,686		
Forecast Outturn	18,487			2,199						20,686	11%	
Budget		17,688		2,998						20,686		14%

1.2 Corporate and Government Funding

- **Government Grant**

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

- New Homes Bonus (NHB), on the 18th December the Government provisionally made an announcement in respect of New Homes Bonus and that the 2021/22 settlement is expected be £2.12m, this is £1.1m more than expected in the 2020/21 MTFS. The Government's intention is to phase out the grant gradually being reduced to zero by 2023/24.
- On the 18th December, the Government provisionally confirmed that the Revenue Support Grant (RSG) 2021/22 would be zero, this was in line with what was expected. In the 2020/21 MTFS it was expected that the council would be in a negative RSG position from 2020/21 onwards. However, it is now largely expected that the Government would not enforce this position but would consider the grant to remain at zero. As the final decision is likely to be a part of the Fair Funding Review, the 2021/22 MTFS still provides for negative payments of RSG/Fair Funding Review of £82k for 2021/22 up to £408k by 2025/22 as a prudent measure.

Council Tax and Business Rates

1.2.2 There is an assumption within the 2021/22 Budget that there will be a Council Tax freeze and from 22/23 over the remaining term of the MTFS Council Tax will be increased by 2.6% per annum. Therefore, the Council Tax for 2021/22 will be £145.86 per Band D equivalent property. Members should note that when the Local Government Financial Settlement was announced, this confirmed the Council Tax threshold (also known as the Referendum Limit) as "the higher of 2% or £5" for a Band D property.

1.2.3 A Council Tax freeze is in line with what current local indicators show in respect of wage decrease (-0.3% Cambridgeshire April 19 to April 20)* and pensions increases (estimated 2.5% 2021/22)*.

* Source: UK government data

1.2.4 The Council receives 40% of the Business rates collected and, after allowing for the tariff payment, it estimates this to be £6.01m in 2021/22, this is a decrease of 10.7% from the previous year. The reduction assumes no growth within 2021/22 due to the uncertainty of businesses ability to survive once provision of furlough has been withdrawn. From 22/23, 2.5% has been allowed year on year over the MTFS period to reflect the annual inflation increases to the business rates multiplier.

Collection Fund (Surplus)/Deficit

1.2.5 The Collection Fund is the statutory account for the Council Tax and Business Rates income and the payments to preceptors of their respective shares. Any surplus or deficit on the Collection Fund at year end is distributed to the preceptors, as per legislation. The Council is required to make an estimate of the projected surplus or deficit of each component of the Collection Fund at

year end in order for the preceptors to bring their share of the surplus or deficit into the budget setting process.

- 1.2.6 For the purposes of budget setting the Council Tax element of the estimated year end position of the Collection Fund is shown in **Table 3** below along with the share that is apportioned to the Council.

Table 3	Collection Fund Estimated Surplus 2020/21	
	(Surplus)/Deficit £000	HDC Share £000
Council Tax	(2,183)	(296)
Total	(2,183)	(296)

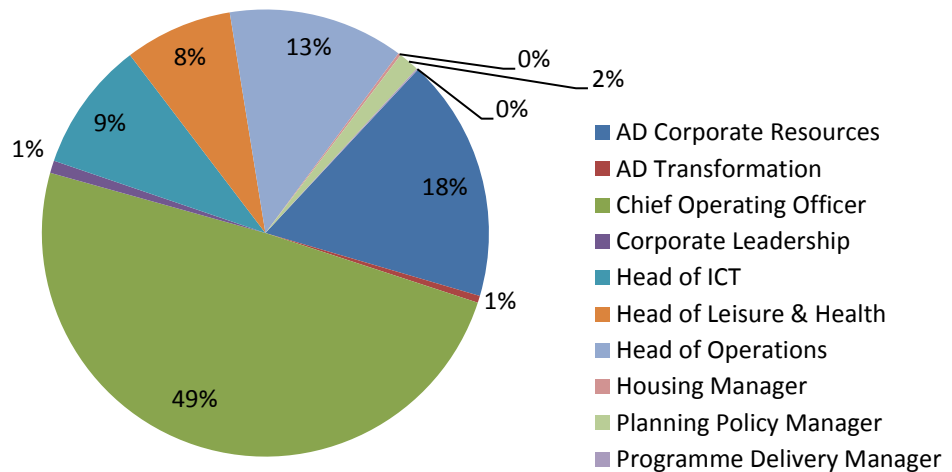
1.3 Summary Budget

1.3.1 Considering the 0% increase in Council Tax for 2021/22 and over the MTFS period, this results in the funding statement shown in **Table 4** and **Table 5** below.

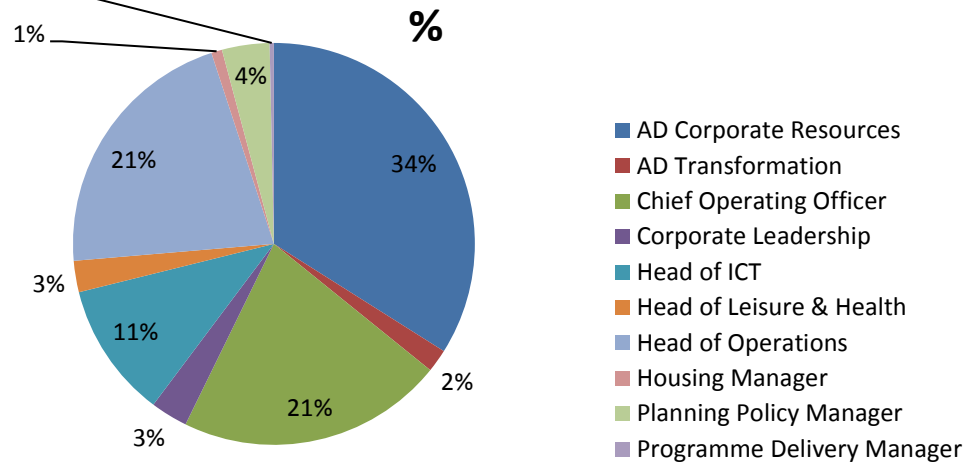
Table 4	Council Services Net Expenditure Budget (2020/21) and MTFS						
	2020/21		2021/22	Medium Term Financial Strategy			
	Budget	Forecast (December)	Budget	2022/23	2023/24	2024/25	2025/26
	£000	£000	£000	£000	£000	£000	£000
Chief Operating Officer	4,425	4,330	4,435	4,616	4,687	4,860	4,998
Assistant Director Transformation	401	303	383	277	491	464	474
Assistant Director Corporate Resources	5,899	5,390	7,025	7,172	6,933	6,900	6,835
Head of Leisure & Health	(215)	579	522	(30)	(108)	(221)	(114)
Head of Operations	3,347	4,037	4,407	3,777	3,546	3,670	3,779
Head of 3C's ICT Shared Service	2,139	2,128	2,253	2,286	2,351	2,418	2,486
Corporate Leadership Team	603	731	619	631	643	656	668
Programmes Delivery Manager	70	36	71	72	74	75	77
Housing Manager	177	208	180	183	186	189	192
Planning Manager	842	745	791	858	877	927	946
Net Expenditure	17,688	18,487	20,686	19,842	19,680	19,938	20,341

Table 5	Council Funding Statement Budget (2020/21) and MTFS						
	2020/21		2021/22	Medium Term Financial Strategy			
	Budget	Forecast (December)	Budget	2022/23	2023/24	2024/25	2025/26
	£000	£000	£000	£000	£000	£000	£000
Net Expenditure	17,688	18,487	20,686	19,842	19,680	19,938	20,341
Contribution to/(from) Earmarked Reserves:	0						
- Commercial Investment Strategy	2,212	2,212				0	0
General Reserves	(1,256)	(1,149)	776	(1,145)	(923)	(598)	(436)
Budget Requirement	18,644	19,550	21,462	18,697	18,757	19,340	19,905
Non-Domestic Rates	(6,674)	(6,674)	(6,080)	(6,644)	(6,829)	(7,096)	(7,370)
Non-Domestic Rates (Growth Pilot)	0	0	0	0	0	0	0
S31 Grant	(1,579)	(2,403)	(2,176)	(2,213)	(2,250)	(2,287)	(2,287)
Revenue Support Grant (RSG)	0	0	0	0	0	0	0
Fair Funding Review Adjustment	82	0	82	163	245	326	408
New Homes Bonus	(2,212)	(2,212)	(2,014)	(427)	0	0	0
Collection Fund (Surplus) / Deficit	907	907	(296)	0	0	0	0
Council Tax Support Funding			(189)				
Income Compensation Scheme (Q1)			(595)				
Covid 19 Funding (tranche 5)			(758)				
Local Tier Service Grant			(195)				
Council Tax Requirement	9,168	9,168	9,241	9,576	9,923	10,283	10,656
- Base (*)	62,854	62,854	63,355	63,989	64,628	65,275	65,927
- Per Band D	145.86	145.86	145.86	149.65	153.54	157.54	161.63
- Increase £			£ -	£ 3.79	£ 3.89	£ 3.99	£ 4.10
- Increase %			0.00%	2.60%	2.60%	2.60%	2.60%

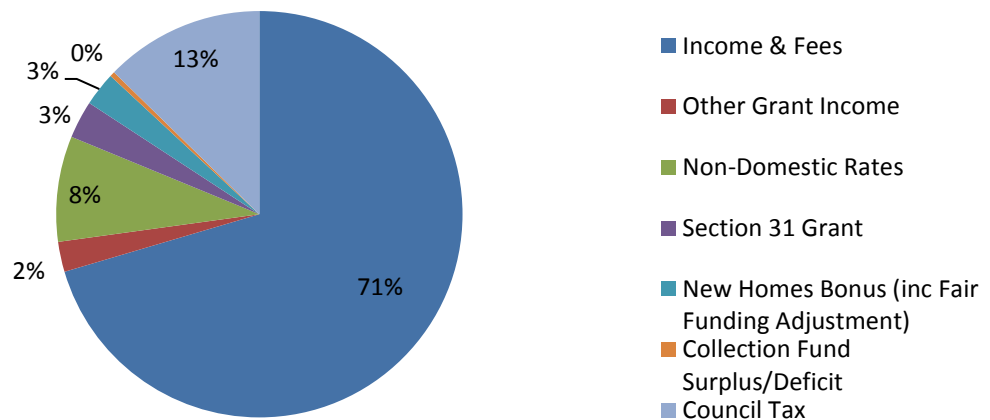
Gross Expenditure by Service 2021/22



Net Expenditure by Service 2021/22



How Services are Paid for in 2021/22



1.4 Revenue Reserves

1.4.1 The impact on the General Fund Reserve of the grant settlement from Government, the Council's policy to increase Council Tax and the savings, income and growth built into the budget 2021/22 and MTFS is shown in **Table 6** below.

Table 6	Reserves and MTFS						
	2020/21		2021/22 Budget £000	Medium Term Financial Strategy			
	Budget £000	Forecast £000		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
GENERAL FUND (Unallocated) RESERVE							
b/f	2,525	2,534	2,175	2,175	2,175	2,175	2,175
Contribution to Reserve	0	0	0	0	0	0	0
Contribution from Reserve	(1,256)	(1,149)	776	(1,145)	(923)	(598)	(436)
Contribution from(to) Budget Surplus	1,384	790	(776)	1,145	923	598	436
c/f	2,653	2,175	2,175	2,175	2,175	2,175	2,175
Net Expenditure	17,688	18,487	20,686	19,842	19,680	19,938	20,341
Minimum Level of Reserves	2,592	2,175	2,175	2,175	2,175	2,175	2,175
BUDGET SURPLUS RESERVE							
b/f	3,031	4,774	3,984	4,760	3,615	2,692	2,094
Contribution to Reserve	0	0	0	0	0	0	0
Contribution from Reserve	0	0	0	0	0	0	0
Contribution from (to) General Fund	(1,384)	(790)	776	(1,145)	(923)	(598)	(436)
Contribution from (to) CIS Reserve			0	0	0	0	
Contribution from (to) Earmarked Reserves	(58)						
c/f	1,589	3,984	4,760	3,615	2,692	2,094	1,658
COMMERCIAL INVESTMENT RESERVE							
b/f	3,536	3,382	3,186	3,186	3,186	3,186	3,186
Contribution to Reserve (former NHB)		0	0	0	0	0	0
Contribution from Reserve	(38)	(196)	0	0	0	0	0
Contribution from (to) General Fund	0	0	0	0	0	0	0
Contribution from (to) Budget Surplus Reserve	0	0	0	0	0	0	0
c/f	3,498	3,186	3,186	3,186	3,186	3,186	3,186

2.0 REVENUE OPERATIONAL BUDGETS AND MEDIUM TERM FINANCIAL STRATEGY

Table 7

2.1 Subjective Analysis of Spend and Income

Huntingdonshire District Council								
Actuals 2019/20	Subjective Analysis : Controllable Only		2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget
£			£	£	£	£	£	£
0	Income & Fees	Commuted sums	(151)	(151)	(151)	(151)	(151)	(151)
(20,338)		Fees & charges	(17,678)	(14,796)	(15,698)	(16,352)	(16,579)	(16,607)
(30,373)		Government grants	(26,119)	(27,018)	(15,677)	(15,676)	(15,676)	(15,676)
(531)		Interest Income	(533)	(533)	(533)	(533)	(533)	(533)
(3,178)		Other grants and contributions	(3,247)	(3,211)	(3,258)	(3,260)	(3,262)	(3,268)
(4,938)		Rent	(6,047)	(4,803)	(4,760)	(4,847)	(5,036)	(5,036)
(1,159)		Sales	(1,007)	(725)	(1,003)	(1,013)	(1,013)	(1,013)
(60,517)	Income & Fees Total		(54,782)	(51,236)	(41,080)	(41,832)	(42,250)	(42,284)
198	Employees	Employee Insurance	216	335	335	335	335	335
1,670		Hired Staff	358	326	301	301	301	301
1,533		National Insurance	1,658	1,682	1,725	1,778	1,833	1,886
274		Other staff costs	1,696	1,698	1,696	1,694	1,692	1,692
4,297		Pension	3,067	3,114	3,170	3,233	3,301	3,367
73		Recruitment	92	117	115	118	118	118
17,830		Salary	19,162	18,760	19,332	19,610	20,003	20,410
32		Services	36	36	36	36	36	36
398		Severance payments	169	171	152	152	152	152
181		Training	131	130	130	130	130	130
56		Uniform & laundry	45	38	44	45	45	45
26,545	Employees Total		26,630	26,407	27,036	27,431	27,945	28,472
790	Buildings	Energy Costs	897	816	850	850	848	848
27		Ground Maintenance Costs	14	14	15	14	14	14
207		Premises Cleaning	226	231	226	212	212	212
97		Premises Insurance	104	122	123	124	124	125
11		Rates	7	7	7	7	7	7
7		Rents	13	13	13	13	13	13
1,377		Rents Payable	1,349	1,478	1,682	1,589	1,589	1,629
606		Repairs & Maintenance	704	709	746	781	758	762
172		Water Services	155	174	155	155	155	155
3,294	Buildings Total		3,469	3,564	3,818	3,746	3,721	3,767
20	Supplies & Services	Catering	22	22	22	22	22	22
1,225		Communication and computing	1,115	1,111	1,179	1,177	1,178	1,178
5,752		Equipment, furniture & materials	3,858	2,745	2,479	2,448	2,404	2,404
0		Expenses	0	0	0	0	0	0
101		Insurance - service related	79	88	89	91	92	92
361		Members Allowances	402	417	417	417	417	417
496		Office expenses	408	449	475	475	475	475
1		Other staff costs	0	0	0	0	0	0
6		Premises Cleaning	0	0	0	0	0	0
5		Repairs & Maintenance	0	0	0	0	0	0
6,490		Services	6,488	6,284	5,926	6,233	6,461	6,327
14,456	Supplies & Services Total		12,373	11,116	10,588	10,863	11,049	10,915
9	Transport	Contract Hire & operating leases	19	19	19	19	19	19
47		Mileage Allowance	62	61	61	61	61	61
912		Operating Costs	917	922	922	922	922	922
(0)		Pool Car	31	34	34	34	34	34
25		Public Transport	25	25	25	25	25	25
175		Vehicle Insurance	173	204	204	204	204	204
5		Other Transport Costs	0	0	0	0	0	0
1,174	Transport Total		1,227	1,264	1,264	1,264	1,264	1,264
29,716	Benefit & Transfer Payments	Benefits	26,102	26,875	15,521	15,521	15,521	15,521
1,213		Contributions paid	1,061	1,061	1,061	1,061	1,061	1,061
0		Discretionary Relief	39	0	0	0	0	0
936		Grants	829	836	836	836	836	836
0		Irrecoverable V A T	106	106	106	106	106	106
425		Levies	408	408	408	408	408	408
91		Other Misc Payments	7	7	7	7	7	7
32,381	Benefit & Transfer Payments Total		28,550	29,292	17,938	17,938	17,938	17,938
0	Renewals Fund Contribution	Renewals Fund Contribution	58	58	58	58	58	58
0	Renewals Fund Contribution Total		58	58	58	58	58	58
(146)	Reserve-Revenue Transfers	Bad Debts Provision	167	187	187	177	177	177
0		Reserve-Revenue Transfers	(4)	34	34	34	34	34
(146)	Reserve-Revenue Transfers Total		163	221	221	211	211	211
17,187	Net Expenditure		17,688	20,686	19,843	19,679	19,937	20,340
77,704	Gross Service Expenditure		72,470	71,922	60,923	61,511	62,187	62,625
(60,517)	Gross Service Income		(54,782)	(51,236)	(41,080)	(41,832)	(42,250)	(42,284)
17,187	Net Service Expenditure		17,688	20,686	19,843	19,679	19,937	20,340
Budget Totals by Responsible Officer								
3,696	Chief Operating Officer		4,425	4,435	4,616	4,687	4,860	4,998
380	Assistant Director Transformation		401	383	277	491	464	474
5,430	Assistant Director Corporate Services		5,899	7,025	7,172	6,933	6,900	6,835
267	Head of Leisure & Health		(215)	522	(30)	(108)	(221)	(114)
3,419	Head of Operations		3,347	4,407	3,777	3,546	3,670	3,779
2,206	Head of 3C's ICT Shared Service		2,139	2,253	2,286	2,351	2,418	2,486
808	Corporate Leadership Team		603	619	631	643	656	668
19	Programmes Delivery Manager		70	71	72	74	75	77
139	Housing Manager		177	180	183	186	189	192
822	Planning Manager		842	791	858	877	927	946
17,187	Net Service Expenditure Total		17,688	20,686	19,843	19,679	19,937	20,340

2.2 Service Budgets by Head of Service

Table 8

Actuals 2019/20	Head of Service	Chief Operating Officer	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(4,375)	Income & Fees	Fees & charges	(4,072)	(3,925)	(3,763)	(3,785)	(3,776)	(3,776)
(29,830)		Government grants	(26,066)	(26,965)	(15,624)	(15,623)	(15,623)	(15,623)
(1)		Interest Income	0	0	0	0	0	0
(19)		Other grants and contributions	(3)	(3)	(3)	(3)	(3)	(3)
(126)		Rent	(110)	(110)	(110)	(110)	(110)	(110)
(15)		Sales	(7)	(7)	(7)	(7)	(7)	(7)
(34,365)	Income & Fees Total		(30,259)	(31,011)	(19,508)	(19,529)	(19,520)	(19,520)
181	Employees	Hired Staff	0	0	0	0	0	0
428		National Insurance	469	475	484	496	512	527
22		Other staff costs	23	23	23	23	23	23
745		Pension	815	824	830	845	864	881
22		Recruitment	0	0	0	0	0	0
4,548		Salary	4,989	5,028	5,055	5,131	5,258	5,364
2		Services	3	3	3	3	3	3
56		Severance payments	0	10	0	0	0	0
6		Training	5	6	6	6	6	6
3		Uniform & laundry	1	(1)	1	1	1	1
6,012	Employees Total		6,305	6,368	6,402	6,504	6,667	6,805
22	Buildings	Energy Costs	28	28	28	28	28	28
0		Ground Maintenance Costs	0	0	0	0	0	0
0		Premises Cleaning	0	0	0	0	0	0
0		Premises Insurance	0	0	0	0	0	0
(1)		Rents Payable	2	2	2	2	2	2
9		Repairs & Maintenance	18	18	18	18	18	18
42		Water Services	28	28	28	28	28	28
73	Buildings Total		76	76	76	76	76	76
2	Supplies & Services	Catering	1	1	1	1	1	1
113		Communication and computing	114	114	114	114	114	114
158		Equipment, furniture & materials	158	75	74	74	74	74
0		Expenses	0	0	0	0	0	0
0		Insurance - service related	0	0	0	0	0	0
52		Office expenses	13	75	75	75	75	75
1		Other staff costs	0	0	0	0	0	0
3		Repairs & Maintenance	0	0	0	0	0	0
483		Services	464	390	390	390	390	390
0		Uniform & laundry	0	0	0	0	0	0
812	Supplies & Services Total		750	656	655	655	655	655
0	Transport	Contract Hire & operating leases	0	0	0	0	0	0
14		Mileage Allowance	24	24	24	24	24	24
2		Operating Costs	10	7	7	7	7	7
33		Pool Car	21	24	24	24	24	24
5		Public Transport	9	9	9	9	9	9
5		Other Transport Costs	0	0	0	0	0	0
58	Transport Total		63	63	63	63	63	63
29,716	Benefit & Transfer Payments	Benefits	26,102	26,875	15,521	15,521	15,521	15,521
1,120		Contributions paid	984	984	984	984	984	984
302		Grants	253	253	253	253	253	253
0		Irrecoverable V A T	6	6	6	6	6	6
84		Other Misc Payments	0	0	0	0	0	0
31,222	Benefit & Transfer Payments Total		27,344	28,117	16,763	16,763	16,763	16,763
0	Renewals Fund Contribution	Renewals Fund Contribution	8	8	8	8	8	8
0	Renewals Fund Contribution Total		8	8	8	8	8	8
(116)	Reserve-Revenue Transfers	Bad Debts Provision	137	157	157	147	147	147
(116)	Reserve-Revenue Transfers Total		137	157	157	147	147	147
3,696	Net Expenditure		4,425	4,435	4,616	4,687	4,860	4,998
38,062	Gross Service Expenditure		34,684	35,446	24,124	24,217	24,380	24,518
(34,365)	Gross Service Income		(30,259)	(31,011)	(19,508)	(19,529)	(19,520)	(19,520)
3,696	Net Service Expenditure		4,425	4,435	4,616	4,687	4,860	4,998
89	Building Control		153	153	153	153	153	153
287	Business Team		278	274	279	285	291	297
52	Chief Operating Officer		103	128	130	133	135	138
1	Closed Churchyards		(13)	(13)	(13)	(13)	(13)	(13)
538	Community Team		541	581	588	595	612	620
55	Corporate Health & Safety		65	84	86	87	89	90
(135)	Council Tax Support		(122)	(116)	(115)	(114)	(114)	(114)
785	Customer Services		888	900	920	940	959	979
(429)	Development Management		(426)	(594)	(471)	(446)	(420)	(394)
247	Document Centre		176	192	185	188	192	196
20	Emergency Planning		12	12	12	12	12	12
99	Environmental Health Admin		144	132	129	131	134	137
327	Environmental Protection Team		375	384	393	401	409	417
79	Head of Community		0	0	0	0	0	0
0	Head of Customer Services		0	0	0	0	0	0
80	Head of Development		0	0	0	0	0	0
984	Housing Benefits		1,371	1,430	1,431	1,465	1,499	1,535
3	Housing Miscellaneous		26	27	28	30	31	33
952	Housing Needs		1,146	1,142	1,155	1,110	1,153	1,169
(128)	Licensing		(63)	(53)	(47)	(41)	(34)	(28)
(211)	Local Tax Collection		(228)	(228)	(228)	(228)	(228)	(228)
3,696	Net Service Expenditure		4,425	4,435	4,616	4,687	4,860	4,998

Table 9

Actuals 2019/20	Head of Service	AD Transformation	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
0	Income & Fees	Fees & charges	0	0	0	0	0	0
(12)		Government grants	0	0	0	0	0	0
0		Other grants and contributions	0	0	0	0	0	0
(12)	Income & Fees Total		0	0	0	0	0	0
4	Employees	Hired Staff	0	0	0	0	0	0
24		National Insurance	32	39	40	41	42	43
0		Other staff costs	0	0	0	0	0	0
37		Pension	47	61	62	63	65	66
0		Recruitment	5	5	5	5	5	5
209		Salary	377	366	264	266	237	244
0		Services	0	0	0	0	0	0
0		Training	10	8	8	8	8	8
0		Uniform & laundry	0	0	0	0	0	0
275	Employees Total		470	479	379	384	356	366
1	Buildings	Rents Payable	0	0	0	0	0	0
1		Repairs & Maintenance	0	0	0	0	0	0
1	Buildings Total		0	0	0	0	0	0
0	Supplies & Services	Catering	0	0	0	0	0	0
1		Communication and computing	0	0	0	0	0	0
86		Equipment, furniture & materials	45	102	102	102	102	102
1		Office expenses	1	1	1	1	1	1
28		Services	(116)	(199)	(205)	5	5	5
115	Supplies & Services Total		(70)	(97)	(103)	107	107	107
0	Transport	Mileage Allowance	0	0	0	0	0	0
0		Pool Car	0	0	0	0	0	0
0		Public Transport	1	1	1	1	1	1
1	Transport Total		1	1	1	1	1	1
0	Benefit & Transfer Payments	Grants	0	0	0	0	0	0
0	Benefit & Transfer Payments Total		0	0	0	0	0	0
380	Net Expenditure		401	383	277	491	464	474
392	Gross Service Expenditure		401	383	277	491	464	474
(12)	Gross Service Income		0	0	0	0	0	0
380	Net Service Expenditure		401	383	277	491	464	474

Table 10

Actuals 2019/20	Head of Service	AD Corporate Resources	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(956)	Income & Fees	Fees & charges	(582)	(418)	(405)	(407)	(421)	(422)
(417)		Government grants	(17)	(17)	(17)	(17)	(17)	(17)
(530)		Interest Income	(533)	(533)	(533)	(533)	(533)	(533)
0		Other grants and contributions	(5)	(5)	(5)	(5)	(5)	(5)
(4,751)		Rent	(5,900)	(4,656)	(4,613)	(4,700)	(4,889)	(4,889)
(3)		Sales	0	0	0	0	0	0
(6,657)	Income & Fees Total		(7,037)	(5,629)	(5,573)	(5,662)	(5,866)	(5,866)
198	Employees	Employee Insurance	216	334	334	334	334	334
548		Hired Staff	74	47	22	22	22	22
157		National Insurance	197	185	190	196	202	207
18		Other staff costs	1,592	1,590	1,590	1,590	1,590	1,590
1,858		Pension	347	343	350	357	364	372
13		Recruitment	0	23	21	21	21	21
1,832		Salary	1,996	1,820	2,054	1,965	2,007	2,048
30		Services	33	33	33	33	33	33
298		Severance payments	169	160	152	152	152	152
87		Training	62	62	62	62	62	62
2		Uniform & laundry	0	0	0	0	0	0
5,040	Employees Total		4,687	4,599	4,810	4,733	4,788	4,843
200	Buildings	Energy Costs	195	189	189	189	187	187
0		Ground Maintenance Costs	0	0	0	0	0	0
93		Premises Cleaning	97	98	98	84	84	84
97		Premises Insurance	103	122	123	124	124	125
7		Rates	7	7	7	7	7	7
577		Rents Payable	549	653	833	715	689	703
175		Repairs & Maintenance	235	284	280	260	255	255
12		Water Services	11	12	12	12	12	12
1,161	Buildings Total		1,198	1,364	1,541	1,390	1,358	1,372
4	Supplies & Services	Catering	3	3	3	3	3	3
149		Communication and computing	201	109	152	152	152	152
0		Election Costs	0	0	0	0	0	0
120		Equipment, furniture & materials	89	94	95	95	95	95
91		Insurance - service related	75	84	85	87	88	88
361		Members Allowances	402	417	417	417	417	417
256		Office expenses	140	150	176	176	176	176
0		Other staff costs	0	0	0	0	0	0
0		Penalties & Fines	0	0	0	0	0	0
0		Premises Cleaning	0	0	0	0	0	0
0		Repairs & Maintenance	0	0	0	0	0	0
4,186		Services	5,338	4,994	4,627	4,702	4,849	4,715
5,166	Supplies & Services Total		6,249	5,851	5,554	5,631	5,779	5,646
1	Transport	Contract Hire & operating leases	0	0	0	0	0	0
8		Mileage Allowance	11	11	11	11	11	11
0		Operating Costs	0	0	0	0	0	0
5		Pool Car	3	3	3	3	3	3
3		Public Transport	3	3	3	3	3	3
165		Vehicle Insurance	171	202	202	202	202	202
182	Transport Total		188	219	219	219	219	219
93	Benefit & Transfer Payments	Contributions paid	77	77	77	77	77	77
0		Discretionary Relief	39	0	0	0	0	0
45		Grants	33	40	40	40	40	40
0		Irrecoverable V A T	26	26	26	26	26	26
425		Levies	408	408	408	408	408	408
6		Other Misc Payments	6	6	6	6	6	6
569	Benefit & Transfer Payments Total		588	556	556	556	556	556
(31)	Reserve-Revenue Transfers	Bad Debts Provision	30	30	30	30	30	30
0		Reserve-Revenue Transfers	(4)	34	34	34	34	34
(31)	Reserve-Revenue Transfers Total		26	64	64	64	64	64
5,430	Net Expenditure		5,899	7,025	7,172	6,933	6,900	6,835
12,087	Gross Service Expenditure		12,936	12,654	12,745	12,594	12,765	12,701
(6,657)	Gross Service Income		(7,037)	(5,629)	(5,573)	(5,662)	(5,866)	(5,866)
5,430	Net Service Expenditure		5,899	7,025	7,172	6,933	6,900	6,835
(3,471)	Commercial Estates		(3,587)	(2,729)	(2,580)	(2,760)	(2,995)	(3,020)
4,905	Corporate Finance		5,136	5,333	5,266	5,347	5,459	5,360
705	Democratic & Elections		831	866	860	733	741	750
305	Environmental & Energy Mgt		219	204	273	279	285	290
618	Facilities Management		865	862	880	835	884	903
950	Finance		795	783	798	811	825	839
82	Head of Resources		106	108	110	112	114	117
414	Human Resources		589	507	487	494	500	507
207	Legal		224	224	224	224	224	224
59	Procurement		62	48	35	36	37	39
23	Public Conveniences		6	6	6	6	6	6
633	Risk Management		653	811	813	816	818	820
5,430	Net Service Expenditure		5,899	7,025	7,172	6,933	6,900	6,835

Table 11

Actuals 2019/20	Head of Service	Head of Leisure & Health	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(5,892)	Income & Fees	Fees & charges	(6,405)	(4,474)	(4,905)	(5,073)	(5,253)	(5,255)
0		Government grants	0	0	0	0	0	0
(74)		Other grants and contributions	(49)	(55)	(54)	(55)	(56)	(61)
(5)		Rent	(5)	(5)	(5)	(5)	(5)	(5)
(716)		Sales	(785)	(533)	(790)	(800)	(800)	(800)
(6,687)	Income & Fees Total		(7,244)	(5,067)	(5,755)	(5,933)	(6,115)	(6,122)
10	Employees	Hired Staff	0	0	0	0	0	0
205		National Insurance	209	212	219	226	234	242
17		Other staff costs	(99)	(101)	(103)	(105)	(107)	(107)
407		Pension	463	473	483	493	503	513
3		Recruitment	77	79	79	82	82	82
3,737		Salary	3,770	3,450	3,727	3,807	3,888	3,970
0		Services	0	0	0	0	0	0
22		Training	0	0	0	0	0	0
5		Uniform & laundry	11	7	11	11	11	11
4,407	Employees Total		4,430	4,120	4,415	4,514	4,611	4,710
519	Buildings	Energy Costs	629	556	590	590	590	590
27		Ground Maintenance Costs	14	14	15	14	14	14
109		Premises Cleaning	117	122	117	117	117	117
481		Rents Payable	468	484	498	512	527	543
238		Repairs & Maintenance	190	149	190	190	190	190
91		Water Services	83	101	83	83	83	83
1,464	Buildings Total		1,500	1,426	1,492	1,505	1,520	1,536
12	Supplies & Services	Catering	17	17	17	17	17	17
83		Communication and computing	78	58	82	80	80	80
526		Equipment, furniture & materials	514	(511)	(785)	(816)	(860)	(860)
141		Office expenses	142	111	112	112	112	112
0		Premises Cleaning	0	0	0	0	0	0
296		Services	210	231	254	275	275	275
1,058	Supplies & Services Total		960	(94)	(321)	(332)	(376)	(377)
0	Transport	Contract Hire & operating leases	0	0	0	0	0	0
8		Mileage Allowance	10	9	9	9	9	9
14		Operating Costs	9	8	9	9	9	9
2		Public Transport	0	0	0	0	0	0
24	Transport Total		19	18	18	18	18	18
0	Benefit & Transfer Payments	Contributions paid	0	0	0	0	0	0
0		Irrecoverable V A T	70	70	70	70	70	70
0	Benefit & Transfer Payments Total		70	70	70	70	70	70
0	Renewals Fund Contribution	Renewals Fund Contribution	50	50	50	50	50	50
0	Renewals Fund Contribution Total		50	50	50	50	50	50
267	Net Expenditure		(215)	522	(30)	(108)	(221)	(114)
6,954	Gross Service Expenditure		7,029	5,589	5,725	5,825	5,893	6,008
(6,687)	Gross Service Income		(7,244)	(5,067)	(5,755)	(5,933)	(6,115)	(6,122)
267	Net Service Expenditure		(215)	522	(30)	(108)	(221)	(114)
83	Head of Leisure & Health		85	87	89	90	92	94
187	One Leisure Active Lifestyles		156	187	154	148	145	146
(3)	Leisure Centres Corporate		(456)	249	(272)	(346)	(459)	(354)
267	Grand Total		(215)	522	(30)	(108)	(221)	(114)

Table 12

Actuals 2019/20	Head of Service	Head of Operations	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
0	Income & Fees	Commuted sums	(151)	(151)	(151)	(151)	(151)	(151)
(4,815)		Fees & charges	(4,828)	(4,282)	(4,913)	(5,425)	(5,465)	(5,490)
(29)		Government grants	(16)	(16)	(16)	(16)	(16)	(16)
(85)		Other grants and contributions	(133)	(95)	(118)	(119)	(120)	(121)
(56)		Rent	(32)	(32)	(32)	(32)	(32)	(32)
(188)		Sales	(209)	(180)	(200)	(200)	(200)	(200)
(5,174)	Income & Fees Total		(5,368)	(4,755)	(5,429)	(5,942)	(5,983)	(6,009)
0	Employees	Employee Insurance	0	0	0	0	0	0
555		Hired Staff	209	204	204	204	204	204
340		National Insurance	363	371	382	397	411	423
165		Other staff costs	143	148	148	148	148	148
621		Pension	740	748	767	783	799	815
6		Recruitment	0	0	0	0	0	0
3,804		Salary	4,286	4,320	4,380	4,514	4,607	4,698
0		Services	0	0	0	0	0	0
16		Severance payments	0	0	0	0	0	0
6		Training	1	1	1	1	1	1
47		Uniform & laundry	32	32	32	32	32	32
5,561	Employees Total		5,773	5,824	5,913	6,079	6,202	6,322
49	Buildings	Energy Costs	45	43	43	43	43	43
0		Ground Maintenance Costs	1	1	1	1	1	1
5		Premises Cleaning	11	11	11	11	11	11
0		Premises Insurance	0	0	0	0	0	0
4		Rates	0	0	0	0	0	0
7		Rents	13	13	13	13	13	13
316		Rents Payable	327	337	347	357	368	379
171		Repairs & Maintenance	256	252	253	307	289	294
26		Water Services	33	33	33	33	33	33
579	Buildings Total		686	690	701	765	758	774
1	Supplies & Services	Catering	0	0	0	0	0	0
125		Communication and computing	32	32	32	32	32	32
416		Equipment, furniture & materials	476	441	441	441	441	441
10		Insurance - service related	4	4	4	4	4	4
44		Office expenses	66	66	66	66	66	66
6		Premises Cleaning	0	0	0	0	0	0
1		Repairs & Maintenance	0	0	0	0	0	0
549		Services	278	698	643	693	743	743
1,152	Supplies & Services Total		857	1,241	1,186	1,236	1,286	1,286
8	Transport	Contract Hire & operating leases	18	18	18	18	18	18
1		Mileage Allowance	4	4	4	4	4	4
896		Operating Costs	898	906	906	906	906	906
(42)		Pool Car	3	3	3	3	3	3
3		Public Transport	1	1	1	1	1	1
9		Vehicle Insurance	1	1	1	1	1	1
0		Other Transport Costs	0	0	0	0	0	0
874	Transport Total		924	932	932	932	932	932
0	Benefit & Transfer Payments	Contributions paid	0	0	0	0	0	0
427		Grants	471	471	471	471	471	471
0		Irrecoverable V A T	4	4	4	4	4	4
427	Benefit & Transfer Payments Total		475	475	475	475	475	475
3,419	Net Expenditure		3,347	4,407	3,777	3,546	3,670	3,779

8,593	Gross Service Expenditure	8,715	9,162	9,207	9,488	9,653	9,789
(5,174)	Gross Service Income	(5,368)	(4,755)	(5,429)	(5,942)	(5,983)	(6,009)
3,419	Net Service Expenditure	3,347	4,407	3,777	3,546	3,670	3,779

(31)	Car Park - On Street	(132)	(132)	(132)	(132)	(132)	(132)
(1,441)	Car Parks - Off Street	(1,445)	(547)	(1,071)	(1,487)	(1,494)	(1,473)
(64)	CCTV	(89)	(91)	(114)	(115)	(116)	(117)
315	CCTV Shared Service	233	219	228	236	245	254
281	Countryside	255	317	168	154	127	111
253	Fleet Management	300	311	315	320	325	330
614	Green Spaces	499	479	533	548	562	577
87	Head of Operations	83	88	90	91	93	95
(15)	Markets	(35)	(43)	(41)	(39)	(37)	(35)
272	Parks and Open Spaces	354	330	335	340	345	350
791	Street Cleansing	804	740	775	795	816	832
2,357	Waste Management	2,518	2,736	2,692	2,835	2,936	2,988
3,419	Net Service Expenditure	3,347	4,407	3,777	3,546	3,670	3,779

Table 13

Actuals 2019/20	Head of Service	Head of ICT	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(3,817)	Income & Fees	Fees & charges	(1,427)	(1,427)	(1,440)	(1,440)	(1,440)	(1,440)
0		Government grants	0	0	0	0	0	0
(2,999)		Other grants and contributions	(3,057)	(3,052)	(3,078)	(3,078)	(3,078)	(3,078)
(236)		Sales	(5)	(5)	(5)	(5)	(5)	(5)
(7,052)	Income & Fees Total		(4,489)	(4,484)	(4,523)	(4,523)	(4,523)	(4,523)
0	Employees	Employee Insurance	0	0	0	0	0	0
367		Hired Staff	74	74	74	74	74	74
253		National Insurance	250	256	263	270	278	285
53		Other staff costs	37	37	37	37	37	37
419		Pension	431	436	444	453	462	471
19		Recruitment	10	10	10	10	10	10
2,481		Salary	2,442	2,449	2,497	2,547	2,597	2,649
0		Services	0	0	0	0	0	0
8		Severance payments	0	0	0	0	0	0
56		Training	44	44	44	44	44	44
0		Uniform & laundry	1	1	1	1	1	1
3,656	Employees Total		3,290	3,371	3,371	3,437	3,503	3,571
1	Buildings	Rents Payable	0	0	0	0	0	0
12		Repairs & Maintenance	6	6	6	6	6	6
13	Buildings Total		7	7	7	7	7	7
1	Supplies & Services	Catering	1	1	1	1	1	1
745		Communication and computing	683	782	782	782	782	782
4,438		Equipment, furniture & materials	2,571	2,540	2,548	2,548	2,548	2,548
0		Expenses	0	0	0	0	0	0
0		Insurance - service related	0	0	0	0	0	0
(30)		Office expenses	12	12	12	12	12	12
410		Services	42	65	65	65	65	65
0		Telecommunications	0	0	0	0	0	0
5,563	Supplies & Services Total		3,309	3,400	3,408	3,408	3,408	3,408
0	Transport	Contract Hire & operating leases	1	1	1	1	1	1
14		Mileage Allowance	10	10	10	10	10	10
0		Operating Costs	0	0	0	0	0	0
3		Pool Car	4	4	4	4	4	4
8		Public Transport	8	8	8	8	8	8
1		Vehicle Insurance	0	0	0	0	0	0
27	Transport Total		23	23	23	23	23	23
0	Benefit & Transfer Payments	Contributions paid	0	0	0	0	0	0
0		Other Misc Payments	0	0	0	0	0	0
0	Benefit & Transfer Payments Total		0	0	0	0	0	0
2,206	Net Expenditure		2,139	2,253	2,286	2,351	2,418	2,486
9,258	Gross Service Expenditure		6,628	6,737	6,809	6,874	6,941	7,009
(7,052)	Gross Service Income		(4,489)	(4,484)	(4,523)	(4,523)	(4,523)	(4,523)
2,206	Net Service Expenditure		2,139	2,253	2,286	2,351	2,418	2,486

Table 14

Actuals 2019/20	Head of Service	Corporate Leadership	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
0	≡ Employees	Hired Staff	0	0	0	0	0	0
65		National Insurance	51	53	54	55	56	58
0		Other staff costs	0	0	0	0	0	0
100		Pension	76	78	80	81	83	84
0		Recruitment	0	0	0	0	0	0
579		Salary	439	451	460	469	479	488
0		Services	0	0	0	0	0	0
20		Severance payments	0	0	0	0	0	0
4		Training	9	9	9	9	9	9
769	Employees Total		574	591	603	614	627	639
1	≡ Buildings	Rents Payable	0	0	0	0	0	0
1	Buildings Total		0	0	0	0	0	0
1	≡ Supplies & Services	Catering	1	1	1	1	1	1
3		Communication and computing	1	1	1	1	1	1
0		Election Costs	0	0	0	0	0	0
3		Equipment, furniture & materials	0	0	0	0	0	0
20		Office expenses	18	18	18	18	18	18
0		Other staff costs	0	0	0	0	0	0
7		Services	5	5	5	5	5	5
33	Supplies & Services Total		24	24	24	24	24	24
0	≡ Transport	Contract Hire & operating leases	0	0	0	0	0	0
2		Mileage Allowance	2	2	2	2	2	2
0		Operating Costs	0	0	0	0	0	0
0		Pool Car	0	0	0	0	0	0
3		Public Transport	1	1	1	1	1	1
5	Transport Total		4	4	4	4	4	4
0	≡ Benefit & Transfer Payments	Grants	0	0	0	0	0	0
1		Other Misc Payments	1	1	1	1	1	1
1	Benefit & Transfer Payments Total		1	1	1	1	1	1
808	Net Expenditure		603	619	631	643	656	668
808	Gross Service Expenditure		603	619	631	643	656	668
0	Gross Service Income		0	0	0	0	0	0
808	Net Service Expenditure		603	619	631	643	656	668

Table 15

Actuals 2019/20	Head of Service	Programme Delivery Manager	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
0	Employees	National Insurance	6	6	6	7	7	7
0		Pension	9	9	10	10	10	10
0		Recruitment	0	0	0	0	0	0
0		Salary	54	55	56	57	58	59
0	Employees Total		69	70	72	73	75	76
0	Supplies & Services	Office expenses	0	0	0	0	0	0
19		Services	0	0	0	0	0	0
19	Supplies & Services Total		0	0	0	0	0	0
0	Transport Total		1	1	1	1	1	1
	19 Net Expenditure		70	71	72	74	75	77

Table 16

Actuals 2019/20	Head of Service	Housing Manager	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
6	≡ Employees	Hired Staff	0	0	0	0	0	0
6		National Insurance	11	13	13	13	14	14
11		Pension	20	20	21	21	22	22
63		Salary	116	117	120	122	125	127
0		Services	0	0	0	0	0	0
86	Employees Total		148	150	153	156	160	163
0	≡ Supplies & Services	Catering	0	0	0	0	0	0
1		Communication and computing	0	1	1	1	1	1
0		Office expenses	0	1	1	1	1	1
27		Services	0	0	0	0	0	0
28	Supplies & Services Total		1	1	1	1	1	1
0	≡ Transport	Mileage Allowance	1	0	0	0	0	0
0		Pool Car	0	0	0	0	0	0
0		Public Transport	0	0	0	0	0	0
0	Transport Total		1	0	0	0	0	0
24	≡ Benefit & Transfer Payments	Grants	28	28	28	28	28	28
24	Benefit & Transfer Payments Total		28	28	28	28	28	28
139	Net Expenditure		177	180	183	186	189	192

Table 17

Actuals 2019/20	Head of Service	Planning Policy Manager	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(483)	Income & Fees	Fees & charges	(364)	(270)	(271)	(222)	(223)	(224)
(86)		Government grants	(20)	(20)	(20)	(20)	(20)	(20)
0		Rent	0	0	0	0	0	0
(0)		Sales	(1)	(0)	(0)	(0)	(0)	(0)
(569)	Income & Fees Total		(384)	(291)	(292)	(243)	(244)	(245)
0	Employees	Hired Staff	0	0	0	0	0	0
55		National Insurance	69	72	74	76	78	80
0		Other staff costs	0	1	1	1	1	1
99		Pension	120	122	124	127	129	132
10		Recruitment	0	0	0	0	0	0
576		Salary	693	704	718	733	748	763
0		Services	0	0	0	0	0	0
0		Training	0	0	0	0	0	0
(0)		Uniform & laundry	0	0	0	0	0	0
740	Employees Total		883	899	918	937	956	976
1	Buildings	Rents Payable	2	2	2	2	2	2
0		Repairs & Maintenance	0	0	0	0	0	0
1	Buildings Total		2	2	2	2	2	2
0	Supplies & Services	Catering	0	0	0	0	0	0
6		Communication and computing	6	14	15	15	16	16
0		Election Costs	0	0	0	0	0	0
6		Equipment, furniture & materials	4	5	5	5	5	5
0		Expenses	0	0	0	0	0	0
12		Office expenses	16	15	15	15	15	15
485		Services	266	99	147	97	128	128
510	Supplies & Services Total		293	133	182	132	164	164
1	Transport	Mileage Allowance	1	1	1	1	1	1
1		Pool Car	1	1	1	1	1	1
2		Public Transport	2	2	2	2	2	2
3	Transport Total		4	4	4	4	4	4
0	Benefit & Transfer Payments	Contributions paid	0	0	0	0	0	0
138		Grants	45	45	45	45	45	45
138	Benefit & Transfer Payments Total		45	45	45	45	45	45
822	Net Expenditure		842	791	858	877	927	946
1,392	Gross Service Expenditure		1,227	1,082	1,150	1,119	1,171	1,191
(569)	Gross Service Income		(384)	(291)	(292)	(243)	(244)	(245)
822	Net Service Expenditure		842	791	858	877	927	946
173	Economic Development		185	184	188	192	197	200
611	Planning Policy		633	584	646	661	707	722
22	Public Transport		24	24	24	24	24	24
16	Transportation Strategy		0	0	0	0	0	0
822	Net Service Expenditure		842	791	858	877	927	946

3.0 CAPITAL

3.1 The detailed Draft Capital Programme for the period 2021/22 to 2025/26 is shown in **Table 18** below, along with the sources of finance. The revenue implications of the individual capital proposals are built into the individual revenue budgets and the impact of the proposed programme on the 2021/22 Minimum Revenue Position (MRP) is £2.76m. Over the remainder of the MTFs the MRP is cost neutral, based on changing the funding assumptions for the capital programme and seeking external contributions or grant funding. The ongoing burden in the revenue account for MRP is unsustainable.

Table 18

Capital Programme	Budget	Medium Term Financial Strategy				
	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s
Gross Expenditure						
Chief Operating Officer						
Disabled Facilities Grants	2,250	1,850	1,800	1,650	1,600	1,600
Conservation Area Appraisal Programme		47	47	47	47	47
Corporate Resources						
A14 Upgrade	200	200	200	200	200	200
Huntingdon Redevelopment (rephased)	8,500	0	7,595			
St Ives Redevelopment				6,800	8,500	1,700
Leisure and Health						
One Leisure Improvements	306	296	285	300	0	0
Replacement Corporate Scanners		110				
Assistance Director of Resources						
Alms Close Development	665					
Oak Tree Remedial Works	1,000					
Energy Efficiency Works at Commercial Properties	25	10	10	0		
VAT Partial Exemption	59	24	21	21	18	18
Replacement Building Management System (BMS) - PFH		115				
Capita Upgrade and 3D Secure2 SCA and payment portal Upgrade		15				
Commercial estates capital for works, enhancements and re-lettings		565	250			
3C ICT						
Hardware Replacement			130	130		
Generator - 3ICT Backup	27					
Data Centre Storage	23					
Wi-Fi access points	12					
Mobile Phones Replacement		65				
Telephony Replacement		200	8	8	8	8
Extend compute capacity in shared data centre		39				
Information@Work Consolidation		20				
GIS Test Environment		16				
Operations						
Civil Parking Enforcement	217					
Fencing	12	13	13	13	13	
Lighting - Loves Farm Footpath	16					
Wheeled Bins	238	254	254	254	254	254
Vehicle Fleet Replacement	1,199	1,396	1,085	1,457	741	
Play Equipment	53	30	30	30	30	
Secure cycle storage	58	88				
Parking Strategy	37	80				
District wide signage	70					
Replacement Corporate Scanners		25				
Additional EV Charging Points		30				
Play Area Fencing						
Hinchingbrook Country Park	1,550					
Transformation						
AV Equipment	30	15	15			
Customer Portal and Call Centre Software	30					
Voice Bots	34					
Customer Relationship Management		16				
Economic Development						
Future High Streets - St Neots		12,300				
Market Towns Programme		350	675	550	150	50
Total Gross Expenditure	16,611	18,169	12,418	11,460	11,561	3,877

Capital Programme	Budget 2020/21 £000s	Medium Term Financial Strategy				
		2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s
Financing						
Grants and Contributions						
DFGs	(1,300)	(1,350)	(1,350)	(1,300)	(1,300)	(1,300)
Pathfinder House Reception						
Wheeled bins	(93)	(101)	(101)	(101)	(101)	(101)
Combined Authority/MHCLG/CIL Grant Funding		(12,650)	(675)	(550)	(150)	(50)
Huntingdon Decvelopment			(7,595)			
One Leisure Huntingdon Changing Rooms						
Synthetic Pitch						
One Leisure 3G Ramsey						
Back Office Reserve						
Total Grants and Contributions	(1,393)	(14,101)	(9,721)	(1,951)	(1,551)	(1,451)
Capital Receipts						
Sst Ives Redevelopment			0	(6,800)	(8,500)	(1,700)
Housing Clawback Receipts	(500)	(500)	(450)	(350)	(300)	(300)
CIS		(565)	(250)			
Total Capital Receipts	(500)	(1,065)	(700)	(7,150)	(8,800)	(2,000)
Net to be funded by borrowing (Internal)	15,218	3,003	1,997	2,359	1,210	426

Internal Borrowing – this is from internal cash resources (working capital) from within the balance sheet (cash, debtors and creditor).

4.0 TREASURY MANAGEMENT

4.1 The following gives a high level commentary on the Treasury Management activity that the Council is expecting to undertake during 2021/22.

- **Short Term Borrowing**

During any year the Council will undertake short term borrowing and lending to maintain effective daily cash flow balances. For the forthcoming year, it is estimated that the net cost of short-term borrowing will be £1,300; this is based on an estimated daily cash flow balance of £13.0m and a cost of borrowing based on an estimated interest rate of 0.10%.

- **Long Term Borrowing**

The Treasury Management Strategy permits the Council to borrow for the long-term to maintain effective working capital balances and to support back-to-back lending to external organisations. At the end of 2021/22, it is forecast that the total balances in respect of long-term borrowing will be £39.6m. The estimated cost of long term borrowing in 2021/22 is £1.265m.

4.2 During 2021/22 no long-term borrowing has been anticipated for any Commercial Investment/Development Strategy, due to the uncertainty around any future acquisition for yield, together with Government prohibiting any borrowing from PWLB for commercial gain. Any

redevelopment within the capital programme has been assumed that alternative sources of funding will be explored to enable delivery of the future capital programme.

5.0 Capital Financing Requirement (CFR)

5.1 **Table 20** gives a summary of how, over the period of the MTFs, the Council's capital commitments and plans impact on its underlying need to borrow. **Tables 19** and **20** provide a more detailed breakdown of the CFR between the Council's mainstream Capital programme and the Capital Investment Strategy (CIS) respectively.

Table 19

Capital Financing Requirement - Total	Estimate	Medium Term Financial Strategy				
	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2024/25 £000s
Opening Capital Financing Requirement	71,824	83,717	83,958	83,253	82,829	81,143
Closing Capital Financing Requirement	83,717	83,958	83,253	82,829	81,143	78,774
Increase/(Decrease) in Underlying Need to Borrow	11,892	241	(705)	(424)	(1,685)	(2,370)

Table 20

Capital Financing Requirement - General Capital Programme	Estimate	Medium Term Financial Strategy				
	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/24
Opening Capital Financing Requirement	44,443	56,336	56,577	55,872	55,448	53,762
Capital Investment						
Property, Plant and Equipment	12,215	2,873	9,493	9,060	9,611	2,027
Investment Properties	1,665	565	250	0	0	0
Intangible Assets	281	31	0	0	0	0
Revenue Expenditure Funded From Capital Under Statute	2,450	14,700	2,675	2,400	1,950	1,850
Repayable Advances	0	0	0	0	0	0
Additional Requirement	16,611	18,169	12,418	11,460	11,561	3,877
Sources of Finance						
Capital Receipts	(820)	(1,065)	(700)	(7,150)	(8,800)	(2,000)
Capital Grants and Contributions	(1,393)	(14,101)	(9,721)	(1,951)	(1,551)	(1,451)
Use of Capital Grants Unapplied	0					
Direct Revenue Financing	0					
Minimum Revenue Provision	(2,506)	(2,761)	(2,702)	(2,783)	(2,895)	(2,796)
	(4,719)	(17,927)	(13,123)	(11,884)	(13,246)	(6,247)
Closing Capital Financing Requirement	56,336	56,577	55,872	55,448	53,762	51,392
Increase/(Decrease) in Underlying Need to Borrow	11,892	241	(705)	(424)	(1,685)	(2,370)

Table 20

Capital Financing Requirement - Commercial Investment Strategy	Estimate	Medium Term Financial Strategy				
	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s
Opening Capital Financing Requirement Capital Investment	27,381	27,381	27,381	27,381	27,381	27,381
Additional Requirement	0	0	0	0	0	0
Sources of Finance						
	0	0	0	0	0	0
Closing Capital Financing Requirement	27,381	27,381	27,381	27,381	27,381	27,381
Increase/(Decrease) in Underlying Need to Borrow	0	0	0	0	0	0

6.0 Formal 2021/22 Council Tax Resolutions

6.1 The formal 2021/22 Council Tax resolutions to be agreed by Council are shown below.

- a) That the Council note the Council Tax Base for the whole Council area and individual Towns and Parishes (para 6.2) as approved by Cabinet on the 8 December 2020 (and subsequent publication as a key decision).

The tax base (T) which is the amount anticipated from a District Council Tax of £1 is £63,355

- b) That the following amounts calculated by the Council for 2021/22 in accordance with the requirements of the Local Government Finance Act 1992 as amended by the Localism Act 2011 (the Act), the Local Government Finance Act 2012 and associated regulations :-

- (i) the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) (a) to (f) of the Act **£79,453,376**

Gross revenue expenditure including benefits, Town/Parish Precepts

453

- (ii) the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) (a) to (d) of the Act **£62,681,424**

Revenue income including reimbursement of benefits, specific and general grants, use of reserves and any transfers from the collection fund.

- (iii) the amount by which the aggregate at (i) above exceeds the aggregate at (ii) above in accordance with Section 31A (4) of the Act **£ 16,771,852**

This is the "Council Tax Requirement" including Parish/Town Precepts (item i minus item ii). It is the cash sum to be funded from District, Town and Parish Council Taxes.

- (iv) the Council Tax requirement for 2021/22 divided by the tax base (T) in accordance with Section 31B (1) of the Act **£264.73**

District plus average Town/Parish Council Tax (item iii divided by District taxbase)

- (v) the aggregate of all "Special Items" referred to in Section 34(1) of the Act. **£7,530,930**

The total value of Parish/Town precepts included in i and iii above.

- (vi) the Basic Amount of Council Tax for 2021/22 being item iv less item v divided by the tax base (T) in accordance with Section 34 (2) of the Act. **£145.86**

The District Council's Band D Tax for 2021/22

- (vii) the basic amounts of Council Tax for 2021/22 for those parts of the District to which one or more special items (Parish/Town precepts) relate in accordance with Section 34 (3) of the Act are shown by adding the Huntingdonshire District Council amount to the appropriate Parish Council amount in column "band D" set out in Table 1 attached.
 - (viii) the amounts to be taken into account for 2021/22 in respect of categories of dwellings listed in particular valuation bands in accordance with Section 36 (1) of the Act are shown by adding the Huntingdonshire District Council amount to the appropriate Parish Council amount for each of the valuation bands in the columns "bands A to H" set out in Table 1 attached.
- (c) That the amounts of precept issued to the Council by Cambridgeshire County Council, Cambridgeshire Police Authority, Cambridgeshire & Peterborough Fire Authority and for each Parish Council for each of the categories of dwellings listed in different valuation bands in accordance with Section 40 of the Act shown in para 6.3 attached be noted.
- (d) That, having regard to the calculations above, the Council, in accordance with Section 30 (2) of the Act, hereby sets the figures shown in para 6.4 as the amounts of Council Tax for 2021/22 for each of the categories of dwelling shown. ***This is the total Council Tax to be collected, incorporating the requirements of all of the relevant bodies, for each town or parish area.***
- (e) The Council notes that, in accordance with Section 52ZB of the Local Government Finance Act 1992, the basic amount of its Council Tax for 2021/22 is not excessive.
The basic amount at b(vi) above is not excessive as defined by the Government.

6.2 Tax Base 2021/22

Based on the information contained within this report, it is recommended that pursuant to the Revenues and Benefits Manager's report and in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 2012, the amounts calculated by the Huntingdonshire District Council as their (net) tax base for the whole District for the year 2021/22 be 63,355 and shall be as listed below for each Town or Parish of the District:

Abbots Ripton	132
Abbotsley	264
Alconbury	578
Alconbury Weston	297
Alwalton	122
Barham & Woolley	30
Bluntisham	753
Brampton	2356
Brington & Molesworth	179
Broughton	95
Buckden	1219
Buckworth	53
Bury	648
Bythorn & Keyston	153
Catworth	163
Chesterton	67
Colne	379
Conington	76
Covington	46
Denton & Caldecote	30
Earith	605
Easton	77
Ellington	237
Elton	288
Farcet	534
Fenstanton	1313
Folksworth & Washingley	348
Glatton	134
Godmanchester	2820
Grafham	239
Great & Little Gidding	123
Great Gransden	473
Great Paxton	366
Great Staughton	330
Haddon	21
Hail Weston	249

Hamerton & Steeple	
Gidding	51
Hemingford Abbots	327
Hemingford Grey	1282
Hilton	450
Holme	250
Holywell-cum-Needingworth	996
Houghton & Wyton	784
Huntingdon	7625
Kimbolton	593
Kings Ripton	84
Leighton Bromswold	78
Little Paxton	1538
Morborne	12
Offord Cluny & Offord	
D'Arcy	542
Old Weston	105
Oldhurst	100
Perry	267
Pidley-cum-Fenton	183
Ramsey	2972
Sawtry	1939
Sibson-cum-Stibbington	230
Somersham	1403
Southoe & Midloe	159
Spaldwick	249
St.Ives	6007
St.Neots	11084
Stilton	768
Stow Longa	74
The Stukeleys	900
Tilbrook	126
Toseland	39
Upton and Coppingford	90
Upwood and the Raveleys	441
Warboys	1575
Waresley-cum-Tetworth	142
Water Newton	38
Winwick	50
Wistow	231
Woodhurst	152
Woodwalton	84
Wyton-on-the-Hill	437
Yaxley	2949
Yelling	152
Total	63,355

6.3 2021/22 Council Tax by Property Band for each Precepting Authority and the Billing Authority

This table will be completed after the Council's Full Council meeting scheduled for the 24 February when the Council receives the precepts from Cambridgeshire County Council, Fire and Police Authorities.

6.4 Total 2021/22 Council Tax by Property Band for each Precepting Authority and the Billing Authority

This table will be completed after the Council's Full Council meeting scheduled for the 24 February when the Council receives the precepts from Cambridgeshire County Council, Fire and Police Authorities.

7. Fees and Charges

- 7.1 The Fees and Charges that will be applicable from April 2021 to March 2022 have been included in **Annex A**. These fees and charges are correct at the time of reporting but there may be changes throughout the year that will be agreed by the Executive Councillor and the S151 Officer.

8.0 Robustness of the 2021/22 Budget and Medium Term Financial Strategy

- 8.1 The Section 25 of Local Government Act 2003 requires me, as the Council's Responsible Financial Officer, to report on the robustness of the 2021/22 budget and the adequacy of reserves to assist you in making your decisions on the Budget and the level of Council Tax. Further, this is an opportunity for me to provide some commentary in respect of the period covered by the Medium Term Financial Strategy (MTFS).

8.2 Robustness and Budget Setting

- 8.2.1 At the time of writing, the 2020/21 Quarter 3 Finance Performance Report is reporting a forecasted overspend of £799k in respect of service expenditure. This is due to the impact of the Covid 19 pandemic on the Council's finances. The council has received significant financial support from Government so far in 2020/21, receiving £2.2m in emergency response funding; £2.6m in Income Compensation for the closures in the retail, leisure and hospitality sectors, together with approx. £500k in reduction in salary costs from furloughing staff relating to those areas, where redeployment was not possible.

- 8.2.2 As in previous years, the Council has reviewed its service expenditure, together in consultation with the Executive Councillors. In liaison with the Senior Management Team, savings and growth proposals (£0.9m and £3.7m respectively) have been developed by officers and Executive Councillors have reviewed and individually agreed each proposal. As ever, the Finance Team has provided the central support to services and the whole process has been overseen by the Chief Finance Officer (S151 officer).

- 8.2.3 In addition to the Executive Councillor review, the Council:

- Will continue to review services and developed funding proposals that help to mitigate the current uncertainty relating to impact of the Covid 19 pandemic to the economy and only a one year focus on the spending review from Government, and
- the Executive has chosen to not increase Council Tax for 2021/22 considering the financial uncertainty not only within Local Government, but also in the wider community.

8.3 Challenges Facing the Council

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

Public Sector post Covid Funding

8.3.2 Not only has the public sector had to endure numerous years of reduced funding, with continued uncertainty around the Fair Funding and Business Rates Review. The Public Sector, has in the last 10 months, diverted resources to support its community in its time of need, during an unprecedented turn of events, due to the Covid 19 pandemic. In the short-term, one-off funding from Government has provided a much-needed financial stop gap, but the on-going financial impact in to 2021/22 and beyond is unknown. More now than ever the Council has to take proactive action to effectively manage the financial consequences of the pandemic; exposure to the growth and decline of the economy as a major source of funding (Council Tax and Business Rates), puts all local authorities at risk and financial vulnerable.

8.3.3 Following the 2021/22 provisional settlement announced in December 2020, **Table 21** clearly shows that the grant funding streams for the Councils MTFs for 2021/22 and for the period up to 2025/26 has moved when compared to the preceding year. For:

- **2021/22** the total grant included in last year's MTFs was £9.1m; following the provisional settlement this has now increased to £10.2m; a increase of £1.1m (24.6%). This is mainly due to a one-off increase in NHB of £1.13m; change in assumptions for NDR reduction of £134k; Fair funding delayed by one year increase of £81k .
- **2022/23** the total grant in last year's MTFs was £8.7m, this has now increased to £9.1m; this reflects an increase of £0.4m. Which mainly due to changing assumptions for Fair Funding Review and NDR retention.
- **2023/24 onwards** the Councils net grants position continues to decline until 2023/24 but starts to recover in 2024/25, mainly due to assuming a net benefit to NDR retention.

Between 2021/22 and 2025/26, the net reduction in grant is £0.94m (9.2%).

Table 21	Comparison of Grant Assumptions: 2020/21 Budget & 2021/22 Budget and MTFs (2022/23 to 2024/25)					
	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
2020/21 Budget & MTFs						
NDR	6,674	6,811	6,949	7,090	7,106	
S31	1,579	1,579	1,579	1,579	1,579	
RSG	0	0	0	0	0	
FFR Adjust	(83)	(163)	(245)	(326)	(408)	
NHB	2,212	881	427	0	0	
Total	10,382	9,108	8,710	8,343	8,277	
2021/22 Budget & MTFs						
NDR+S31		6,080	6,644	6,829	7,096	7,370
S31		2,176	2,213	2,250	2,287	2,287
RSG		0	0	0	0	0
FFR Adjust		(82)	(163)	(245)	(326)	(408)
NHB		2,014	427	0	0	0
Total		10,188	9,121	8,834	9,057	9,249
Variance between Grant Assumptions						
NDR	0	(731)	(305)	(261)	(10)	
S31	(824)	597	634	671	708	
RSG	0	0	0	0	0	
FFR Adjust	(83)	81	82	81	82	
NHB	0	1,133	0	0	0	
Total	(907)	1,080	411	491	780	
	%	%	%	%	%	
NDR	0.0	-10.7	-4.4	-3.7	-0.1	
S31	-52.2	37.8	40.2	42.5	44.8	
RSG	0.0	0.0	-100.0	-100.0	-100.0	
FFR Adjust	0.0	0.0	-100.0	-100.0	-100.0	
NHB	0.0	128.6	0.0	#DIV/0!	0.0	
Total	-8.7	11.9	4.7	5.9	9.4	

Programme of Service Review

8.3.4 It is probably fair to say that all councils are undertaking some form of service review and seeking to ensure that services are provided with affordability and value for money at their core. As mentioned earlier, the Executive have reviewed their budgets, with significant emphasis on areas with continued unavoidable pressures into 21/22, Leisure, Parking and Commercial Rental Income.

8.4 Governance

8.4.1 Noted within the 2019/20 Annual Governance Statement (AGS) both the Executive Leader and the Managing Director consider not only internal controls, but also external factors:

The six themes that were included in the Annual Governance Statement are:

1	Housing Affordability	<i>Leading to homelessness and constraining growth.</i>
2	Morbidity/Growing number of years of ill health	<i>Impacting on people's ability to be self-reliant and generating additional cost through support needs.</i>
3	Wider economic environment	<i>Impact of Commercial Investment Strategy/Business rates receipts and level of need from residents.</i>
4	Skills level and educational attainment	<i>As a means by which residents are able to attract profitable work and in attracting employers to the area.</i>
5	Partner agency operational pressures	<i>Financial challenges of partners impacting on demand for our services or reducing existing support.</i>
6	Environment	<i>Challenges to the long-term sustainability and attraction to our area.</i>

8.4.2 In July 2019, the Council's Acting Internal Audit Manager reported to the Corporate Governance Committee that the assurance given for the year to 31 March 2020 was:

".....that there was an **adequate** governance framework from which those charged with governance could gain reasonable assurance".

8.5 Risks

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

Mitigation of Unforeseen Events

8.5.2 The Council has always taken a very prudent position in ensuring that it maintains its General Fund (Unallocated) Reserve at percentage of Net Expenditure. In December 2015, the minimum threshold for the General Fund (Unallocated) Reserve was 15%.

During the budget setting for 21/22, due to the unavoidable growth impacting the net expenditure, it was felt that the 15% threshold was not appropriate in the medium term, therefore a fixed General Fund Reserve has been proposed of £2.175m. This was based on the most immediate financial risks and the level of outcome, high, medium, or low, shown in **table 22** below.

		high	100%
		medium	50%
		low	25%
Outline of Risk	Financial Impact	Likely hood	Reserves provision required
Business Rates Reset	750,000	medium	375,000.0
Fair funding Impact	400,000	high	400,000.0
Council Tax Impact	650,000	high	650,000.0
Stock condition survey for Estates - compliance/repairs & maintenance	1,000,000	low	250,000.0
CIS - non rental of premises retail	1,000,000	medium	500,000.0
Reserves required			2,175,000.0

However, to help mitigate a situation whereby an event could occur that would potentially have a negative financial impact on the Council, the Council has for a long time had a clear process in place. Where a situation has occurred that is 'service' specific, the

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

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

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

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

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

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

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

Risk Modelling

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

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

8.5.6 Taking each of the above in turn:

- **Underachievement of Savings & Additional Income**
The savings included within the budget total £0.9m. These savings cover a broad range of services; however as ever with savings they are dependent on market, management and political conditions prevailing at the time. It is therefore prudent to assume that some of these savings may not be achieved; a fair assumption is a 30% underachievement which equates to £270k.
- **Inflation**

With regard to:

- **Pay**
The budget for 2021/22 includes an “across the board” pay increase of 2%. Taking into account employer on costs (national insurance and pension), this equates to a total cost of £23.5m; a further 1% for sensitivity equates to £235k.
- **On-Boarding of Variable Hours Staff**
A risk remains whereby variable hours Council staff should be fully contracted staff. Some staff may elect to remain on zero-hours contracts whereas others may wish to be formally contracted. This risk is not built into the budget as the amount to be included is not known; however, for sensitivity purposes the total estimated cost of all staff reverting to a contracted hour’s contract is modelled, this would be £300k.
- **Business Rates (those payable by HDC)**
The budget for 2021/22 includes a Business Rates budget of £1.32m. Considering the changing occupancy of the Council’s property due to external partners leasing its premises, there is the possibility that there could be rating implications for different parts of the Councils buildings. However, a marginal 5% change has been anticipated which has a sensitivity impact of £66k.
- **General Inflation**
No general inflation has been included in the 2021/22 budget except where there are contractual price increases; although for the Council this is minimal as most services are “contracted in”.
- **Borrowing**
The budget for 2021/22 assuming minimal borrowing cost for temporary borrowing (for non-CIS borrowing)

- **Reduced income: Fees and Charges**

Total fees and charges are £14.8m, therefore, for sensitivity analysis a 2% loss of income from fees and charges would amount to £296k. The largest income streams that are susceptible to variation include:

- Car Parks, £2.0m (Off-Street).
- Leisure Centres, £5m
- Commercial Estate, £4.8m
- Planning Fees, £1.89m

- **Reduced income: Commercial Investment Income (CIS)**

Total forecast CIS income is £4.8m; for sensitivity analysis purposes if there was a 5% loss of income from rental income due to reduction in occupancy this would equate to £0.240m.

- **Reduced income: New Homes Bonus**

For 2021/22 the Councils NHB is £2.1m; it is expected that in due course the government will announce some significant changes to the scheme. The Council has modelled that by 2024/25 the Council will no longer receive such funding. However, for sensitivity purposes the Council's is including a 5% reduction in NHB, reflecting £105k.

- **Government Grant: Non Domestic Rates**

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

Prior to 2017/18, it had been established that the government's assessment of growth for the District was somewhat optimistic when compared to actual growth. Similar to last year, for 2021/22 the Council has taken a more prudent line by formulating its own assessment for NDR receipts (£5.1m excluding any Enterprise Zone growth) and only increased thereafter by 2.5% per annum. Directly linked to NDR are S.31 grants, this is government grant that compensates local government for it being required to exceed the minimum statutory regulations for certain thresholds as a consequence of government priorities (i.e. increasing the 'small business relief' limit above that required by law). The assessed S.31 receipts for 2021/22 are £2.1m.

Although it is fair to say that any NDR reduction would be limited by the existence of the safety net (i.e. it provides a statutory limitation to losses), it is fair to apply sensitivity to the gap between the safety net and the estimated NDR receipt. Losses can be accrued in a number of ways; reduce NDR as a consequence of business failure, demolition or catastrophic event, but are more usually impacted due to rating appeals (some of which can take many years to conclude). In respect of:

- NDR, the gap between the estimated income (£5.1m) and the safety net (£4.2m) is £0.9m; 5% sensitivity reduction will be applied giving £45k.
- S.31, a 5% sensitivity reduction will be applied giving £105k.

The above is a more granular approach to sensitivity than in previous years; this is considered prudent as the Council moves closer to a position of full financial sustainability.

- **Failure of a Borrower**

The current counterparty limit is lending of £5.0m to a single institution.

The main "borrowing" risk rests whether the lending is either on a short or long term basis. The £5.0m limit is restricted to bodies with a credit rating of F1+ or Building Societies with more than £2 billion in assets. The impact of a "failure of borrower" will be the loss of revenue cash flow and the potential costs involved of "making good" the lost investment. There are however, good governance arrangements around the Council's Treasury activity and therefore the likelihood of loss is minimal. However, with the current financial impacts still being relatively unknown, it would be prudent to include some sensitivity in respect of cash flow. Therefore, the average amount lent to an institution at any given time is around

£4.0m; if this amount was lost and the Council had to borrow from the PWLB, at current rates this would amount to a cost of £40k. This block amount is included in the sensitivity analysis.

- **Emergency**

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

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

- **Estate property enhancement/development**

With the Council increasing its CIS Estate and the 'aging' of its current Operational Estate, it is fair to include a risk in respect of future property enhancement. For sensitivity modelling purposes, the currently estimated cost of enhancement is £182k for sensitivity purposes if 80% of this was required this would give a cost of £146k.

- **Increased demands on services**

Many of the services provided by the Council are susceptible to an increase in demand. However, over the past few years the most susceptible that have had a significant revenue impact is homelessness.

With regard to homelessness, the budget for 2021/22 is £1.142m; if there was a 10% increase in demand for each this would require an additional £114.2k. In addition, ICT has a budget totalling £2.2m, if there was say 7% increase in demand for this service this would amount to £154k of additional costs.

- **Council Tax**

The Council has chosen to not increase Council Tax this year; however an increase of 2.6% represents around £240k, as this is a marginal increase no further sensitivity has been undertaken. It should be noted that the Council could have chosen to have increased by the higher of either 2% or £5.

Sensitivity for 2021/22 Budget

8.5.7 Considering the risks noted above and the stated budget assumptions, the accumulated total cash risk is £2.497m. However, it is highly unlikely that all these risks will occur at the same time, so it is fair to apply “sensitivity” to each risk and then model the likelihood of occurrence. **Table 23** shows this detailed analysis and in summary the additional pressure within 2021/22, based on the likelihood of occurrence, is as follows:

- Pessimistic view, additional pressure of: £1.2m
- Middle-View, additional pressure of: £0.8m
- Optimistic View, additional pressure of: £0.5m

Table 23		Sensitivity of Risks to 2021/22 Budget & Funding Options									
Risk		Costs Included in 2021/22 budget £000	Sensitivity Impact		Likelihood of Occurrence						
			+/-	Cost £000	Pessimistic		Middle-Way		Optimistic		
			Factor	£000	Factor	£000	Factor	£000			
Underachievement of Savings & Additional Income		897 Savings not achieved	25%	224	0.7	157	0.2	45	0.1	22	
Inflation	Pay	23,557 Pay increase from 1% to 2%	1%	236	0.6	142	0.3	71	0.1	24	
	On-Boarding of Variable Staff	300 Estimated cost of zero-hours staff moving to contracted hours	100%	300	0.6	180	0.2	60	0.2	60	
	Business rates (HDC payable)	1,316 Business Rates vary due to change in liability etc	5%	66	0.2	13	0.3	20	0.5	33	
	Investment/Borrowing Costs	3 Difference between Borrowing at 3.0% to 3.25%	75%	2	0.2	0	0.5	1	0.3	1	
Reduced Income	Fees & Charges	(14,796) Reduction in income.	2%	296	0.3	89	0.4	118	0.3	89	
	CIS Income	(4,803) Reduction in income.	5%	240	0.3	72	0.4	96	0.3	72	
	New Homes Bonus	(2,014) Reduction in NHB following change to "needs" system and consequential redistribution.	25%	0	0.3	0	0.4	0	0.3	0	
			5%	101	0.3	30	0.4	40	0.3	30	
Government Grant	NDR - Difference between Safety Net and Budgeted Receipts	(912) Reduced NDR receipts.	10%	91	0.6	55	0.3	27	0.1	9	
	S.31 Grant	(2,176) Not all grant received.	5%	109	0.6	65	0.3	33	0.1	11	
	Collection Fund Surplus	(296) Collection Fund Deficit not as significant as forecast.	15%	44	0.6	26	0.3	13	0.1	4	
Failure of Borrower		120 Cost of borrowing from PWLB if Council lost £4m (average amount lent to a borrower)	100%	120	0.2	24	0.5	60	0.3	36	
Emergency		500 Immediate use of funds in the event of a local emergency	50%	250	0.2	50	0.5	125	0.3	75	
Maintenance	Property Maintenance and Enhancement	182 Estate property enhancement/development	80%	146	0.8	117	0.1	15	0.1	15	
Increased Demand of Services	Homelessness	1,142 Increase in demand	10%	114	0.4	46	0.5	57	0.1	11	
	ICT	2,253 Additional service requirement	7%	158	0.8	126	0.1	16	0.1	16	
Total Sensitivity				2,497		1,192		797		508	
OVERALL TEST FOR BUDGETARY RISK											
Estimated General Fund (Unallocated) Reserve at 31 March 2021						2,175		2,175		2,175	
Budget Surplus Reserve at 31 March 2021						4,760		4,760		4,760	
Total Estimated Reserves at 31 March 2021 (*)						6,935		6,935		6,935	
Conclusion of Sensitivity i.e. Estimated Reserves less Sensitivity											
- Upon comparing 'Total Sensitivity' to Total Estimated Reserves, do Reserves remain positive? (*)						Yes		Yes		Yes	
- Upon comparing 'Total Sensitivity' to the Minimum Level of General Fund (Unallocated) Reserves (15% of Net Expenditure), does Reserve Remain Positive						Yes		Yes		Yes	
- If 'Total Sensitivity' Risk occurred, what would be the reduction in General Fund (Unallocated) Reserves						54.8%		36.6%		23.4%	
* Note: HDC has set a minimum level of General Fund (unallocated) Reserves of £2.175. However, in a 'crisis' situation the Council has immediately available, as well as the General Fund, the Budget Surplus Reserve. Therefore, for this 'Sensitivity Exercise' both Reserves will be considered.											

8.5.8 This analysis shows that if the most ‘pessimistic’ position occurred, the Councils General Fund (Unallocated) Reserves alone would be insufficient to meet this additional cost. However, if it also included the Budget Surplus Reserve it would have sufficient resources to meet this cost.

8.6 Revenue Reserves

Reserves for 2021/22 and the MTFS Period (2022/23 to 2025/26)

- 8.6.1 There is no statutory minimum level of reserves; however, as noted at 8.5.2 Cabinet has approved a new minimum threshold for its General Fund (Unallocated) Reserves of £2.175m. The primary aim of the General Fund is to provide a safety net for unforeseen expenditure.
- 8.6.2 In addition to the General Fund, and as shown in 8.5.2 to 8.5.3 the Council operates a number of reserves; including the Budget Surplus Reserve, the Commercial Investment Reserve and a number of specific Earmarked Reserves. The purpose of the latter is to meet known potential liabilities arising from Statutory Commitments, Know Risks, Future or Political Commitments and costs associated with Transformation and Commercialisation.
- 8.6.3 However, to ensure the adequacy of the Councils Reserves (i.e. their robustness) it is essential to determine if the Councils revenue reserves are sufficient to meet the assessed risks (8.5.7). To determine this, a two-stage comparison will be undertaken in that the “likelihood of occurrence” of a risk will be compared to two sets of reserves. The detailed analysis is shown in **Table 24** and relevant commentary is shown below.

Stage 1 – The Primary Test of Financial Resilience

The “likelihood of occurrence” of the assessed risks will be compared against the General Fund (Unallocated) Reserve and the Budget Surplus Reserve – in this way the CIS Reserve can be used over the life of the MTFS to invest in commercial property that will generate a long term revenue stream.

As shown in **Table 24**, both reserves can meet the assessed risks for the duration of the MTFS.

Stage 2 – The Secondary Test of Financial Resilience

The Stage 2 assessment is a ‘complete’ test, in that it also brings into the assessment the Commercial Investment Reserve. This clearly shows that the Council would have sufficient resources to meet the modelled risks, but this does mean that the Council may not be able to invest all the Commercial Investment Reserve as planned. However, as the planned Commercial Investments Strategy is expected to be completed in 2020/21, this reserve can be repurposed in the future to negate any future Revenue pressures, although it is likely to be utilised in any future redevelopment projects.

Table 24

Table 24																
Impact of 2021/22 Sensitivity of Risks on the MTFS General Fund Reserves Profile																
General Fund Reserve and Budget Surplus Reserve	2021/22 £000			2022/23 £000			2023/24 £000			2024/25 £000			2025/26 £000			
General Fund Reserve c/f	2,175			2,175			2,175			2,175			2,175			
Budget Surplus Reserve c/f	4,760			3,615			2,692			2,094			1,658			
Minimum Level of Reserves	6,935			5,790			4,867			4,269			3,833			
	2,175			2,175			2,175			2,175			2,175			
	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	
Reduction in Reserves (in year)	1,192	797	508	1,192	797	508	1,192	797	508	1,192	797	508	1,192	797	508	
Estimated Reserves c/f	5,743	6,138	6,427	4,598	4,993	5,282	3,675	4,070	4,359	3,077	3,472	3,761	2,641	3,036	3,325	
- Do Reserves remain above Minimum Level of Reserves	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
General Fund Reserve, Budget Surplus Reserve and Commercial Investment Reserve	2021/22 £'000			2022/23 £'000			2023/24 £'000			2024/25 £'000			2025/26 £'000			
General Fund Reserve c/f	2,175			2,175			2,175			2,175			2,175			
Budget Surplus Reserve c/f	4,760			3,615			2,692			2,094			1,658			
Commercial Investment Reserve c/f	3,186			3,186			3,186			3,186			3,186			
Minimum Level of Reserves (*)	10,121			8,976			8,053			7,455			7,019			
	2,175			2,175			2,175			2,175			2,175			
	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	
Reduction in Reserves (in year)	1,192	797	508	1,192	797	508	1,192	797	508	1,192	797	508	1,192	797	508	
Estimated Reserves c/f	8,929	9,324	9,613	7,784	8,179	8,468	6,861	7,256	7,545	6,263	6,658	6,947	5,827	6,222	6,511	
- Do Reserves remain above Minimum Level of Reserves	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	

8.6.4 Consequently, it is fair to say that:

- i. if the situation arose, with the use of the General Fund (Unallocated) Reserve, the Budget Surplus and Commercial Investment reserves the Council should be able to absorb considerable additional financial risk. As we have seen during 2020/21, the majority of the risks hit at the same time, even though the chances of this happening were and still are considered, unprecedented.
- ii. the Council is self-sufficient over the medium-term. The Council has actual surplus budget for 2018/19 and 2019/20 and is making the prudent decision to “bank” early year budget surpluses into the Budget Surplus Reserve to enable it to meet subsequent year funding gaps; whilst being able to maintain its general reserve of £2.175m over the MTFS period.

8.6.5 However, to remove reliance on the use of reserves the Council will be required to find further savings or generate additional income equivalent to 6% of its net expenditure – as summarised in **Table 25** below and shown on the “Plan on a Page” at **Appendix 2**.

Table 25

Table 25	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Plan on a Page - Approved MTFS 2021/22 - 2024/25				
Approved MTFS Net Expenditure	19,842	19,680	19,938	20,341
Plan on a Page - new savings required from MTFS	(1,145)	(923)	(598)	(436)
Plan on a Page - % savings required from MTFS	-6%	-5%	-3%	-2%
Budget Requirement (adjusted for savings required)	18,697	18,757	19,340	19,905

8.7 Conclusion

- **2021/22 Budget**

Considering all the factors noted within the “Robustness” statement in respect of 2021/22, I consider that the combination of the:

- Councils commitment to continue to find service efficiencies,
- the direction of travel in relation to governance,
- it’s clear intention to invest in services, and
- it’s prudent position relating to income recognition,

the budget proposed for 2021/22 should not give Members any significant concerns over the Council’s financial position.

- **Medium Term Financial Strategy (2022/23 to 2025/26)**

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

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

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

Claire Edwards FCCA

Responsible Financial Officer (Section 151)

ANNEX A - FEES AND CHARGES

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
Chief Operating Officer - Development Management										
Planning Application Fees - these are set Nationally and were last changed on 15th April 2015										
	Prior Approval	Agricultural and Forestry buildings and operations or demolition of buildings		S	Apr-15	N	96.00	0.00	96.00	0.00%
		Telecommunications code systems operators		S	Apr-15	N	462.00	0.00	462.00	0.00%
		Proposed change of use to state funded or registered nursery		S	Apr-15	N	96.00	0.00	96.00	0.00%
		Proposed change of use of agricultural building to a state funded school or registered nursery		S	Apr-15	N	96.00	0.00	96.00	0.00%
		Proposed change of use of agricultural building to a flexible use within shops, financial and professional services, restaurants and cafes, business, storage or distribution, hotels, or assembly or leisure		S	Apr-15	N	96.00	0.00	96.00	0.00%
		Proposed change of a building from Office (Use Class B1) use to a use falling within Use Class C3 (Dwelling house)		S	Apr-15	N	96.00	0.00	96.00	0.00%
		Proposed change of use from an agricultural building to a Dwelling house (Use Class C3) where there are no associated building operations		S	Apr-15	N	96.00	0.00	96.00	0.00%
		Proposed change of use of agricultural building to a Dwelling house (Use Class C3) and associated building operations		S	Apr-15	N	378.00	0.00	378.00	0.00%
		Proposed change of use of a building from a retail (Use Class A1 or A2) use or a mixed retail and residential use to a use falling within use Class C3 (Dwelling house) where there are no associated building operations		S	Apr-15	N	96.00	0.00	96.00	0.00%
		Proposed change of use from storage or Distribution to Dwellinghouses		S	Jun-18	N	96.00	0.00	96.00	0.00%
		Proposed change of use from light industrial to Dwellinghouses		S	Apr-15	N	96.00	0.00	96.00	0.00%
		Proposed change of use of a building from a retail (Use Class A1 or A2) use or a mixed retail and residential use to a use falling within use Class C3 (Dwelling house) and associated building operations		S	Apr-15	N	378.00	0.00	378.00	0.00%
	Reserved Matters	Application for approval of reserved matters following outline approval	Full fee due or if full fee already paid then	S	Apr-15	N	462.00	0.00	462.00	0.00%
	Approval / variation/ discharge of condition	Application for removal or variation of condition following grant of planning permission		S	Apr-15	N	234.00	0.00	234.00	0.00%
		Request for confirmation that one or more planning conditions have been complied with	Per request for householder	S	Apr-15	N	34.00	0.00	34.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
			otherwise per request	S	Apr-15	N	116.00	0.00	116.00	0.00%
	Change of use of a building to use as one or more separate dwelling houses, or other cases	Not more than 50 dwellings for each		S	Apr-15	N	462.00	0.00	462.00	0.00%
		More than 50 dwellings		S	Apr-15	N	22,859.00	0.00	22,859.00	0.00%
		plus for each in excess of 50 up to a maximum of £250,000		S	Apr-15	N	132.00	0.00	132.00	0.00%
	Other changes of use of a building or land			S	Apr-15	N	462.00	0.00	462.00	0.00%
	Advertising	Relating to the business on the premises		S	Apr-15	N	132.00	0.00	132.00	0.00%
		Advanced signs which are not on or visible from the site, directing the public to a business		S	Apr-15	N	132.00	0.00	132.00	0.00%
		Other advertisements		S	Apr-15	N	462.00	0.00	462.00	0.00%
	Application for permission in principle	Fee for each 0.1 hectare of site area		S	Jul-18	N	402.00	0.00	402.00	0.00%
	Application for a non-material amendment following a grant of planning permission	Application in respect of householder development		S	Apr-15	N	34.00	0.00	34.00	0.00%
		Application in respect of other developments		S	Apr-15	N	234.00	0.00	234.00	0.00%
Pre Application Fees - these are set by HDC. Where any development that falls within one or more category the fees should be added together.										
	Written Advice only - Residential Development	1 additional dwelling proposed		D	Mar-16	S	115.00	23.00	138.00	0.00%
		2-9 additional dwellings proposed		D	Mar-16	S	230.00	46.00	276.00	0.00%
		10-59 additional dwellings proposed		D	Mar-16	S	1,150.00	230.00	1,380.00	0.00%
		60-200 additional dwellings proposed		D	Mar-16	S	5,750.00	1,150.00	6,900.00	0.00%
		200+ additional dwellings proposed		D	Mar-16	S	11,500.00	2,300.00	13,800.00	0.00%
	Written Advice only - Agricultural buildings	0 - 465 sq m additional floor space		D	Mar-16	S	58.00	11.60	69.60	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		466 sq m additional floor space		D	Mar-16	S	115.00	23.00	138.00	0.00%
Written Advice only - Other buildings		0 - 99 sq m additional floor space		D	Mar-16	S	115.00	23.00	138.00	0.00%
		100 - 1000 sq m additional floor space		D	Mar-16	S	230.00	46.00	276.00	0.00%
		1001 -5000 sq m additional floor space		D	Mar-16	S	1,150.00	230.00	1,380.00	0.00%
		5001 - 10,000 sq m additional floor space		D	Mar-16	S	3,450.00	690.00	4,140.00	0.00%
		10,001 + sq m additional floor space		D	Mar-16	S	4,600.00	920.00	5,520.00	0.00%
Written Advice only - Plant, machinery, car parks, service roads & other means of access		0 - 1 Hectare		D	Mar-16	S	58.00	11.60	69.60	0.00%
		1+ hectare		D	Mar-16	S	115.00	23.00	138.00	0.00%
Written Advice only - Change of use land or buildings		Per site		D	Mar-16	S	115.00	23.00	138.00	0.00%
Written Advice only - advertisements		Per business premises or site		D	Mar-16	S	58.00	11.60	69.60	0.00%
Meeting at Pathfinder House prior to written advice		With Head of Development as most senior officer in attendance	per hour	D	Mar-16	S	150.00	30.00	180.00	0.00%
		With Planning Services Manager as most senior officer in attendance	per hour	D	Mar-16	S	130.00	26.00	156.00	0.00%
		With Planning Team Leader as most senior officer in attendance	per hour	D	Mar-16	S	60.00	12.00	72.00	0.00%
		With development Management officer/Specialist officer as most senior officer in attendance	per hour	D	Mar-16	S	50.00	10.00	60.00	0.00%
Meeting away from Pathfinder House prior to written advice		With Head of Development as most senior officer in attendance	per hour	D	Mar-16	S	300.00	60.00	360.00	0.00%
		With Planning Services Manager as most senior officer in attendance	per hour	D	Mar-16	S	260.00	52.00	312.00	0.00%
		With Planning Team Leader as most senior officer in attendance	per hour	D	Mar-16	S	120.00	24.00	144.00	0.00%
		With development Management officer/Specialist officer as most senior officer in attendance	per hour	D	Mar-16	S	60.00	12.00	72.00	0.00%
Major Development - meeting only at Pathfinder House		With Head of Development as most senior officer in attendance	per hour	D	Mar-16	S	150.00	30.00	180.00	0.00%
		With Planning Services Manager as most senior officer in attendance	per hour	D	Mar-16	S	130.00	26.00	156.00	0.00%
		With Planning Team Leader as most senior officer in attendance	per hour	D	Mar-16	S	60.00	12.00	72.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		With development Management officer/Specialist officer as most senior officer in attendance	per hour	D	Mar-16	S	50.00	10.00	60.00	0.00%
Major Development - meeting only away from Pathfinder House		With Head of Development as most senior officer in attendance	per hour	D	Mar-16	S	300.00	60.00	360.00	0.00%
		With Planning Services Manager as most senior officer in attendance	per hour	D	Mar-16	S	260.00	52.00	312.00	0.00%
		With Planning Team Leader as most senior officer in attendance	per hour	D	Mar-16	S	120.00	24.00	144.00	0.00%
		With development Management officer/Specialist officer as most senior officer in attendance	per hour	D	Mar-16	S	60.00	12.00	72.00	0.00%
Planning History searches		Per Search	per hour	D	Mar-16	S	67.50	13.50	81.00	0.00%
Admin fee on invalid Planning Application refunds			per refund	S	Mar-16	S	50.00	10.00	60.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
Building Control										
Cambridge City Council are now responsible for the fee setting for the Local Authority Building Control shared service the fees for the three partner authorities were harmonised and they are shown below for information										
	Domestic extensions and annexes	Garage, car port or store building. Floor area does not exceed 60m2	Full Plans	S	Jan-19	S	350.00	70.00	420.00	0.00%
		Extension or annex with a floor area does not exceed 40m2	Full Plans	S	Jan-19	S	440.00	88.00	528.00	0.00%
		Extension or annex with a floor area over 40m2 but not exceeding 70m2	Full Plans	S	Jan-19	S	550.00	110.00	660.00	0.00%
	New dwellings and conversion to dwellings	1 dwelling	Full Plans	S	Jan-19	S	570.00	114.00	684.00	0.00%
		2 dwelling	Full Plans	S	Jan-19	S	1,020.00	204.00	1,224.00	0.00%
		3 dwelling	Full Plans	S	Jan-19	S	1,385.00	277.00	1,662.00	0.00%
		4 dwelling	Full Plans	S	Jan-19	S	1,670.00	334.00	2,004.00	0.00%
		5 dwelling	Full Plans	S	Jan-19	S	1,840.00	368.00	2,208.00	0.00%
	Domestic loft and garage conversions	Domestic garage conversion. Floor area does not exceed 40m2	Full Plans	S	Jan-19	S	270.00	54.00	324.00	0.00%
		Loft conversion. Floor area does not exceed 40m2	Full Plans	S	Jan-19	S	440.00	88.00	528.00	0.00%
		Loft conversion. Floor area 40m2 but not exceeding 60m2	Full Plans	S	Jan-19	S	500.00	100.00	600.00	0.00%
	Domestic alterations		Full Plans	S	Jan-19	S	150.00	30.00	180.00	0.00%
		Replacement of windows, roof lights and external glazed doors Renewable Energy systems up to £20,000	Full Plans	S	Jan-19	S	160.00	32.00	192.00	0.00%
		Internal Alterations estimated cost of work less than £5,000	Full Plans	S	Jan-19	S	180.00	36.00	216.00	0.00%
		Internal alterations estimated cost of work over £5,000 but less than £10,000	Full Plans	S	Jan-19	S	300.00	60.00	360.00	0.00%
		Internal alterations estimated cost of work over £10,000 but less than £20,000	Full Plans	S	Jan-19	S	400.00	80.00	480.00	0.00%
		Internal alterations estimated cost of work over £20,000 but less than £50,000	Full Plans	S	Jan-19	S	450.00	90.00	540.00	0.00%
		Internal alterations estimated cost of work over £50,000 but less than £75,000	Full Plans	S	Jan-19	S	550.00	110.00	660.00	0.00%
		Notifiable electrical Work - Not carried out under Part P registered electrician	Full Plans	S	Jan-19	S	250.00	50.00	300.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Drainage works up to £5,000	Full Plans	S	Jan-19	S	150.00	30.00	180.00	0.00%
		Upgrading of thermal element in a dwelling(e.g roof rendering/cladding plastering,floors etc)	Full Plans	S	Jan-19	S	150.00	30.00	180.00	0.00%
	Non-domestic alterations	Upgrade of thermal element estimated cost of work between £0 - £50,000	Full Plans	S	Jan-19	S	200.00	40.00	240.00	0.00%
		Renewable energy system estimated cost of work less than £50,000	Full Plans	S	Jan-19	S	200.00	40.00	240.00	0.00%
		Replacement windows, roof lights and external glazed doors less than £20,000	Full Plans	S	Jan-19	S	200.00	40.00	240.00	0.00%
		Replacement windows, roof lights and external glazed doors over £20,000 but less than £100,000	Full Plans	S	Jan-19	S	250.00	50.00	300.00	0.00%
		Alterations estimated cost of work less than £5,000	Full Plans	S	Jan-19	S	250.00	50.00	300.00	0.00%
		Alterations estimated cost of work over £5,000 but less than £10,000	Full Plans	S	Jan-19	S	340.00	68.00	408.00	0.00%
		Alterations estimated cost of work over £10,000 but less than £20,000	Full Plans	S	Jan-19	S	440.00	88.00	528.00	0.00%
		Alterations estimated cost of work over £20,000 but less than £50,000	Full Plans	S	Jan-19	S	565.00	113.00	678.00	0.00%
		Alterations estimated cost of work over £50,000 but less than £75,000	Full Plans	S	Jan-19	S	715.00	143.00	858.00	0.00%
	Domestic extensions and annexes	Garage,car port or store building. Floor area does not exceed 60m2	Building Notice	S	Jan-19	S	380.00	76.00	456.00	0.00%
		Extension or annex with a floor area does not exceed 40m2	Building Notice	S	Jan-19	S	480.00	96.00	576.00	0.00%
		Extension or annex with a floor area over 40m2 but not exceeding 70m2	Building Notice	S	Jan-19	S	600.00	120.00	720.00	0.00%
	New dwellings and conversion to dwellings	1 dwelling	Building Notice	S	Jan-19	S	630.00	126.00	756.00	0.00%
		2 dwelling	Building Notice	S	Jan-19	S	1,130.00	226.00	1,356.00	0.00%
		3 dwelling	Building Notice	S	Jan-19	S	1,530.00	306.00	1,836.00	0.00%
		4 dwelling	Building Notice	S	Jan-19	S	1,850.00	370.00	2,220.00	0.00%
		5 dwelling	Building Notice	S	Jan-19	S	2,030.00	406.00	2,436.00	0.00%
	Domestic loft and garage conversions	Domestic garage conversion. Floor area does not exceed 40m2	Building Notice	S	Jan-19	S	290.00	58.00	348.00	0.00%
		Loft conversion. Floor area does not exceed 40m2	Building Notice	S	Jan-19	S	480.00	96.00	576.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Loft conversion. Floor area 40m2 but not exceeding 60m2	Building Notice	S	Jan-19	S	550.00	110.00	660.00	0.00%
	Domestic alterations		Building Notice	S	Jan-19	S	160.00	32.00	192.00	0.00%
		Replacement of windows, roof lights and external glazed doors Renewable Energy systems up to £20,000	Building Notice	S	Jan-19	S	170.00	34.00	204.00	0.00%
		Internal Alterations estimated cost of work less than £5,000	Building Notice	S	Jan-19	S	200.00	40.00	240.00	0.00%
		Internal alterations estimated cost of work over £5,000 but less than £10,000	Building Notice	S	Jan-19	S	310.00	62.00	372.00	0.00%
		Internal alterations estimated cost of work over £10,000 but less than £20,0000	Building Notice	S	Jan-19	S	410.00	82.00	492.00	0.00%
		Internal alterations estimated cost of work over £20,000 but less than £50,0000	Building Notice	S	Jan-19	S	500.00	100.00	600.00	0.00%
		Internal alterations estimated cost of work over £50,000 but less than £75,000	Building Notice	S	Jan-19	S	600.00	120.00	720.00	0.00%
		Notifiable electrical Work - Not carried out under Part P registered electrician	Building Notice	S	Jan-19	S	250.00	50.00	300.00	0.00%
		Drainage works up to £5,000	Building Notice	S	Jan-19	S	150.00	30.00	180.00	0.00%
		Upgrading of thermal element in a dwelling(e,g roof rendering/cladding plastering,floors etc)	Building Notice	S	Jan-19	S	150.00	30.00	180.00	0.00%
	Domestic extensions and annexes	Garage,car port or store building. Floor area does not exceed 60m2	Regularisation	S	Jan-19	N	570.00	0.00	570.00	0.00%
		Extension or annex with a floor area does not exceed 40m2	Regularisation	S	Jan-19	N	720.00	0.00	720.00	0.00%
		Extension or annex with a floor area over 40m2 but not exceeding 70m2	Regularisation	S	Jan-19	N	900.00	0.00	900.00	0.00%
	New dwellings and conversion to dwellings	1 dwelling	Regularisation	S	Jan-19	N	945.00	0.00	945.00	0.00%
		2 dwelling	Regularisation	S	Jan-19	N	1,695.00	0.00	1,695.00	0.00%
		3 dwelling	Regularisation	S	Jan-19	N	2,295.00	0.00	2,295.00	0.00%
		4 dwelling	Regularisation	S	Jan-19	N	2,775.00	0.00	2,775.00	0.00%
		5 dwelling	Regularisation	S	Jan-19	N	3,045.00	0.00	3,045.00	0.00%
	Domestic loft and garage conversions	Domestic garage conversion. Floor area does not exceed 40m2	Regularisation	S	Jan-19	N	435.00	0.00	435.00	0.00%
		Loft conversion. Floor area does not exceed 40m2	Regularisation	S	Jan-19	N	720.00	0.00	720.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

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							£	£	£	%
		Loft conversion. Floor area 40m2 but not exceeding 60m2	Regularisation	S	Jan-19	N	825.00	0.00	825.00	0.00%
	Domestic alterations		Regularisation	S	Jan-19	N	240.00	0.00	240.00	0.00%
		Replacement of windows, roof lights and external glazed door Renewable Energy systems up to £20,000	Regularisation	S	Jan-19	N	255.00	0.00	255.00	0.00%
		Internal Alterations estimated cost of work less than £5,000	Regularisation	S	Jan-19	N	300.00	0.00	300.00	0.00%
		Internal alterations estimated cost of work over £5,000 but less than £10,000	Regularisation	S	Jan-19	N	465.00	0.00	465.00	0.00%
		Internal alterations estimated cost of work over £10,000 but less than £20,0000	Regularisation	S	Jan-19	N	615.00	0.00	615.00	0.00%
		Internal alterations estimated cost of work over £20,000 but less than £50,0000	Regularisation	S	Jan-19	N	750.00	0.00	750.00	0.00%
		Internal alterations estimated cost of work over £50,000 but less than £75,000	Regularisation	S	Jan-19	N	900.00	0.00	900.00	0.00%
		Notifiable electrical Work - Not carried out under Part P registered electrician	Regularisation	S	Jan-19	N	375.00	0.00	375.00	0.00%
		Drainage works up to £5,000	Regularisation	S	Jan-19	N	225.00	0.00	225.00	0.00%
		Upgrading of thermal element in a dwelling(e.g roof rendering/cladding plastering,floors etc)	Regularisation	S	Jan-19	N	225.00	0.00	225.00	0.00%
	Non-domestic alterations		Regularisation	S	Jan-19	N	300.00	0.00	300.00	0.00%
		Upgrade of thermal element estimated cost of work between £0 - £50,000	Regularisation	S	Jan-19	N	300.00	0.00	300.00	0.00%
		Renewable energy system estimated cost of work less than £50,000	Regularisation	S	Jan-19	N	300.00	0.00	300.00	0.00%
		Replacement windows, roof lights and external glazed doors less than £20,000	Regularisation	S	Jan-19	N	300.00	0.00	300.00	0.00%
		Replacement windows, roof lights and external glazed doors over £20,000 but less than £100,000	Regularisation	S	Jan-19	N	375.00	0.00	375.00	0.00%
		Alterations estimated cost of work less than £5,000	Regularisation	S	Jan-19	N	375.00	0.00	375.00	0.00%
		Alterations estimated cost of work over £5,000 but less than £10,000	Regularisation	S	Jan-19	N	510.00	0.00	510.00	0.00%
		Alterations estimated cost of work over £10,000 but less than £20,000	Regularisation	S	Jan-19	N	660.00	0.00	660.00	0.00%
		Alterations estimated cost of work over £20,000 but less than £50,000	Regularisation	S	Jan-19	N	847.00	0.00	847.00	0.00%
		Alterations estimated cost of work over £50,000 but less than £75,000	Regularisation	S	Jan-19	N	1,072.00	0.00	1,072.00	0.00%
Street naming (Currently showing the 2020/21 charges, these charges are now managed by the Building Control Shared Service)										

Huntingdonshire District Council - Fees and Charges as at April 2021

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							£	£	£	%
	Street naming and numbering	Existing property - name change				N	50.00	0.00	50.00	0.00%
		Name added to a numbered property				N	30.00	0.00	30.00	0.00%
		New developments - naming and numbering scheme	1 plot			N	50.00	0.00	50.00	0.00%
			2 to 5 plots			N	100.00	0.00	100.00	0.00%
			6 to 10 plots			N	150.00	0.00	150.00	0.00%
			11 to 25 plots			N	200.00	0.00	200.00	0.00%
			26 to 50 plots			N	250.00	0.00	250.00	0.00%
			51 to 100 plots			N	400.00	0.00	400.00	0.00%
			101 plus plots			N	500.00	0.00	500.00	0.00%
			plus per additional property			N	10.00	0.00	10.00	0.00%
		New developments - amendments to street names and numbering after developer redesign				N	200.00	0.00	200.00	0.00%
			plus per property			N	10.00	0.00	10.00	0.00%
		Renaming of existing streets				N	250.00	0.00	250.00	0.00%
			plus per affected property			N	10.00	0.00	10.00	0.00%
		Supplying of extra addressing plans				N	30.00	0.00	30.00	0.00%
Operations										
Refuse Collection										
	Household Bulky Waste		1-3 items	D		N	35.00	0.00	35.00	0.00%
	Household Bulky Waste		4-6 items	D		N	50.00	0.00	50.00	0.00%
	Household Bulky Waste		7-10 items	D		N	75.00	0.00	75.00	0.00%
	Commercial Bulky Waste		Per hour	D		N	150.00	0.00	150.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

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							£	£	£	%
	Second Green Bin		Per annum	D		N	50.00	0.00	50.00	0.00%
	Bins for New Developments		set of 3	D		N	150.00	0.00	150.00	0.00%
	Delivery Charge	Domestic wheel bin	per bin	D		N	15.00	0.00	15.00	0.00%
	Commercial Waste	1100L Residual	per lift	D		N	15.80	0.00	15.80	0.00%
	Commercial Waste	1100L Recycling	per lift	D		N	10.30	0.00	10.30	0.00%
	Commercial Waste	660L Residual	per lift	D		N	11.30	0.00	11.30	0.00%
	Commercial Waste	660 Recycling	per lift	D		N	7.70	0.00	7.70	0.00%
	Commercial Waste	240L Residual	per lift	D		N	4.65	0.00	4.65	0.00%
	Commercial Waste	240L Recycling	per lift	D		N	4.10	0.00	4.10	0.00%
	Commercial Waste	1100L Residual	collection only	D		N	9.50	0.00	9.50	0.00%
	Commercial Waste	1100L Recycling	collection only	D		N	10.30	0.00	10.30	0.00%
	Commercial Waste	660L Residual	collection only	D		N	6.80	0.00	6.80	0.00%
	Commercial Waste	661 Recycling	collection only	D		N	7.70	0.00	7.70	0.00%
	Commercial Waste	240L Residual	collection only	D		N	3.15	0.00	3.15	0.00%
	Commercial Waste	240L Recycling	collection only	D		N	4.10	0.00	4.10	0.00%
Markets	St Ives Weekly Markets	Casual traders	10ft Pitch			E	24.20	0.00	24.20	0.00%
		Permanent traders	10ft Pitch			E	18.00	0.00	18.00	0.00%
		Additional Pitches Friday	10ft Pitch			E	10.30	0.00	10.30	0.00%
		Additional Pitches Monday	10ft Pitch			E	11.35	0.00	11.35	0.00%
	Huntingdon Weekly Market	Huntingdon Wednesday Market	10ft Pitch (Prime Pitch)			E	19.50	0.00	19.50	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

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							£	£	£	%
		Huntingdon Wednesday Market	10ft Pitch (Intermediate 1)			E	15.40	0.00	15.40	0.00%
		Huntingdon Wednesday Market	10ft Pitch (Intermediate 2)			E	14.40	0.00	14.40	0.00%
		Huntingdon Wednesday Market	10ft Pitch (Intermediate 3)			E	13.40	0.00	13.40	0.00%
		Huntingdon Wednesday Market	10ft Pitch (End Pitch)			E	10.25	0.00	10.25	0.00%
		Huntingdon Saturday Market	10ft Pitch (Prime Pitch)			E	22.70	0.00	22.70	0.00%
		Huntingdon Saturday Market	10ft Pitch (Intermediate 1)			E	20.60	0.00	20.60	0.00%
		Huntingdon Saturday Market	10ft Pitch (Intermediate 2)			E	19.00	0.00	19.00	0.00%
		Huntingdon Saturday Market	10ft Pitch (Intermediate 3)			E	18.00	0.00	18.00	0.00%
		Huntingdon Saturday Market	10ft Pitch (Intermediate 4)			E	15.50	0.00	15.50	0.00%
		Huntingdon Saturday Market	10ft Pitch (Intermediate 5)			E	14.40	0.00	14.40	0.00%
		Huntingdon Saturday Market	10ft Pitch (End Pitch)			E	10.30	0.00	10.30	0.00%
	St Ives Bank Holiday Markets	Market Hill regular trader	10ft Pitch			E	26.00	0.00	26.00	0.00%
		Market Hill non - regular trader	10ft Pitch			E	34.00	0.00	34.00	0.00%
		Market Hill casual trader (on the day) RAINING AT 8am	10ft Pitch			E	36.00	0.00	36.00	0.00%
		Market Hill casual trader (on the day) DRY AT 8am	10ft Pitch			E	45.00	0.00	45.00	0.00%
	Electricity supply	per day				S	4.90	0.98	5.88	0.00%
Fair										
	Fair Huntingdon	Riverside car park	per day			Z	1,050.00	0.00	1,050.00	0.00%
Car parking										
	Car Parking charges	Huntingdon - Princes Street car park	Up to 1 hour			D	0.83	0.17	1.00	0.00%
			Up to 1 hour & 15 minutes			D	1.00	0.20	1.20	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
			Up to 1 hour & 30 minutes	D		S	1.17	0.23	1.40	0.00%
			Up to 1 hour & 45 minutes	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 15 minutes	D		S	1.67	0.33	2.00	0.00%
			Up to 2 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 2 hours & 45 minutes	D		S	2.00	0.40	2.40	0.00%
			Up to 3 hours	D		S	2.17	0.43	2.60	0.00%
			Up to 3 hours & 15 minutes	D		S	2.33	0.47	2.80	0.00%
			Up to 3 hours & 30 minutes	D		S	2.50	0.50	3.00	0.00%
			Up to 3 hours & 45 minutes	D		S	2.67	0.53	3.20	0.00%
			Up to 4 hours	D		S	2.83	0.57	3.40	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
	Huntingdon - Multi-storey car park		Up to 1 hour	D		S	0.83	0.17	1.00	0.00%
			Up to 1 hour & 15 minutes	D		S	1.00	0.20	1.20	0.00%
			Up to 1 hour & 30 minutes	D		S	1.17	0.23	1.40	0.00%
			Up to 1 hour & 45 minutes	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 15 minutes	D		S	1.67	0.33	2.00	0.00%
			Up to 2 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 2 hours & 45 minutes	D		S	2.00	0.40	2.40	0.00%
			Up to 3 hours	D		S	2.17	0.43	2.60	0.00%

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							£	£	£	%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
	Huntingdon - St Germain (Minor) car park		Up to 1 hour	D		S	0.83	0.17	1.00	0.00%
			Up to 1 hour & 15 minutes	D		S	1.00	0.20	1.20	0.00%
			Up to 1 hour & 30 minutes	D		S	1.17	0.23	1.40	0.00%
			Up to 1 hour & 45 minutes	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 15 minutes	D		S	1.67	0.33	2.00	0.00%
			Up to 2 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 2 hours & 45 minutes	D		S	2.00	0.40	2.40	0.00%
			Up to 3 hours	D		S	2.17	0.43	2.60	0.00%
			Up to 3 hours & 15 minutes	D		S	2.33	0.47	2.80	0.00%
			Up to 3 hours & 30 minutes	D		S	2.50	0.50	3.00	0.00%
			Up to 3 hours & 45 minutes	D		S	2.67	0.53	3.20	0.00%
			Up to 4 hours	D		S	2.83	0.57	3.40	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
	Huntingdon - Great Northern Street car park		Up to 2 hours	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours & 15 minutes	D		S	1.42	0.28	1.70	0.00%
			Up to 2 hours & 30 minutes	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 45 minutes	D		S	1.58	0.32	1.90	0.00%
			Up to 3 hours	D		S	1.67	0.33	2.00	0.00%
			Up to 3 hours & 15 minutes	D		S	1.75	0.35	2.10	0.00%

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							£	£	£	%
			Up to 3 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 3 hours & 45 minutes	D		S	1.92	0.38	2.30	0.00%
			Up to 4 hours	D		S	2.00	0.40	2.40	0.00%
			Up to 23 hours	D		S	3.33	0.67	4.00	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
	Huntingdon - Ingram Street car park		Up to 2 hours	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours & 15 minutes	D		S	1.42	0.28	1.70	0.00%
			Up to 2 hours & 30 minutes	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 45 minutes	D		S	1.58	0.32	1.90	0.00%
			Up to 3 hours	D		S	1.67	0.33	2.00	0.00%
			Up to 3 hours & 15 minutes	D		S	1.75	0.35	2.10	0.00%
			Up to 3 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 3 hours & 45 minutes	D		S	1.92	0.38	2.30	0.00%
			Up to 4 hours	D		S	2.00	0.40	2.40	0.00%
			Up to 23 hours	D		S	3.33	0.67	4.00	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
	Huntingdon - Mill Common car park		Up to 2 hours	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours & 15 minutes	D		S	1.42	0.28	1.70	0.00%
			Up to 2 hours & 30 minutes	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 45 minutes	D		S	1.58	0.32	1.90	0.00%
			Up to 3 hours	D		S	1.67	0.33	2.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
			Up to 3 hours & 15 minutes	D		S	1.75	0.35	2.10	0.00%
			Up to 3 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 3 hours & 45 minutes	D		S	1.92	0.38	2.30	0.00%
			Up to 4 hours	D		S	2.00	0.40	2.40	0.00%
			Up to 23 hours	D		S	3.33	0.67	4.00	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
	Huntingdon - Riverside car park		Up to 2 hours	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours & 15 minutes	D		S	1.42	0.28	1.70	0.00%
			Up to 2 hours & 30 minutes	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 45 minutes	D		S	1.58	0.32	1.90	0.00%
			Up to 3 hours	D		S	1.67	0.33	2.00	0.00%
			Up to 3 hours & 15 minutes	D		S	1.75	0.35	2.10	0.00%
			Up to 3 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 3 hours & 45 minutes	D		S	1.92	0.38	2.30	0.00%
			Up to 4 hours	D		S	2.00	0.40	2.40	0.00%
			Up to 10 hours	D		S	2.50	0.50	3.00	0.00%
			Up to 23 hours	D		S	3.33	0.67	4.00	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
	Godmanchester - Bridge Place car park		Up to 2 hours	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours & 15 minutes	D		S	1.42	0.28	1.70	0.00%
			Up to 2 hours & 30 minutes	D		S	1.50	0.30	1.80	0.00%

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							£	£	£	%
			Up to 2 hours & 45 minutes	D		S	1.58	0.32	1.90	0.00%
			Up to 3 hours	D		S	1.67	0.33	2.00	0.00%
			Up to 3 hours & 15 minutes	D		S	1.75	0.35	2.10	0.00%
			Up to 3 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 3 hours & 45 minutes	D		S	1.92	0.38	2.30	0.00%
			Up to 4 hours	D		S	2.00	0.40	2.40	0.00%
			Up to 10 hours	D		S	2.50	0.50	3.00	0.00%
			Up to 23 hours	D		S	3.33	0.67	4.00	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
	St Ives - Cattle Market (short stay zones) car park		Up to 1 hour	D		S	0.83	0.17	1.00	0.00%
			Up to 1 hour & 15 minutes	D		S	1.00	0.20	1.20	0.00%
			Up to 1 hour & 30 minutes	D		S	1.17	0.23	1.40	0.00%
			Up to 1 hour & 45 minutes	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 15 minutes	D		S	1.67	0.33	2.00	0.00%
			Up to 2 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 2 hours & 45 minutes	D		S	2.00	0.40	2.40	0.00%
			Up to 3 hours	D		S	2.17	0.43	2.60	0.00%
			Up to 3 hours & 15 minutes	D		S	2.33	0.47	2.80	0.00%
			Up to 3 hours & 30 minutes	D		S	2.50	0.50	3.00	0.00%
			Up to 3 hours & 45 minutes	D		S	2.67	0.53	3.20	0.00%

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							£	£	£	%
			Up to 4 hours	D		S	2.83	0.57	3.40	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
	St Ives - Cattle Market (long stay zones) car park		Up to 2 hours	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours & 15 minutes	D		S	1.42	0.28	1.70	0.00%
			Up to 2 hours & 30 minutes	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 45 minutes	D		S	1.58	0.32	1.90	0.00%
			Up to 3 hours	D		S	1.67	0.33	2.00	0.00%
			Up to 3 hours & 15 minutes	D		S	1.75	0.35	2.10	0.00%
			Up to 3 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 3 hours & 45 minutes	D		S	1.92	0.38	2.30	0.00%
			Up to 4 hours	D		S	2.00	0.40	2.40	0.00%
			Up to 23 hours	D		S	3.33	0.67	4.00	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
	St Ives - Darwoods Pond car park		Up to 2 hours	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours & 15 minutes	D		S	1.42	0.28	1.70	0.00%
			Up to 2 hours & 30 minutes	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 45 minutes	D		S	1.58	0.32	1.90	0.00%
			Up to 3 hours	D		S	1.67	0.33	2.00	0.00%
			Up to 3 hours & 15 minutes	D		S	1.75	0.35	2.10	0.00%
			Up to 3 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 3 hours & 45 minutes	D		S	1.92	0.38	2.30	0.00%

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			Up to 4 hours	D		S	2.00	0.40	2.40	0.00%
			Up to 23 hours	D		S	3.33	0.67	4.00	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
	St Ives - Globe Place car park		Up to 2 hours	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours & 15 minutes	D		S	1.42	0.28	1.70	0.00%
			Up to 2 hours & 30 minutes	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 45 minutes	D		S	1.58	0.32	1.90	0.00%
			Up to 3 hours	D		S	1.67	0.33	2.00	0.00%
			Up to 3 hours & 15 minutes	D		S	1.75	0.35	2.10	0.00%
			Up to 3 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 3 hours & 45 minutes	D		S	1.92	0.38	2.30	0.00%
			Up to 4 hours	D		S	2.00	0.40	2.40	0.00%
			Up to 23 hours	D		S	3.33	0.67	4.00	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
	St Neots - Brook Street car park		Up to 1 hour	D		S	0.83	0.17	1.00	0.00%
			Up to 1 hour & 15 minutes	D		S	1.00	0.20	1.20	0.00%
			Up to 1 hour & 30 minutes	D		S	1.17	0.23	1.40	0.00%
			Up to 1 hour & 45 minutes	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 15 minutes	D		S	1.67	0.33	2.00	0.00%
			Up to 2 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%

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							£	£	£	%
			Up to 2 hours & 45 minutes	D		S	2.00	0.40	2.40	0.00%
			Up to 3 hours	D		S	2.17	0.43	2.60	0.00%
			Up to 3 hours & 15 minutes	D		S	2.33	0.47	2.80	0.00%
			Up to 3 hours & 30 minutes	D		S	2.50	0.50	3.00	0.00%
			Up to 3 hours & 45 minutes	D		S	2.67	0.53	3.20	0.00%
			Up to 4 hours	D		S	2.83	0.57	3.40	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
	St Neots - Priory Lane car park		Up to 1 hour	D		S	0.83	0.17	1.00	0.00%
			Up to 1 hour & 15 minutes	D		S	1.00	0.20	1.20	0.00%
			Up to 1 hour & 30 minutes	D		S	1.17	0.23	1.40	0.00%
			Up to 1 hour & 45 minutes	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 15 minutes	D		S	1.67	0.33	2.00	0.00%
			Up to 2 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 2 hours & 45 minutes	D		S	2.00	0.40	2.40	0.00%
			Up to 3 hours	D		S	2.17	0.43	2.60	0.00%
			Up to 3 hours & 15 minutes	D		S	2.33	0.47	2.80	0.00%
			Up to 3 hours & 30 minutes	D		S	2.50	0.50	3.00	0.00%
			Up to 3 hours & 45 minutes	D		S	2.67	0.53	3.20	0.00%
			Up to 4 hours	D		S	2.83	0.57	3.40	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%

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							£	£	£	%
		St Neots - Tan Yard car park	Up to 1 hour	D		S	0.83	0.17	1.00	0.00%
			Up to 1 hour & 15 minutes	D		S	1.00	0.20	1.20	0.00%
			Up to 1 hour & 30 minutes	D		S	1.17	0.23	1.40	0.00%
			Up to 1 hour & 45 minutes	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 15 minutes	D		S	1.67	0.33	2.00	0.00%
			Up to 2 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 2 hours & 45 minutes	D		S	2.00	0.40	2.40	0.00%
			Up to 3 hours	D		S	2.17	0.43	2.60	0.00%
			Up to 3 hours & 15 minutes	D		S	2.33	0.47	2.80	0.00%
			Up to 3 hours & 30 minutes	D		S	2.50	0.50	3.00	0.00%
			Up to 3 hours & 45 minutes	D		S	2.67	0.53	3.20	0.00%
			Up to 4 hours	D		S	2.83	0.57	3.40	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
		St Neots - Tebbutts Road car park	Up to 2 hours	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours & 15 minutes	D		S	1.42	0.28	1.70	0.00%
			Up to 2 hours & 30 minutes	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 45 minutes	D		S	1.58	0.32	1.90	0.00%
			Up to 3 hours	D		S	1.67	0.33	2.00	0.00%
			Up to 3 hours & 15 minutes	D		S	1.75	0.35	2.10	0.00%
			Up to 3 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%

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							£	£	£	%
			Up to 3 hours & 45 minutes	D		S	1.92	0.38	2.30	0.00%
			Up to 4 hours	D		S	2.00	0.40	2.40	0.00%
			Up to 23 hours	D		S	3.33	0.67	4.00	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
	St Neots - Priory Centre car park		Up to 2 hours	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours & 15 minutes	D		S	1.42	0.28	1.70	0.00%
			Up to 2 hours & 30 minutes	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 45 minutes	D		S	1.58	0.32	1.90	0.00%
			Up to 3 hours	D		S	1.67	0.33	2.00	0.00%
			Up to 3 hours & 15 minutes	D		S	1.75	0.35	2.10	0.00%
			Up to 3 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 3 hours & 45 minutes	D		S	1.92	0.38	2.30	0.00%
			Up to 4 hours	D		S	2.00	0.40	2.40	0.00%
			Up to 23 hours	D		S	3.33	0.67	4.00	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
	St Neots - Riverside car park		Up to 2 hours	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours & 15 minutes	D		S	1.42	0.28	1.70	0.00%
			Up to 2 hours & 30 minutes	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 45 minutes	D		S	1.58	0.32	1.90	0.00%
			Up to 3 hours	D		S	1.67	0.33	2.00	0.00%
			Up to 3 hours & 15 minutes	D		S	1.75	0.35	2.10	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
			Up to 3 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 3 hours & 45 minutes	D		S	1.92	0.38	2.30	0.00%
			Up to 4 hours	D		S	2.00	0.40	2.40	0.00%
			Up to 10 hours	D		S	2.50	0.50	3.00	0.00%
			Up to 23 hours	D		S	3.33	0.67	4.00	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
		HDC operated short stay p&d car parks (up to 4 hours subject to site)	Up to 1 hour	D		S	0.83	0.17	1.00	0.00%
			Up to 1 hour & 15 minutes	D		S	1.00	0.20	1.20	0.00%
			Up to 1 hour & 30 minutes	D		S	1.17	0.23	1.40	0.00%
			Up to 1 hour & 45 minutes	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 15 minutes	D		S	1.67	0.33	2.00	0.00%
			Up to 2 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 2 hours & 45 minutes	D		S	2.00	0.40	2.40	0.00%
			Up to 3 hours	D		S	2.17	0.43	2.60	0.00%
			Up to 3 hours & 15 minutes	D		S	2.33	0.47	2.80	0.00%
			Up to 3 hours & 30 minutes	D		S	2.50	0.50	3.00	0.00%
			Up to 3 hours & 45 minutes	D		S	2.67	0.53	3.20	0.00%
			Up to 4 hours	D		S	2.83	0.57	3.40	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
		HDC operated long stay p&d car parks (up to 23 hours subject to site)	Up to 2 hours	D		S	1.33	0.27	1.60	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
			Up to 2 hours & 15 minutes	D		S	1.42	0.28	1.70	0.00%
			Up to 2 hours & 30 minutes	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 45 minutes	D		S	1.58	0.32	1.90	0.00%
			Up to 3 hours	D		S	1.67	0.33	2.00	0.00%
			Up to 3 hours & 15 minutes	D		S	1.75	0.35	2.10	0.00%
			Up to 3 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 3 hours & 45 minutes	D		S	1.92	0.38	2.30	0.00%
			Up to 4 hours	D		S	2.00	0.40	2.40	0.00%
			Up to 10 hours	D		S	2.50	0.50	3.00	0.00%
			Up to 23 hours	D		S	3.33	0.67	4.00	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
		Huntingdon - Hinchbrooke Country Park	Up to 2 hr	D		S	0.83	0.17	1.00	0.00%
			2 hr to a maximum of 6 hr	D		S	1.67	0.33	2.00	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
		CCC On-street Pay & display parking (managed by HDC)		D		S	0.67	0.13	0.80	0.00%
Permit Charges		Resident season ticket permit	Up to 1 hour 6 months	D		S	129.17	25.83	155.00	0.00%
		Resident season ticket permit	12 months	D		S	250.00	50.00	300.00	0.00%
		Resident season ticket permit (Low emission discount)	6 months	D		S	64.58	12.92	77.50	0.00%
		Resident season ticket permit (Low emission discount)	12 months	D		S	125.00	25.00	150.00	0.00%
		Residents Historiccar park permits	12 months	D		S	83.33	16.67	100.00	0.00%
		Residents Historic car park permits (low emission discount)	12 months	D		S	41.67	8.33	50.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Resident On-Street parking permit administration	per permit	D		S	8.33	1.67	10.00	0.00%
		Season ticket permit	6 months	D		S	129.17	25.83	155.00	0.00%
		Season ticket permit	12 months	D		S	250.00	50.00	300.00	0.00%
		HDC Permit	daily	D		S	2.50	0.50	3.00	0.00%
		Season ticket permit (Low emission discount)	6 months	D		S	64.58	12.92	77.50	0.00%
		Season ticket permit (Low emission discount)	12 months	D		S	125.00	25.00	150.00	0.00%
		Huntingdon - Hinchingsbrooke Country Park	6 months	D		S	25.00	5.00	30.00	0.00%
		Huntingdon - Hinchingsbrooke Country Park	12 months	D		S	41.67	8.33	50.00	0.00%
		Coach Permit	daily	D		S	12.50	2.50	15.00	0.00%
		Skip Permit	weekly	D		S	33.33	6.67	40.00	0.00%
	Other Charges & Fees	Parking Excess & Penalty Charges (Off-Street)		D		N	60.00	0.00	60.00	0.00%
		Parking Excess & Penalty Charges (Off-Street) if paid within 14 days		D		N	40.00	0.00	40.00	0.00%
		Parking Excess & Penalty Charges (On-street)		D		N	60.00	0.00	60.00	0.00%
		Parking Excess & Penalty Charges (On-street) if paid within 14 days		D		N	40.00	0.00	40.00	0.00%
		Release Charge (barrier car park)	per release	D		S	166.67	33.33	200.00	0.00%
		Removal Charge	per removal	D		S	166.67	33.33	200.00	0.00%
		Storage charge	per day	D		S	33.33	6.67	40.00	0.00%
		HDC operated car park bay suspension inc events	per bay per day	D		S	8.33	1.67	10.00	0.00%
		Administration (relating to events)	staff cost (recharged hourly - max hourly cost listed)	D		S	30.00	6.00	36.00	0.00%
		Administration (amend permit/refund/reprint)	per change	D		S	8.33	1.67	10.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
Countryside										
	Room Hire	Both Rooms	full day	D		E	220.00	0.00	220.00	-35.00%
		Both Rooms	half day	D		E	145.00	0.00	145.00	-33.00%
		Set Buffets	per person	D		S	7.00	1.40	8.40	0.00%
		Tea & Coffee	whole day per person	D		S	2.95	0.59	3.54	5.00%
		Tea & Coffee	half day per person	D		S	2.00	0.40	2.40	5.00%
		Special Request Buffets Costed on Request								
	Paxton Pits VC	Ranger Present	per hour	D		E	25.00	0.00	25.00	0.00%
		No Ranger Present	per hour	D		E	16.00	0.00	16.00	0.00%
	Rangers price list									
		Forest school sessions	per 1.5hr session	D		N	55.00	0.00	55.00	7.84%
		Evening activities	per hour	D		N	45.00	0.00	45.00	12.50%
		Guided walk for groups	per hour (Plus travel expenses)	D		N	45.00	0.00	45.00	12.50%
		School visits	per child	D		N	6.00	0.00	6.00	9.09%
		Special Needs Groups upto 10		D		N	55.00	0.00	55.00	7.84%
		Special needs placements	per day	D		N	35.00	0.00	35.00	0.00%
		Corporate Work Parties	no charge for EA NE (govt bodies)	D		S	6.50	0.00	0.00	0.00%
		Corporate Work Parties Commercial Business	per day negotiable	D		S	10.50	2.10	12.60	0.00%
		Corporate Away Day with Activities and Refreshments	per person varies depending on activites	D		S	35.00	7.00	42.00	22.81%
	Drop in Children Events	minibeast hunting etc	per person	D		S	2.50	0.50	3.00	0.00%
	HCP Mainly	if prizes offered	per person	D		S	3.55	0.71	4.26	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
HCP Mainly		craft session with refreshments	per person	D		S	10.60	2.12	12.72	0.00%
HCP Mainly		special events / workshops costed on request		D			0.00			
HCP Mainly		camping	per person	D		S	3.00	0.60	3.60	-45.00%
HCP Mainly		craft fairs	per table	D		S	16.67	3.33	20.00	-54.00%
HCP Mainly		equipment hire for public	per set	D		S	1.67	0.33	2.00	-50.00%
HCP Mainly		equipment hire no ranger inc pond dipping nets	per set	D		S	1.67	0.33	2.00	-27.00%
		green willow	3 ft bundle	D		S	2.92	0.58	3.50	-4.00%
			4 ft bundle	D		S	3.75	0.75	4.50	-9.00%
			5 ft bundle	D		S	4.58	0.92	5.50	-10.00%
			6 ft bundle	D		S	5.42	1.08	6.50	-11.00%
			7 ft bundle	D		S	6.25	1.25	7.50	-13.00%
			8 ft bundle	D		S	7.08	1.42	8.50	-13.00%
		charcoal	1,5kg bag	D		S	3.00	0.60	3.60	-10.00%
		logs	m3	D		S	133.33	26.67	160.00	0.00%
			tonne bag unsplit	D		S	54.17	10.83	65.00	-11.00%
			net bag	D		S	5.00	1.00	6.00	-2.00%
		flowers vegetables and plants from nursery	individually priced	D		S				
		activity sheets/ trails /spotter charts	individually priced from £2.00	D		Z				
		memorial trees	planting only	D		S	41.67	8.33	50.00	0.00%
		memorial benches HCP	installation and maintenance	D		S	166.67	33.33	200.00	0.00%
		memorial perch PP	donation to Friends	D						

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
Paxton Pits	Mooring (Between 8m -20m)	per ft boat	D	Yr 17/18	S	0.00	0.00	0.00	0.00%	
			D	Yr 18/19	S	0.00	0.00	0.00	0.00%	
			D	Yr19/20	S	15.75	3.15	18.90	0.00%	
			D	YR 20/21	S	15.75	3.15	18.90	0.00%	
			D	YR 21/22	S	17.25	3.45	20.70	0.00%	
			D	YR 22/23	S	17.25	3.45	20.70	0.00%	
			D	YR 23/24	S	18.00	3.60	21.60	0.00%	
5 YEAR LICENCES already agreed, any new licence holders since 2016 have already been paying £15.75 per foot										
CCTV	Subject Access Request	Request for CCTV footage relating directly to the person making the request	per request							
	Third Party Request	Request for CCTV footage relating to insurance claims etc. relating to third party data minimum charge	per request	D		S	83.33	16.67	100.00	0.00%
Assistant Director Corporate Services - Facilities										
Facilities										
Civic Suite hire	Monday - Friday	Combined room (8am-6pm) per day	S		S	280.00	56.00	336.00	-2.00%	
			S		S	41.00	8.20	49.20	-2.00%	
		Half room(8am-6pm) per day	S		S	160.00	32.00	192.00	-2.00%	
			S		S	23.00	4.60	27.60	-2.00%	
	Weekends	Combined room (8am-6pm) per day	S		S	92.00	18.40	110.40	-2.00%	
			S		S	41.00	8.20	49.20	-2.00%	
		per hour	S		S	450.00	90.00	540.00	-2.00%	
			S		S	58.00	11.60	69.60	-2.00%	

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
			Half room (8am - 6pm) per day			S	280.00	56.00	336.00	-2.00%
			per hour			S	34.50	6.90	41.40	-2.00%
			Combined room after 6pm per hour			S	112.00	22.40	134.40	-2.00%
			Half room after 6pm per hour			S	69.00	13.80	82.80	-2.00%
Chief Operating Officer										
Caravan site licences										
			No charge							
	Relevant Protected Sites	Licence Application	4 - 15 pitches	D		N	333.55	0.00	333.55	0.00%
			16 - 39 pitches	D		N	413.10	0.00	413.10	0.00%
			40 - 75 pitches	D		N	459.00	0.00	459.00	0.00%
			76 - 123 pitches	D		N	527.35	0.00	527.35	0.00%
			Over 124 pitches	D		N	572.20	0.00	572.20	0.00%
	Annual Licence Fee		4 - 15 pitches	D		N	196.85	0.00	196.85	0.00%
			16 - 39 pitches	D		N	246.85	0.00	246.85	0.00%
			40 - 75 pitches	D		N	284.60	0.00	284.60	0.00%
			76 - 123 pitches	D		N	333.55	0.00	333.55	0.00%
			Over 124 pitches	D		N	383.50	0.00	383.50	0.00%
	Licence Transfer		4 - 15 pitches	D		N	102.00	0.00	102.00	0.00%
			16 - 39 pitches	D		N	102.00	0.00	102.00	0.00%
			40 - 75 pitches	D		N	102.00	0.00	102.00	0.00%
			76 - 123 pitches	D		N	102.00	0.00	102.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
			Over 124 pitches	D		N	102.00	0.00	102.00	0.00%
	Licence Variation		4 - 15 pitches	D		N	204.00	0.00	204.00	0.00%
			16 - 39 pitches	D		N	204.00	0.00	204.00	0.00%
			40 - 75 pitches	D		N	204.00	0.00	204.00	0.00%
			76 - 123 pitches	D		N	204.00	0.00	204.00	0.00%
			Over 124 pitches	D		N	204.00	0.00	204.00	0.00%
	Deposit of site rules	Charge for depositing site rules	4 - 15 pitches	D		N	51.00	0.00	51.00	0.00%
			16 - 39 pitches	D		N	51.00	0.00	51.00	0.00%
			40 - 75 pitches	D		N	51.00	0.00	51.00	0.00%
			76 - 123 pitches	D		N	51.00	0.00	51.00	0.00%
			Over 124 pitches	D		N	51.00	0.00	51.00	0.00%
Cooling Towers and Evaporative Condensers										
		Registrations	No charge	S						
Environmental Permits										
Fees as defined in the Local Authority Permits for Part A(2) Installations and Small Waste Incineration Plant (Fees and Charges) (England) Scheme 2017; and the Local Authority Permits for part B Installations and Mobile Plant and Solvent Emission Activities (Fees and Charges) (England) Scheme 2017. In the case of error, the statutory scheme issued by the Department for Environment Food and Rural Affairs (Defra) will take precedence										
	Application Fee	Part A2	Application	S		N	3,363.00	0.00	3,363.00	0.00%
			Additional fee for operating without a permit	S		N	1,188.00	0.00	1,188.00	0.00%
			Surrender/ partial transfer	S		N	698.00	0.00	698.00	0.00%
			Transfer	S		N	235.00	0.00	235.00	0.00%
			Substantial variation	S		N	1,368.00	0.00	1,368.00	0.00%
			Reimbursement of the advertising costs incurred in informing public consultees, recharged in full							

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
	Part B	Application		S		N	1,650.00	0.00	1,650.00	0.00%
		Additional fee for operating without a permit		S		N	1,188.00	0.00	1,188.00	0.00%
		Surrender/ partial surrender		S						
		Transfer		S		N	169.00	0.00	169.00	0.00%
		Partial Transfer		S		N	497.00	0.00	497.00	
		Substantial variation		S		N	1,050.00	0.00	1,050.00	0.00%
	Reduced fee (except vehicle refinishers)	Application		S		N	155.00	0.00	155.00	0.00%
		Additional fee for operating without a permit		S		N	71.00	0.00	71.00	0.00%
		Substantial variation		S		N	102.00	0.00	102.00	0.00%
		Partial Transfer		S		N	47.00	0.00	47.00	
	Vehicle refinishers	Application		S		N	362.00	0.00	362.00	0.00%
		Additional fee for operating without a permit		S		N	71.00	0.00	71.00	0.00%
		Substantial variation		S		N	102.00	0.00	102.00	0.00%
		Partial Transfer		S		N	47.00	0.00	47.00	
	Petrol vapour recovery stages 1&2 combined	Application		S		N	257.00	0.00	257.00	0.00%
		Additional fee for operating without a permit		S		N	71.00	0.00	71.00	0.00%
		Substantial variation		S		N	102.00	0.00	102.00	0.00%
		Partial Transfer		S		N	47.00	0.00	47.00	
	Mobile crushing and screening plant	Application		S		N	1,650.00	0.00	1,650.00	0.00%
		Additional fee for operating without a permit		S		N	1,188.00	0.00	1,188.00	0.00%
		Substantial variation		S		N	1,050.00	0.00	1,050.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
			Transfer	S		N	169.00	0.00	169.00	
			Partial Transfer	S		N	497.00	0.00	497.00	
		Mobile crushing and screening plant 3rd to 7th applications	Application	S		N	985.00	0.00	985.00	0.00%
			Additional fee for operating without a permit	S		N	1,188.00	0.00	1,188.00	0.00%
			Substantial variation	S		N	1,050.00	0.00	1,050.00	0.00%
			Transfer	S		N	169.00	0.00	169.00	
			Partial Transfer	S		N	497.00	0.00	497.00	
		Mobile crushing and screening plant 8th and subsequent applications	Application	S		N	498.00	0.00	498.00	0.00%
			Additional fee for operating without a permit	S		N	1,188.00	0.00	1,188.00	0.00%
			Substantial variation	S		N	1,050.00	0.00	1,050.00	0.00%
			Transfer	S		N	169.00	0.00	169.00	
			Partial Transfer	S		N	497.00	0.00	497.00	
		Where an application for any of the above is for a combined Part B and waste application there is an extra charge in addition to the above charges		S		N	279.00	0.00	279.00	0.00%
	Annual subsistence fees	Part A2	Low Risk	S		N	1,343.00	0.00	1,343.00	0.00%
			Medium Risk	S		N	1,507.00	0.00	1,507.00	0.00%
			High Risk	S		N	2,230.00	0.00	2,230.00	0.00%
			Additional Fee for payment by installments	S		N	38.00	0.00	38.00	0.00%
			Late payment charge	S		N	52.00	0.00	52.00	0.00%
			Operation with EC reporting requirement	S		N	103.00	0.00	103.00	
		Part B	Low Risk	S		N	772.00	0.00	772.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
			Including waste (Reg 33) add	S		N	104.00	0.00	104.00	0.00%
			Medium Risk	S		N	1,161.00	0.00	1,161.00	0.00%
			Including waste (Reg 33) add	S		N	156.00	0.00	156.00	0.00%
			High Risk	S		N	1,747.00	0.00	1,747.00	0.00%
			Including waste (Reg 33) add	S		N	207.00	0.00	207.00	0.00%
	Reduced fee (except vehicle refinishers)		Low Risk	S		N	79.00	0.00	79.00	0.00%
			Medium Risk	S		N	158.00	0.00	158.00	0.00%
			High Risk	S		N	237.00	0.00	237.00	0.00%
	Vehicle refinishers		Low Risk	S		N	228.00	0.00	228.00	0.00%
			Medium Risk	S		N	365.00	0.00	365.00	0.00%
			High Risk	S		N	548.00	0.00	548.00	0.00%
	Petrol vapour recovery stages 1 &2 combined		Low Risk	S		N	113.00	0.00	113.00	0.00%
			Medium Risk	S		N	226.00	0.00	226.00	0.00%
			High Risk	S		N	341.00	0.00	341.00	0.00%
	Mobile crushing and screening plant		Low Risk	S		N	626.00	0.00	626.00	0.00%
			Medium Risk	S		N	1,034.00	0.00	1,034.00	0.00%
			High Risk	S		N	1,551.00	0.00	1,551.00	0.00%
	Mobile crushing and screening plant 3rd to 7th applications		Low Risk	S		N	385.00	0.00	385.00	0.00%
			Medium Risk	S		N	617.00	0.00	617.00	0.00%
			High Risk	S		N	924.00	0.00	924.00	0.00%
	Mobile crushing and screening plant 8th and subsequent applications		Low Risk	S		N	198.00	0.00	198.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
			Medium Risk	S		N	314.00	0.00	314.00	0.00%
			High Risk	S		N	473.00	0.00	473.00	0.00%
		Late payment		S		N	52.00	0.00	52.00	0.00%
		Additional Fee for payment by installments		S		N	38.00	0.00	38.00	0.00%
Food Hygiene & Safety										
	Food Premises Approvals	Cost of approval	No charge	S		N				
	FHRS Rescore Visits	Cost of Visit		D		S	150.00	30.00	180.00	0.00%
	Health Certificate			D		N	90.00	0.00	90.00	0.00%
	Food examination certificate		Small & simple	D		S	150.00	30.00	180.00	0.00%
			Larger & more complex per hour (min £58.70)	D		S	60.08	12.02	72.10	0.00%
	Food hygiene courses		Level 2	D		E	60.00	0.00	60.00	0.00%
			Level 3	D		E	299.00	0.00	299.00	0.00%
			CD	D		S	47.08	9.42	56.50	0.00%
Housing										
	Houses in Multiple Occupation	Initial licence		D		N	350.00	0.00	350.00	0.00%
		Renewal of licence		D		N	175.00	0.00	175.00	0.00%
		Revocation of licence		D		N	100.00	0.00	100.00	0.00%
		Where a house in multiple occupation fails to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the licence at the rate of £97.00 per additional officer/visit in addition to any third party costs involved (e.g. gas engineer's fees)				N	97.00	0.00	97.00	0.00%
	Accommodation certificate	Issue		D		S	134.00	26.80	160.80	0.00%
Information Requests										
	Environmental Information Enquiry		Contaminated land - site specific	D		N	154.50	0.00	154.50	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
			Simple request	D		N	44.25	0.00	44.25	0.00%
Pest control										
	Wasps nests	Treatment charge	First nest			S	62.50	12.50	75.00	14.00%
			Subsequent nests treated at the same visit			S	16.00	3.20	19.20	7.00%
	Rats and mice	Treatment charge	First call and maximum of two re-visits to replenish bait			S	67.00	13.40	80.40	7.00%
	Ants, booklice, carpet beetles, fleas, larder beetles and other insects	Treatment charge	First visit			S	67.00	13.40	80.40	7.00%
			Second visit			S	33.00	6.60	39.60	6.00%
	Call out charge or missed appointment					S	41.25	8.25	49.50	0.00%
	Invoicing charge					S	12.50	2.50	15.00	0.00%
	Rat Boxes		Per treatment			S	4.90	0.98	5.88	0.00%
	Mouse Boxes		Per treatment			S	0.26	0.05	0.31	0.00%
	Difenacoum		Per Kilo			S	2.40	0.48	2.88	0.00%
	Rat bait per tray		Per treatment			S	0.24	0.05	0.29	0.00%
	Rat bait per box		Per treatment			S	0.48	0.10	0.58	0.00%
	Rat bait per pipe		Per treatment			S	0.48	0.10	0.58	0.00%
	Brodificoum		Per Kilo			S	6.30	1.26	7.56	0.00%
	Mouse bait per tray		Per treatment			S	0.63	0.13	0.76	0.00%
	Mouse bait per box		Per treatment			S	0.63	0.13	0.76	0.00%
	Brodificoum wax blocks 20gm					S	0.15	0.03	0.18	0.00%
	Hourly rate					S	70.11	14.02	84.13	0.00%
	Invoicing charge					S	10.42	2.08	12.50	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21	
							£	£	£	%	
Stray dogs	Statutory Charge		per dog	S		N	25.00	0.00	25.00	0.00%	
	Dog warden Service charge		per dog	S		S	50.00	10.00	60.00	11.00%	
	Dog returned directly to owner without kennelling, plus statutory fine		per dog	S		S	75.00	15.00	90.00	7.00%	
	Stray dogs claimed by owner from kennels without incurring overnight kennelling charge		per dog per period before 4:00pm	S		S	75.00	15.00	90.00	7.00%	
	Dog returned directly to owner without kennelling, plus statutory fine		per dog	S		S	75.00	15.00	90.00	15.00%	
	Kennelling Charge Overnight	Statutory Charge Day of Arrival		per dog	S		N	25.00	0.00	25.00	0.00%
		Dog warden Service charge Day of Arrival		per dog	S		N	50.00	0.00	50.00	11.00%
		Kennelling overnight charge		per dog	S		N	30.00	0.00	30.00	0.00%
		Kennelling overnight charge from 2nd Night - 7th Night per Night		per dog	S		N	30.00	0.00	30.00	0.00%
	Kennelling overnight charge from 8th Night	Owner has lost legal right to claim the dog									
Licensing											
Fees associated with the Gambling Act 2005 are determined in accordance with The Gambling (Premises Licence Fees) (England and Wales) Regulations 2007. In the case of error, the Regulations, or any update thereto will take precedence											
Gambling Act 2005	Club Machine Permit			S		N	200.00	0.00	200.00	0.00%	
	Gaming Machine two or less			S		N	50.00	0.00	50.00	0.00%	
	Gaming Machine Permit			S		N	200.00	0.00	200.00	0.00%	
	Adult Gaming Centre - new			S		N	2,000.00	0.00	2,000.00	0.00%	
	Adult Gaming Centre - renewal			S		N	1,000.00	0.00	1,000.00	0.00%	
	Unlicensed Family Entertainment Centre			S		N	30.00	0.00	30.00	0.00%	
	Other Gambling Premises- new			S		N	3,000.00	0.00	3,000.00	0.00%	
	Other Gambling Premises- renewal			S		N	600.00	0.00	600.00	0.00%	
	Lotteries(Small society)- new			S		N	40.00	0.00	40.00	0.00%	

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Lotteries(Small society)-renewal		S		N	20.00	0.00	20.00	0.00%
Fees associated with the Licensing Act 2003 are determined in accordance with The Licensing Act 2003 (Fees) Regulations 2005. In the case of error, the Regulations, or any update thereto will take precedence										
	Licensing Act 2003	Club Premises - Change of relevant registered address of club		S		N	10.50	0.00	10.50	0.00%
		Club Premises - Notification of change of name or alteration of club rules		S		N	10.50	0.00	10.50	0.00%
		Club Premises - Theft, loss etc. of club certificate		S		N	10.50	0.00	10.50	0.00%
		Application for a provisional statement where premises being built		S		N	315.00	0.00	315.00	0.00%
		Duty to notify change of name or address		S		N	10.50	0.00	10.50	0.00%
		Interim authority notice following death etc. of licence holder		S		N	23.00	0.00	23.00	0.00%
		Minor Variation		S		N	89.00	0.00	89.00	0.00%
		Notification of change of name or address		S		N	10.50	0.00	10.50	0.00%
		Removal of DPS Community Premises		S		N	23.00	0.00	23.00	0.00%
		Right of freeholder etc. to be notified of licensing matters		S		N	21.00	0.00	21.00	0.00%
		Personal Licences - Initial Application		S		N	37.00	0.00	37.00	0.00%
		Personal Licences - Renewal		S		N				
		Personal Licences - Theft, Loss etc.		S		N	10.50	0.00	10.50	0.00%
		Premises Licence - Application for Transfer		S		N	23.00	0.00	23.00	0.00%
		Premises Licence - Application to vary licence to specify individual as designated premises supervisor (DPS)		S		N	23.00	0.00	23.00	0.00%
		Premises Licence - Loss of Premises Summary		S		N	10.50	0.00	10.50	0.00%
		Premises Licence - Theft, loss etc.		S		N	10.50	0.00	10.50	0.00%
		Temporary Event Notices - Application		S		N	21.00	0.00	21.00	0.00%
		Temporary Event Notices - Theft, loss etc.		S		N	10.50	0.00	10.50	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Additional fee for large venues and events (10,000 - 14,999 attendance at any one time)- new		S		N	2,000.00	0.00	2,000.00	0.00%
		Additional fee for large venues and events (15,000 - 19,999 attendance at any one time)-new		S		N	4,000.00	0.00	4,000.00	0.00%
		Additional fee for large venues and events (20,000 - 29,999 attendance at any one time)- new		S		N	8,000.00	0.00	8,000.00	0.00%
		Additional fee for large venues and events (30,000 - 39,999 attendance at any one time) - new		S		N	16,000.00	0.00	16,000.00	0.00%
		Additional fee for large venues and events (40,000 - 49,999 attendance at any one time) - new		S		N	24,000.00	0.00	24,000.00	0.00%
		Additional fee for large venues and events (5,000 - 9,999 attendance at any one time) - new		S		N	1,000.00	0.00	1,000.00	0.00%
		Additional fee for large venues and events (50,000 - 59,999 attendance at any one time)- new		S		N	32,000.00	0.00	32,000.00	0.00%
		Additional fee for large venues and events (60,000 - 69,999 attendance at any one time) - new		S		N	40,000.00	0.00	40,000.00	0.00%
		Additional fee for large venues and events (70,000 - 79,999 attendance at any one time) - new		S		N	48,000.00	0.00	48,000.00	0.00%
		Additional fee for large venues and events (80,000 - 89,999 attendance at any one time) - new		S		N	56,000.00	0.00	56,000.00	0.00%
		Additional fee for large venues and events (90,000 and over attendance at any one time) - new		S		N	64,000.00	0.00	64,000.00	0.00%
		Additional fee for large venues and events (5,000-9,999 attendance at any one time) - renewal		S		N	500.00	0.00	500.00	0.00%
		Additional fee for large venues and events (10,000 - 14,999 attendance at any one time)- renewal		S		N	1,000.00	0.00	1,000.00	0.00%
		Additional fee for large venues and events (15,000 - 19,999 attendance at any one time)-renewal		S		N	2,000.00	0.00	2,000.00	0.00%
		Additional fee for large venues and events (20,000 - 29,999 attendance at any one time)- renewal		S		N	4,000.00	0.00	4,000.00	0.00%
		Additional fee for large venues and events (30,000 - 39,999 attendance at any one time) - renewal		S		N	8,000.00	0.00	8,000.00	0.00%
		Additional fee for large venues and events (40,000 - 49,999 attendance at any one time) - renewal		S		N	12,000.00	0.00	12,000.00	0.00%
		Additional fee for large venues and events (50,000 - 59,999 attendance at any one time)- renewal		S		N	16,000.00	0.00	16,000.00	0.00%
		Additional fee for large venues and events (60,000 - 69,999 attendance at any one time) - renewal		S		N	20,000.00	0.00	20,000.00	0.00%
		Additional fee for large venues and events (70,000 - 79,999 attendance at any one time) - renewal		S		N	24,000.00	0.00	24,000.00	0.00%
		Additional fee for large venues and events (80,000 - 89,999 attendance at any one time) - renewal		S		N	28,000.00	0.00	28,000.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Additional fee for large venues and events (90,000 and over attendance at any one time) - renewal		S		N	32,000.00	0.00	32,000.00	0.00%
		Premise - A (£0 - £4300) (initial issue)		S		N	100.00	0.00	100.00	0.00%
		Premise - A (£0 - £4300) (renewal)		S		N	70.00	0.00	70.00	0.00%
		Premise - B (£4301 - £33,000) (initial issue)		S		N	190.00	0.00	190.00	0.00%
		Premise - B (£4301 - £33,000) (renewal)		S		N	180.00	0.00	180.00	0.00%
		Premise - C (£33,001 - £87,000) (initial issue)		S		N	315.00	0.00	315.00	0.00%
		Premise - C (£33,001 - £87,000) (renewal)		S		N	295.00	0.00	295.00	0.00%
		Premise - D (£87,000 - £125,000) (initial issue)		S		N	450.00	0.00	450.00	0.00%
		Premise - D (£87,000 - £125,000) (renewal)		S		N	320.00	0.00	320.00	0.00%
		Premise - D (£87,000 - £125,000) and primary business is Alcohol sales (initial issue)		S		N	900.00	0.00	900.00	0.00%
		Premise - D (£87,000 - £125,000) and primary business is Alcohol sales (renewal)		S		N	640.00	0.00	640.00	0.00%
		Premise - E (£125,000 and above) (initial issue)		S		N	635.00	0.00	635.00	0.00%
		Premise - E (£125,000 and above) (renewal)		S		N	350.00	0.00	350.00	0.00%
		Premise - E (£125,000 and above) and primary business is Alcohol sales (initial issue)		S		N	1,905.00	0.00	1,905.00	0.00%
		Premise - E (£125,000 and above) and primary business is Alcohol sales (renewal)		S		N	1,905.00	0.00	1,905.00	0.00%
Miscellaneous Licences		One of Electrolysis, Ear Piercing, Acupuncture or Tattooing		S		N	119.00	0.00	119.00	0.00%
Miscellaneous Licences		Two or more of Electrolysis, Ear Piercing, Acupuncture or Tattooing on a single premises		S		N	155.00	0.00	155.00	0.00%
Sex Establishment licences		Sex Establishment - New		S		N	2,824.00	0.00	2,824.00	0.00%
		Sex Establishment - Renewal		S		N	2,824.00	0.00	2,824.00	0.00%
Driving Licences		Initial Issue	3 Yearly Licence	S		N	175.00	0.00	175.00	0.00%
		Renewal	3 Yearly Licence	S		N	120.00	0.00	120.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		DVSA check		D		N	7.00	0.00	7.00	0.00%
		Knowledge & Competency test		D		N	55.00	0.00	55.00	0.00%
		Digital Advertising		D		N	10.20	0.00	10.20	0.00%
		Replacement badge / Licence		D		N	10.00	0.00	10.00	0.00%
		1 year Licence (where determined by delegation)		D		N	81.00	0.00	81.00	0.00%
		Safeguarding training		D		N	30.00	0.00	30.00	0.00%
	Vehicle Licences	Private Hire - Initial grant (*Incl signs)	1 Year	D		N	256.00	0.00	256.00	0.00%
		Private Hire - Renewal	1 Year	D		N	195.00	0.00	195.00	0.00%
		Hackney Carriage initial grant (*Incl sign)	1 Year	D		N	256.00	0.00	256.00	0.00%
		Hackney Carriage Renewal	1 Year	D		N	195.00	0.00	195.00	0.00%
		Garage test Hackney Carriage (*Incl meter test)	1 Year	D		N	60.50	0.00	60.50	0.00%
		Hackney Carriage meter test only	1 Year	D		N	15.00	0.00	15.00	0.00%
		Garage test Private Hire & HC Saloon (Plates 1 - 45)	1 Year	D		N	45.50	0.00	45.50	0.00%
		Re-test	1 Year	D		N	45.50	0.00	45.50	0.00%
		Replacement of Brackets	1 Year	D		N	15.00	0.00	15.00	0.00%
		Replacement of plates	1 Year	D		N	20.00	0.00	20.00	0.00%
		Transfer of interest	1 Year	D		N	20.00	0.00	20.00	0.00%
		Door signs - magnetic Per pair		D		N	20.00	0.00	20.00	0.00%
		Door signs - permanent Per pair		D		N	15.00	0.00	15.00	0.00%
	Private Hire Operator's Licences	Initial issue	5 Yearly Licence	D		N	495.00	0.00	495.00	0.00%
		Renewal	5 Yearly Licence	D		N	400.00	0.00	400.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Renewal yearly Licence where permitted	1 Year	D		N	125.00	0.00	125.00	0.00%
		Driver's Identification Badges		D		N	100.00	0.00	100.00	0.00%
		Change of name / address / vehicle details		D		N	10.00	0.00	10.00	0.00%
Animal Welfare										
	Animal Boarding Establishments	0 - 5 Animals Application Fee	1 Year	D		N	130.00	0.00	130.00	0.00%
		0 - 5 Animals Licence Fee	1 Year	D		N	110.00	0.00	110.00	0.00%
		6 - 25 Animals Application Fee	1 Year	D		N	140.00	0.00	140.00	0.00%
		6 - 25 Animals Licence Fee	1 Year	D		N	170.00	0.00	170.00	0.00%
		26 - 50 Animals Application Fee	1 Year	D		N	150.00	0.00	150.00	0.00%
		26 - 50 Animals Licence Fee	1 Year	D		N	230.00	0.00	230.00	0.00%
		50+ Animals Application Fee	1 Year	D		N	170.00	0.00	170.00	0.00%
		50+ Animals Licence Fee	1 Year	D		N	270.00	0.00	270.00	0.00%
		0 - 5 Animals Application Fee	2 Year	D		N	130.00	0.00	130.00	0.00%
		0 - 5 Animals Licence Fee	2 Year	D		N	160.00	0.00	160.00	0.00%
		6 - 25 Animals Application Fee	2 Year	D		N	140.00	0.00	140.00	0.00%
		6 - 25 Animals Licence Fee	2 Year	D		N	190.00	0.00	190.00	0.00%
		26 - 50 Animals Application Fee	2 Year	D		N	150.00	0.00	150.00	0.00%
		26 - 50 Animals Licence Fee	2 Year	D		N	240.00	0.00	240.00	0.00%
		50+ Animals Application Fee	2 Year	D		N	170.00	0.00	170.00	0.00%
		50+ Animals Licence Fee	2 Year	D		N	290.00	0.00	290.00	0.00%
		0 - 5 Animals Application Fee	3 Year	D		N	130.00	0.00	130.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		0 - 5 Animals Licence Fee	3 Year	D		N	190.00	0.00	190.00	0.00%
		6 - 25 Animals Application Fee	3 Year	D		N	140.00	0.00	140.00	0.00%
		6 - 25 Animals Licence Fee	3 Year	D		N	210.00	0.00	210.00	0.00%
		26 - 50 Animals Application Fee	3 Year	D		N	150.00	0.00	150.00	0.00%
		26 - 50 Animals Licence Fee	3 Year	D		N	260.00	0.00	260.00	0.00%
		50+ Animals Application Fee	3 Year	D		N	170.00	0.00	170.00	0.00%
		50+ Animals Licence Fee	3 Year	D		N	310.00	0.00	310.00	0.00%
		0 - 5 Animals Licence Variation		D		N	130.00	0.00	130.00	0.00%
		6 - 25 Animals Licence Variation		D		N	140.00	0.00	140.00	0.00%
		26 - 50 Animals Licence Variation		D		N	150.00	0.00	150.00	0.00%
		50+ Animals Licence Variation		D		N	170.00	0.00	170.00	0.00%
		0 - 5 Animals Re - Inspect		D		N	80.00	0.00	80.00	0.00%
		6 - 25 Animals Re - Inspect		D		N	100.00	0.00	100.00	0.00%
		26 - 50 Animals Re - Inspect		D		N	120.00	0.00	120.00	0.00%
		50+ Animals Re - Inspect		D		N	140.00	0.00	140.00	0.00%
Dog Breeding		0 - 5 Animals Application Fee	1 Year	D		N	130.00	0.00	130.00	0.00%
		0 - 5 Animals Licence Fee	1 Year	D		N	110.00	0.00	110.00	0.00%
		6 - 25 Animals Application Fee	1 Year	D		N	140.00	0.00	140.00	0.00%
		6 - 25 Animals Licence Fee	1 Year	D		N	170.00	0.00	170.00	0.00%
		25+ Animals Application Fee	1 Year	D		N	150.00	0.00	150.00	0.00%
		25+ Animals Licence Fee	1 Year	D		N	220.00	0.00	220.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
	0 - 5	Animals Application Fee	2 Year	D		N	130.00	0.00	130.00	0.00%
	0 - 5	Animals Licence Fee	2 Year	D		N	150.00	0.00	150.00	0.00%
	6 - 25	Animals Application Fee	2 Year	D		N	140.00	0.00	140.00	0.00%
	6 - 25	Animals Licence Fee	2 Year	D		N	190.00	0.00	190.00	0.00%
	25+	Animals Application Fee	2 Year	D		N	150.00	0.00	150.00	0.00%
	25+	Animals Licence Fee	2 Year	D		N	240.00	0.00	240.00	0.00%
	0 - 5	Animals Application Fee	3 Year	D		N	130.00	0.00	130.00	0.00%
	0 - 5	Animals Licence Fee	3 Year	D		N	170.00	0.00	170.00	0.00%
	6 - 25	Animals Application Fee	3 Year	D		N	140.00	0.00	140.00	0.00%
	6 - 25	Animals Licence Fee	3 Year	D		N	210.00	0.00	210.00	0.00%
	25+	Animals Application Fee	3 Year	D		N	150.00	0.00	150.00	0.00%
	25+	Animals Licence Fee	3 Year	D		N	250.00	0.00	250.00	0.00%
	0 - 5	Animals	Licence Variation	D		N	130.00	0.00	130.00	0.00%
	6 - 25	Animals	Licence Variation	D		N	140.00	0.00	140.00	0.00%
	25+	Animals	Licence Variation	D		N	150.00	0.00	150.00	0.00%
	0 - 5	Animals	Re - Inspect	D		N	80.00	0.00	80.00	0.00%
	6 - 25	Animals	Re - Inspect	D		N	100.00	0.00	100.00	0.00%
	25+	Animals	Re - Inspect	D		N	120.00	0.00	120.00	0.00%
Selling animals as pets		Animals as pets Application Fee	1 Year	D		N	140.00	0.00	140.00	0.00%
		Animals as pets Licence Fee	1 Year	D		N	110.00	0.00	110.00	0.00%
		For each species of any Dangerous Wild Animal if applicable	1 Year	D		N	50.00	0.00	50.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Animals as pets Application Fee	2 Year	D		N	140.00	0.00	140.00	0.00%
		Animals as pets Licence Fee	2 Year	D		N	110.00	0.00	110.00	0.00%
		For each species of any Dangerous Wild Animal if applicable	2 Year	D		N	50.00	0.00	50.00	0.00%
		Animals as pets Application Fee	3 Year	D		N	140.00	0.00	140.00	0.00%
		Animals as pets Licence Fee	3 Year	D		N	110.00	0.00	110.00	0.00%
		For each species of any Dangerous Wild Animal if applicable	3 Year	D		N	50.00	0.00	50.00	0.00%
		Animals as pets	Licence Variation	D		N	140.00	0.00	140.00	0.00%
		Animals as pets	Re - Inspect	D		N	80.00	0.00	80.00	0.00%
Hiring out Horses		0 - 5 Animals Application Fee	1 Year	D		N	130.00	0.00	130.00	0.00%
		0 - 5 Animals Licence Fee	1 Year	D		N	120.00	0.00	120.00	0.00%
		6 - 25 Animals Application Fee	1 Year	D		N	140.00	0.00	140.00	0.00%
		6 - 25 Animals Licence Fee	1 Year	D		N	210.00	0.00	210.00	0.00%
		25+ Animals Application Fee	1 Year	D		N	150.00	0.00	150.00	0.00%
		25+ Animals Licence Fee	1 Year	D		N	250.00	0.00	250.00	0.00%
		0 - 5 Animals Application Fee	2 Year	D		N	130.00	0.00	130.00	0.00%
		0 - 5 Animals Licence Fee	2 Year	D		N	170.00	0.00	170.00	0.00%
		6 - 25 Animals Application Fee	2 Year	D		N	140.00	0.00	140.00	0.00%
		6 - 25 Animals Licence Fee	2 Year	D		N	220.00	0.00	220.00	0.00%
		25+ Animals Application Fee	2 Year	D		N	150.00	0.00	150.00	0.00%
		25+ Animals Licence Fee	2 Year	D		N	270.00	0.00	270.00	0.00%
		0 - 5 Animals Application Fee	3 Year	D		N	130.00	0.00	130.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
	0 - 5	Animals Licence Fee	3 Year	D		N	210.00	0.00	210.00	0.00%
	6 - 25	Animals Application Fee	3 Year	D		N	140.00	0.00	140.00	0.00%
	6 - 25	Animals Licence Fee	3 Year	D		N	240.00	0.00	240.00	0.00%
	25+	Animals Application Fee	3 Year	D		N	150.00	0.00	150.00	0.00%
	25+	Animals Licence Fee	3 Year	D		N	300.00	0.00	300.00	0.00%
	0 - 5	Animals	Licence Variation	D		N	130.00	0.00	130.00	0.00%
	0 - 5	Animals	Re - Inspect	D		N	80.00	0.00	80.00	0.00%
	6 - 25	Animals	Licence Variation	D		N	140.00	0.00	140.00	0.00%
	6 - 25	Animals	Re - Inspect	D		N	100.00	0.00	100.00	0.00%
	25+	Animals	Licence Variation	D		N	150.00	0.00	150.00	0.00%
	25+	Animals	Re - Inspect	D		N	120.00	0.00	120.00	0.00%
Exhibiting / Performing Animals		Any number of animals Application Fee	3 Year	D		N	130.00	0.00	130.00	0.00%
		Any number of animals Licence Fee	3 Year	D		N	140.00	0.00	140.00	0.00%
		Any number of animals	Licence Variation	D		N	120.00	0.00	120.00	0.00%
Dangerous Wild Animals		1 Species Application Fee	2 Year	D		N	395.00	0.00	395.00	0.00%
		(Additional species on application) per each species	2 Year	D		N	50.00	0.00	50.00	0.00%
		1 Species	Licence Variation	D		N	195.00	0.00	195.00	0.00%
		(Additional species on variation) per each species	Licence Variation	D		N	50.00	0.00	50.00	0.00%
Zoo licences		Administration fee	per application			N	45.15	0.00	45.15	0.00%
		Officer time	per application			N	40.80	0.00	40.80	0.00%
		Where a zoo licensed premise fails to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the licence	per visit	D		N	40.80	0.00	40.80	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Additional Fees from third parties, e.g. veterinary surgeon's fee, specialist advisor fee; recharged in full								
Street Trading		Street Trading Consents - 1 Day		D		N	59.15	0.00	59.15	0.00%
		Street Trading Consents - 1 Month		D		N	219.30	0.00	219.30	0.00%
		Street Trading Consents - 6 Months		D		N	1,202.60	0.00	1,202.60	0.00%
		Street Trading Consents - Annual		D		N	1,965.55	0.00	1,965.55	0.00%
		Street Trading Consents - Seasonal		D		N	609.95	0.00	609.95	0.00%
		Street Trading Licences		D		N	1,759.50	0.00	1,759.50	0.00%
Scrap dealers income		Site licence	Every 3 years	D		N	423.30	0.00	423.30	0.00%
		Mobile collector	Every 3 years	D		N	290.70	0.00	290.70	0.00%
		Collectors licence with existing licence with another LA		D		N	255.00	0.00	255.00	0.00%
		Variation of licence (person)		D		N	107.10	0.00	107.10	0.00%
Assistant Director Sorporate Services - Corporate										
Land Charges (Charges showing are for 2020/21, awaiting notification of fees from CCC before HDC fees can set 2021/22 fees)										
Land Charges		Basic search fee		S / D		N	126.00	0.00	126.00	0.00%
		Basic commercial search fee		S / D		N	176.64	0.00	176.64	0.00%
		LLC1	Several parcels of land	D		N	24.00	0.00	24.00	0.00%
			plus each additional parcel of land	D		N	6.00	0.00	6.00	0.00%
		Residential CON 29R	One parcel of land	D		S	85.00	17.00	102.00	0.00%
			Several parcels of land - each additional parcel	D		S	28.00	5.60	33.60	0.00%
		Commercial CON 29R	One parcel of land	D		S	127.20	25.44	152.64	0.00%
			Several parcels of land - each additional parcel	D		S	55.80	11.16	66.96	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		CON 290				S	6.00	1.20	7.20	0.00%
			Question 8	D		S	8.00	1.60	9.60	0.00%
			Question 16 (County)	D		S	9.00	1.80	10.80	0.00%
			Question 21 (County)	D		S	9.00	1.80	10.80	0.00%
			Question 22 (County)	D		S	13.00	2.60	15.60	0.00%
		Solicitors own enquiry	Each	D		S	9.17	1.83	11.00	0.00%
		Copies of Section 106 Town & Country Planning Act 1990 documents or similar	Per document	D		N	10.00	0.00	10.00	0.00%
Electoral Registration										
	Statutory fees	Open register - data	Admin	S		N	20.00	0.00	20.00	0.00%
			plus per thousand entries(or part)	S		N	1.50	0.00	1.50	0.00%
		Open register - paper	Admin	S		N	10.00	0.00	10.00	0.00%
			plus per thousand entries(or part)	S		N	5.00	0.00	5.00	0.00%
		These rates of charge equally apply to the sale of monthly alterations to the electoral register.								
		Overseas electors - data	Admin	S		N	20.00	0.00	20.00	0.00%
			plus per 100 entries(or part)	S		N	1.50	0.00	1.50	0.00%
		Overseas electors - paper	Admin	S		N	10.00	0.00	10.00	0.00%
			plus per 100 entries(or part)	S		N	5.00	0.00	5.00	0.00%

* **Key to VAT Indicators**

S = Standard Rated

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%

N = Non-Business (outside scope of VAT)

Z = Zero Rated

E = Exempt

LEISURE & HEALTH FEES & CHARGES

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Total Charge	% Change from 2020 /21
		£	%
Leisure & Health			
<u>Swimming</u>			
PAY AS YOU GO		ONE CARD	
	Swim Session (under 3's)	1.70	0.00%
	Swim Session (3 to 15 years)	3.20	0.00%
	Swim Session (16+ years)	4.20	0.00%
	Family Swim Pass (2 adults and 2 children)	13.00	0.00%
	Aquafit and Aquanatal Classes	5.50	0.00%
		FULL PRICE	
	Swim Session (under 3's)	2.90	0.00%
	Swim Session (3 to 15 years)	4.40	0.00%
	Swim Session (16+ years)	5.40	0.00%
	Family Swim Pass (2 adults and 2 children)	15.50	0.00%
	Aquafit and Aquanatal Classes	6.80	0.00%
AQUA MEMBERSHIPS		ONE CARD	
	Monthly DD (all ages)	23.99	0.00%
	Annual Swim Pass (all ages)	249.00	0.00%
	Student Aqua per mth	14.99	0.00%
<u>Swimming Lessons</u>			
BABY/JUNIOR LESSONS		DIRECT DEBIT per month	
	30 minute lessons	27.50	0.00%
	45 minute lessons	41.25	0.00%
	60 minute lessons	55.00	0.00%
		CASH BLOCK per 15 weeks	
	30 minute lessons	106.50	0.00%
	45 minute lessons	159.75	0.00%
	60 minute lessons	213.00	0.00%
ADULT LESSONS		PAY AS YOU GO	
	45 minute lessons	7.50	0.00%
	60 minute lessons	10.00	0.00%
		6 WEEK BLOCK per lesson	
	30 minute lessons	4.50	0.00%
	45 minute lessons	6.75	0.00%
	60 minute lessons	9.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Total Charge	% Change from 2020 /21
		£	%
	PRIVATE LESSONS	ONE CARD per lesson	
	1:1 30 minute lesson	18.50	0.00%
	2:1 30 minute lesson	28.00	0.00%
		FULL PRICE	
	1:1 30 minute lesson	Not Available	
	2:1 30 minute lesson	Not Available	

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Total Charge	% Change from 2020 /21
		£	%
Fitness Classes			
		ONE CARD	
	Fitness Class Pass (10 fitness classes)	46.00	0.00%
	All Fitness Classes (except below)	5.50	0.00%
	30 Minute Fitness Classes	3.70	0.00%
	Right Start Class Pass (10 session pass)	33.00	0.00%
		FULL PRICE	
	Fitness Class Pass (10 fitness classes)	Not Available	
	All Fitness Classes (except below)	6.80	0.00%
	Right Start Classes	Not Available	
	Single membership	40.00	0.00%
		Annual	
	Single membership	425.00	0.00%
	Joint membership	665.00	0.00%
	PREMIER (BUSINESS) MEMBERSHIP	Monthly	
	Joint membership	355.00	0.00%
		Annual	
	SOLO MEMBERSHIP	Monthly	
	Single membership (Huntingdon, St Ives & St Neots)	33.99	0.00%
		Annual	
	Single membership (Huntingdon, St Ives & St Neots)	349.00	0.00%
	Single membership (Ramsey & Sawtry)	299.00	0.00%
	SOLO (BUSINESS) MEMBERSHIP	Monthly	
	Single membership (Huntingdon, St Ives & St Neots)	30.59	0.00%
	Single membership (Ramsey & Sawtry)	26.09	0.00%
		Annual	
	Single membership (Huntingdon, St Ives & St Neots)	314.10	0.00%
	Single membership (Ramsey & Sawtry)	269.10	0.00%
	STUDENT MEMBERSHIP	Monthly	
	Single membership (Huntingdon, St Ives & St Neots)	22.99	0.00%
	Single membership (Ramsey & Sawtry)	17.99	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Total Charge	% Change from 2020 /21
		£	%
<u>Impressions Casual Use</u>			
CASUAL USE		ONE CARD	
	Adult (Huntingdon, St Ives & St Neots)	7.20	0.00%
	Adult (Ramsey & Sawtry)	5.20	0.00%
	Student (Huntingdon, St Ives & St Neots)	3.70	0.00%
	Student (Ramsey & Sawtry)	3.20	0.00%
CASUAL USE			
	Casual Use per visit	8.00	0.00%
HEAT EXPERIENCE PASSES			
	Monthly Pass (with monthly prepaid membership)	8.00	0.00%
	Annual Pass (with annual prepaid membership)	90.00	0.00%
	Monthly Pass (dd)	13.00	0.00%
	Annual Pass	125.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Total Charge	% Change from 2020 /21
		£	%
<u>Sports Halls</u>			
HUNTINGDON		ONE CARD	
		FULL PRICE	
	Whole Sports Hall (3 courts)	45.00	0.00%
RAMSEY		ONE CARD	
	Whole Sports Hall (3 courts)	45.00	0.00%
	Cricket Nets	Price On Application	
	Whole Sports Hall (3 courts)	45.00	0.00%
	Cricket Nets	Price On Application	
SAWTRY		ONE CARD	
	Whole Sports Hall (3 courts)	44.00	0.00%
	Cricket Nets	Price On Application	
	Whole Sports Hall (3 courts)	44.00	0.00%
	Cricket Nets	Price On Application	
ST IVES INDOOR		ONE CARD	
	Cricket Nets	Price On Application	
		FULL PRICE	
	Whole Sports Hall (6 courts)	70.00	0.00%
	Cricket Nets	Price On Application	

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Total Charge	% Change from 2020 /21
		£	%
	ST NEOTS	ONE CARD	
	Whole Sports Hall (5 courts)	59.00	0.00%
		FULL PRICE	
	Whole Sports Hall (5 courts)	59.00	0.00%
	BADMINTON	ONE CARD	
	Badminton Court (anytime)	10.00	0.00%
	Badminton Pass (block of five badminton courts)	50.00	0.00%
		FULL PRICE	
	Badminton Court (anytime)	11.50	0.00%
	SQUASH / RACKETBALL	ONE CARD	
	Squash Court (anytime)	7.00	0.00%
	Squash Court (school holidays offer)	3.00	0.00%
	Squash Pass (block of five squash courts)	35.00	0.00%
	TABLE TENNIS	ONE CARD	
	Table Tennis (anytime)	6.50	0.00%
	Table Tennis (school holiday offer)	3.00	0.00%
		FULL PRICE	
	Table Tennis (anytime)	7.80	0.00%
	Table Tennis (school holiday offer)	3.00	0.00%
	TENNIS	ONE CARD	
	Tennis Court (anytime)	5.25	0.00%
	Tennis Court (annual tennis pass)	35.00	0.00%
	Tennis Court (school holidays offer)	3.00	0.00%
		FULL PRICE	
	Tennis Court (anytime)	6.80	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Total Charge	% Change from 2020 /21
		£	%
	One game of bowling	5.00	0.00%
	Two games of bowling	8.50	0.00%
	Three games of bowling	12.00	0.00%
		FULL PRICE	
	One game of bowling	5.00	0.00%
	Two games of bowling	8.50	0.00%
	Three games of bowling	12.00	0.00%
		ONE CARD (per	
	One game of bowling for 4 people of any age	15.00	0.00%
		FULL PRICE	
	One game of bowling for 4 people of any age	15.00	0.00%
Leo's Funzone (Play & Party Centres)			
	HUNTINGDON	ONE CARD	
	Under 1's	Free	
	Monday to Friday (term time only)	3.00	0.00%
	Weekends and School Holidays	3.00	0.00%
		FULL PRICE	
	Under 1's	2.00	0.00%
	Weekends and School Holidays	4.00	0.00%
	ST NEOTS	ONE CARD	
	Under 1's	Free	
	Weekends and School Holidays	3.00	0.00%
		FULL PRICE	
	Under 1's	2.00	0.00%
	Monday to Friday (term time only)	4.00	0.00%
	Weekends and School Holidays	4.00	0.00%
	Creche	ONE CARD	
	30 minutes	3.00	0.00%
	Creche Pass (20 x 30 minutes)	25.00	0.00%
	Roller Skating	ONE CARD	
	Roller Skating	4.20	0.00%
		FULL PRICE	
	Roller Skating	5.50	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Total Charge	% Change from 2020 /21
		£	%
Outdoor Synthetic Pitches			
HUNTINGDON		ONE CARD	
	3G 5-a-side Pitch (anytime)	28.00	0.00%
		FULL PRICE	
	3G 5-a-side Pitch (anytime)	28.00	0.00%
	3G 5-a-side Pitch (school holidays offer)	10.00	0.00%
RAMSEY		ONE CARD	
	Small Astro Pitch (anytime)	34.00	0.00%
	Small Astro Pitch (school holidays offer)	10.00	0.00%
		FULL PRICE	
	Small Astro Pitch (anytime)	34.00	0.00%
	Small Astro Pitch (school holidays offer)	10.00	0.00%
SAWTRY		ONE CARD	
	Small Astro Pitch (anytime)	45.00	0.00%
	Small Astro Pitch (school holidays offer)	10.00	0.00%
		FULL PRICE	
	Small Astro Pitch (anytime)	45.00	0.00%
	Small Astro Pitch (school holidays offer)	10.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Total Charge	% Change from 2020 /21
		£	%
	ST IVES INDOOR	ONE CARD	
	3G Full Pitch (anytime)	90.00	0.00%
	3G Third Pitch (weekday)	35.00	0.00%
	3G Third Pitch (weekend)	35.00	0.00%
	Large Astro Pitch (anytime)	60.00	0.00%
	Half Large Astro Pitch (anytime)	45.00	0.00%
	Half Large Astro Pitch (school holidays offer)	10.00	0.00%
		FULL PRICE	
	3G Full Pitch (anytime)	90.00	0.00%
	3G Third Pitch (weekday)	35.00	0.00%
	3G Third Pitch (weekend)	35.00	0.00%
	Large Astro Pitch (anytime)	60.00	0.00%
	Half Large Astro Pitch (anytime)	45.00	0.00%
	Half Large Astro Pitch (school holidays offer)	10.00	0.00%
	ST NEOTS	ONE CARD	
	3G Full Pitch (anytime)	90.00	0.00%
	Half 3G Full Pitch (anytime)	60.00	0.00%
	Quarter Large Astro Pitch (anytime)	30.00	0.00%
	Small Astro Pitch (anytime)	35.00	0.00%
	Small Astro Pitch (school holidays offer)	10.00	0.00%
		FULL PRICE	
	Large Astro Pitch (anytime)	60.00	0.00%
	Third Large Astro Pitch (anytime)	28.00	0.00%
	Small Astro Pitch (anytime)	34.00	0.00%
	Small Astro Pitch (school holidays offer)	10.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Total Charge	% Change from 2020 /21
		£	%
<u>Netball Courts</u>			
HUNTINGDON		ONE CARD	
	Netball Court	24.00	0.00%
		FULL PRICE	
	Netball Court	24.00	0.00%
ST IVES OUTDOOR		ONE CARD	
	Netball Court	24.00	0.00%
		FULL PRICE	
	Netball Court	24.00	0.00%
ST NEOTS		ONE CARD	
	Netball Court	18.00	0.00%
		FULL PRICE	
	Netball Court	18.00	0.00%
<u>Active Lifestyles</u>			
	Walking Sports	3.30	0.00%
	Walking Sports Pass	31.00	0.00%
	Active and Able	2.50	0.00%
	Mini - Movers (play and move sessions)	2.00	0.00%
	Mini -Dribblers (sports sessions)	3.00	0.00%
	PEDALS	3.00	0.00%
<u>One Leisure Concessionary Membership Scheme</u>			
	Impressions - DD Membership (Gym, Swim) - SOLO ANY SITE	17.50	0.00%
	Impressions - Pay as you Go (DAYTIME) - ADULT	2.50	0.00%
	Impressions - Pay as you Go (DAYTIME) - JUNIOR	2.00	0.00%
	Impressions - Induction (PAYG or Timed Product Users ONLY)	7.50	0.00%
	Swim - Adult - Pay as you Go	2.00	0.00%
	Swim - Junior - Pay as you Go	2.00	0.00%
	Swim - Under 3 - Pay as you Go	0.00	
	Swim - Family		
	INDOOR COURT HIRE (BADMINTON ETC.)	3.00	0.00%
	SQUASH COURT HIRE (DAYTIME)	3.00	0.00%
	FITNESS CLASSES (OLF) - DAYTIME	2.50	0.00%
	Right Start & Level 4 Exercise Classes	2.50	0.00%
	10 session pass - GROUP EXERCISE CLASS (D/T)	20.00	0.00%
	10 session pass – WALKING SPORTS	20.00	0.00%
	CYCLONE (DAYTIME)	2.00	0.00%
	WALKING SPORTS	2.50	0.00%
	EXERCISE REFERRAL DAYTIME	20.00	0.00%
	ESCAPE	20.00	0.00%
	Leos Funzone etc.	1.50	0.00%
	One Card	0.00	

Huntingdonshire District Council - Fees and Charges as at April 2021

Service	Element	Total Charge	% Change from 2020 /21
		£	%

- * **Key to VAT Indicators**
 S = Standard Rated
 N = Non-Business (outside scope of VAT)
 Z = Zero Rated
 E = Exempt

Plan on a Page

Corporate Plan	VISION	We want to improve the quality of life, deliver economic growth and provide value for money services for the people of Huntingdonshire		
	STRATEGIC PRIORITIES	Enabling Communities	Delivering Sustainable Growth	Becoming a More Efficient and Effective Council

Strategic Resource Plan	BEFORE	INCOME GENERATION			EFFICIENCIES & GROWTH		AFTER	
	2020/21 Budget & MTFS	Old MTFS=====>Change in Level of Activities=====>New MTFS					2021/22 Budget & MTFS	
	Savings required 2024/25 £0.5m	Council Tax	Commercialisation	Funding Changes	Budget Review	Service Growth	Transformation Savings	Savings required 2025/26 £0.4m
		£0.3m	0	(£1.0m)	£0.2m	£0.4m	0	

Financial Strategy		2021/22	2022/23	2023/24	2024/25	2025/26
	Net Expenditure	£20.7m	19.8	19.7	19.9	20.3
	Budget surplus / (deficit)	£0.8m	(£1.1m)	(£0.9m)	(£0.6m)	(£0.4m)
	Earmarked Reserves Adjustment	0	0	0	0	0
	Budget requirement	£21.4m	£18.7m	£18.8m	£19.3m	£19.9m

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Public

Key Decision – Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title:	2021/22 Treasury Management, Capital and Investment Strategies
Meeting/Date:	Cabinet – Date 11th February 2021
Executive Portfolio:	Executive Councillor for Strategic Resources: Councillor J A Gray
Report by:	Chief Finance Officer
Wards affected:	All Wards

Executive Summary:

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

- Treasury Management Strategy;
- Capital Strategy
- Investment Strategy
- Minimum Revenue Provision Statement

This requirement is within CIPFA's Treasury Management in the Public Services: Code of Practice (2017), CIPFA's Prudential Code (2017), and MHCLG Guidance on Local Government Investments 2018. The revision of these codes and guidance has required the Council to produce and approve two new strategies the Capital Strategy and the Investment Strategy. The intention is that these strategies will be iterative documents and will be developed so that they contain an increasing amount of detail of the Council's plans and procedures in addition to the financial information.

The aim of the Treasury Management Strategy is to

- Manage the Council's investments, cash flows, banking, money market and capital market transactions, loans and borrowings within the requirements of an effective control environment but coupling this with the pursuit of optimum performance and yield and at the same time managing the portfolio's risk profile.

The 2021/22 Treasury Management Strategy includes:

- The operation of the strategy within an economic climate that is weak, where inflation is maintaining an above target level, and interest rates that have moved upward slightly but are forecast to remain low although possibly rising slowly into the medium term.
- The continuation of the Council's policy to use mainly short-term investments which are highly liquid and as a consequence are lower risk. This includes the use of call accounts and money market funds.

The Capital Strategy includes;

- A high level overview of the Council's capital programme and borrowing.
- The borrowing strategy and the borrowing limits

The Investment Strategy includes;

- The strategy relating to the CIS
- The management of service loans
- An overview of financial guarantees

The Minimum Revenue Provision Statement;

- The various policies to deal with the financing of capital projects
- A policy dealing with voluntary MRP for CIS purchases

Recommendations:

That the Cabinet is recommended to Council the approval of the;

1. The Treasury Management Strategy, Appendix 1.
2. The Capital Strategy, Appendix 2.
3. The Investment Strategy, Appendix 3.
4. The Minimum Revenue Provision Statement, Appendix 4.

1. WHAT IS THIS REPORT ABOUT?

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

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

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

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

- The borrowing strategy
- The investment strategy
- Governance

1.4 The Investment Strategy, which includes;

- Service loans
- Property investments
- Financial guarantees

1.5 The Flexible Use of Capital Receipts Strategy, outlines how the Council intends to make use of Capital Receipts.

1.6 In addition to complying with CIPFA's Treasury Management in the Public Services: Code of Practice 2017 Edition, the Council must also comply with the MHCLG's Guidance on Local Authority Investments (2017), both of which require the approval of an annual Treasury, Investment and Capital strategies before the start of each financial year. This strategy fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the MHCLG Guidance.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

2.1 To seek Council approval for the:

- i. Treasury Management Strategy, as attached at **Appendix 1** including the required indicators. The aim of the:
 - investment strategy is to provide a framework through which the Council will invest any surplus funds that balances the risk of default by the borrower against a fair rate of interest.
 - borrowing strategy is to permit borrowing for cash flow purposes and for the funding of current and future capital expenditure over whatever periods are in the Council's best interests.

- ii. The Capital Strategy, which gives an overview of the capital programme and financing. **Appendix 2**
- iii. The Investment Strategy, giving an overview of the CIS approved in 2015 and service based loans. **Appendix 3**
- iv. The Minimum Revenue Provision policy. **Appendix 4**

2.2 For 2021/22, the Council is anticipating having a total capital financing requirement (which is both past and new capital expenditure) of £83.9m (reducing to £81.1m by 2023/24).The Council has an authorised limit for 2021/22 of £135m. It should be noted that the Minimum Revenue Provision applicable to this capital programme is fully funded and included in next year's budget and the MTFS.

2.3 The authority has and will borrow and invest substantial sums of money and is therefore exposed to financial risks including the loss of funds and the revenue effect of changes in interest rates. The identification, monitoring and control of such risks are central to the Council's Treasury Management and Investment Strategy.

2.4 In accordance with MHCLG guidance, the Council will be asked to approve a revised Treasury Management, Capital Investment Strategy, MRP Policy and a Flexible Use of Capital Receipts Strategy, should the assumptions on which it is based change significantly. Such circumstances could include an unexpected change in interest rates, a change in the capital programme or in the level of investment balance.

3. OPTIONS CONSIDERED/ANALYSIS

3.1 The Treasury Management, Capital and Investment Strategies are a statutory requirement, thus it has to be considered in its entirety. However, the Strategy must not be viewed as a straightjacket; it is a framework within which the Council will conduct its Treasury, Investment and Capital activity.

4. KEY IMPACTS/RISKS? HOW WILL THEY BE ADDRESSED?

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

5. COMMENTS OF OVERVIEW & SCRUTINY PANEL

5.1 The comments of Overview & Scrutiny Panel (Performance and Growth) will be included in this section prior to its consideration by Cabinet.

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

6.1 When approved this strategy will used as an operational document for Treasury Management, Commercial and Service Investments, as well as management of capital expenditure and financing.

7. LINK TO CORPORATE PLAN

7.1 Treasury Management comes under the “Becoming a more efficient and effective council”.

8. CONSULTATION

8.1 No consultation was needed.

9. LEGAL IMPLICATIONS

9.1 No direct, legal implications arise out of this report.

10. RESOURCE IMPLICATIONS

10.1 The resource implications are included within the report.

11. OTHER IMPLICATIONS

11.1 No other implications.

12. REASONS FOR RECOMMENDED DECISIONS

- 12.1 The Council is required, by law, to approve on an annual basis a:
- The Treasury Management Strategy. The purpose of which is to provide the framework within which the Council can operate its Treasury related activity.
 - The Capital Strategy. The purpose of which is to give a high level overview of how capital expenditure is managed.
 - The Investment Strategy. The purpose of which is to provide the framework to support service investments and commercial investments.
 - Policy in respect of its Minimum Revenue Provision so it can prudently account for the revenue impacts of capital investment decisions.

13 LIST OF APPENDICES INCLUDED

Appendix 1: The Treasury Management Strategy
Appendix 2: The Capital Strategy
Appendix 3: The Investment Strategy
Appendix 4: The Minimum Revenue Provision Statement

BACKGROUND PAPERS

Working papers held in Finance

CONTACT OFFICERS

Claire Edwards, Chief Finance Officer
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Treasury Management Strategy 2021/22

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1.0 Introduction

Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.

Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

Investments held for service purposes or for commercial profit are considered in a different report, the Investment Strategy.

2.0 External Context (See also Appendix B)

2.1 Economic Background

The impact on the UK from coronavirus, lockdown measures, the rollout of vaccines, as well as the new trading arrangements with the European Union (EU), will remain major influences on the Authority's treasury management strategy for 2021/22.

The Bank of England (BoE) maintained Bank Rate at 0.10% in December 2020 and Quantitative Easing programme at £895 billion having extended it by £150 billion in the previous month. The Monetary Policy Committee (MPC) voted unanimously for both, but no mention was made of the potential future use of negative interest rates. In the November Monetary Policy Report (MPR) forecasts, the Bank expects the UK economy to shrink -2% in Q4 2020 before growing by 7.25% in 2021, lower than the previous forecast of 9%. The BoE also forecasts the economy will now take until Q1 2022 to reach its pre-pandemic level rather than the end of 2021 as previously forecast. By the time of the December MPC announcement, a COVID-19 vaccine was approved for use, which the Bank noted would reduce some of the downside risks to the economic outlook outlined in the November MPR.

UK Consumer Price Inflation (CPI) for November 2020 registered 0.3% year on year, down from 0.7% in the previous month. Core inflation, which excludes the more volatile components, fell to 1.1% from 1.5%. The most recent labour market data for the three months to October 2020 showed the unemployment rate rose to 4.9% while the employment rate fell to 75.2%. Both measures are expected to deteriorate further due to

the ongoing impact of coronavirus on the jobs market, particularly when the various government job retention schemes start to be unwound in 2021, with the BoE forecasting unemployment will peak at 7.75% in Q2 2021. In October, the headline 3-month average annual growth rate for wages were 2.7% for total pay and 2.8% for regular pay. In real terms, after adjusting for inflation, total pay growth was up by 1.9% while regular pay was up 2.1%.

GDP growth rebounded by 16.0% in Q3 2020 having fallen by -18.8% in the second quarter, with the annual rate rising to -8.6% from -20.8%. All sectors rose quarter-on-quarter, with dramatic gains in construction (41.2%), followed by services and production (both 14.7%). Monthly GDP estimates have shown the economic recovery slowing and remains well below its pre-pandemic peak. Looking ahead, the BoE's November MPR forecasts economic growth will rise in 2021 with GDP reaching 11% in Q4 2021, 3.1% in Q4 2022 and 1.6% in Q4 2023.

GDP growth in the euro zone rebounded by 12.7% in Q3 2020 after contracting by -3.7% and -11.8% in the first and second quarters, respectively. Headline inflation, however, remains extremely weak, registering -0.3% year-on-year in November, the fourth successive month of deflation. Core inflation registered 0.2% y/y, well below the European Central Bank's (ECB) target of 'below, but close to 2%'. The ECB is expected to continue holding its main interest rate of 0% and deposit facility rate of -0.5% for some time but expanded its monetary stimulus in December 2020, increasing the size of its asset purchase scheme to €1.85 trillion and extended it until March 2022.

The US economy contracted at an annualised rate of 31.4% in Q2 2020 and then rebounded by 33.4% in Q3. The Federal Reserve maintained the Fed Funds rate at between 0% and 0.25% and announced a change to its inflation targeting regime to a more flexible form of average targeting. The Fed also provided strong indications that interest rates are unlikely to change from current levels over the next three years.

2.2 Credit outlook

Although uncertainly around COVID-19 related loan defaults lead to banks provisioning billions for potential losses in the first half of 2020, drastically reducing profits, reported impairments for Q3 were much reduced in some institutions. However, general bank profitability in 2020 and 2021 may be significantly lower than in previous years.

The credit ratings for many UK institutions were downgraded on the back of downgrades to the sovereign rating. Credit conditions more generally though in banks and building societies have tended to be relatively benign, despite the impact of the pandemic. Looking forward, the potential for bank losses to be greater than expected when government and central bank support starts to be removed remains a risk, suggesting a cautious approach to bank deposits in 2021/22 remains advisable.

2.3 Interest rate forecast

The Authority's treasury management adviser Arlingclose is forecasting that BoE Bank Rate will remain at 0.1% until at least the first quarter of 2024. The risks to this forecast are judged to be to the downside as the BoE and UK government continue to react to the coronavirus pandemic and the new EU trading arrangements. The BoE extended its asset purchase programme to £895 billion in November while keeping Bank Rate on hold and maintained this position in December. However, further interest rate cuts to zero, or possibly negative, cannot yet be ruled out but this is not part of the Arlingclose central forecast.

Gilt yields are expected to remain very low in the medium-term while short-term yields are likely remain below or at zero until such time as the BoE expressly rules out the chance of negative interest rates or growth/inflation prospects improve. The central case is for 10-year and 20-year to rise to around 0.60% and 0.90% respectively over the time horizon. The risks around the gilt yield forecasts are judged to be broadly balanced between upside and downside risks, but there will almost certainly be short-term volatility due to economic and political uncertainty and events.

A more detailed economic and interest rate forecast provided by Arlingclose is attached at Appendix A.

For the purpose of setting the budget, it has been assumed that new investments will be made at an average rate of 0.1%, and that new long-term loans will be borrowed at an average rate of 1.5%.

3.0 Local Context

On the 31st December 2020, the Council held £40m of borrowing and £49.7m of investments (high due to business grants funding for Tier 2/Tier 4 and Lockdown). This is set out in further detail at Appendix C. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance sheet summary and forecast

	31.3.20 Actual £m	31.3.21 Forecast £m	31.3.22 Forecast £m	31.3.23 Forecast £m	31.3.24 Forecast £m
General Fund CFR	43.9	55.9	56.1	55.0	53.3
CIS CFR	27.3	27.3	27.3	27.3	27.3
Less: Other debt liabilities *	0.5	0.5	0.5	0.5	0.5
Loans CFR	71.1	83.7	83.9	82.8	81.1
Less: External borrowing **	40.0	39.4	38.7	38.3	38.3
Internal (over) borrowing	31.1	44.3	45.2	44.5	42.8
Less: Usable reserves	55.5	52.0	48.5	48.0	48.0
Less: Working capital	4.0	3.8	3.6	3.4	3.4
(Investments) or New borrowing	(28.4)	(11.5)	(6.9)	(6.9)	(8.6)

* finance leases, PFI liabilities and transferred debt that form part of the Council's total debt

** shows only loans to which the Council is committed and excludes optional refinancing.

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, known as internal borrowing.

The Council has an increasing CFR due to the capital programme, but minimal investments and will therefore not be required to borrow up to 2023/24 but depend on alternative funding sources to deliver the capital programme over the next 4 years.

CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Council expects to comply with this recommendation during 2021/22.

4.0 Liability Benchmark

To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as table 1 above, but that cash and investment balances are kept to a minimum level of £5.0m at each year-end to maintain enough liquidity but minimise credit risk.

Table 2: Liability benchmark

	31.3.20 Actual £m	31.3.21 Forecast £m	31.3.22 Forecast £m	31.3.23 Forecast £m	31.3.24 Forecast £m
CFR	71.1	83.7	83.9	82.8	81.1
Less: Usable reserves	55.5	52.0	48.5	48.0	48.0
Less: Working capital	4.0	3.8	3.6	3.4	3.4
Plus: Minimum investments	5.0	5.0	5.0	5.0	5.0
Liability Benchmark	16.6	32.9	36.8	36.4	34.7

5.0 Borrowing Strategy

The Council currently holds £40m of loans, as part of its strategy for funding previous years' capital programmes and Commercial Investment Strategy. The balance sheet forecast in table 1 shows that the Council does not expect to need to borrow in 2021/22. The Council may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £135.0m.

5.1 Objectives

The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

5.2 Strategy

Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

By doing so, the Council can reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal and short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2021/22 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

The Authority has previously raised all of its long-term borrowing from the PWLB but the government increased PWLB rates by 1% in October 2019 making it now a relatively expensive option. A HM Treasury consultation on lowering PWLB rates concluded in July 2020 but the government has yet to publish its response. In the meantime, the Authority will consider long-term loans from other sources including banks, pensions and local authorities, and will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code.

Alternatively, the Council may arrange forward starting loans during 2021/22, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Council may borrow short-term loans to cover unplanned cash flow shortages.

5.3 Sources of Borrowing

The approved sources of long-term and short-term borrowing are:

- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- any other UK public sector body
- UK public and private sector pension funds
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

5.4 Other sources of debt finance

In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire purchase
- Private Finance Initiative
- sale and leaseback

5.5 Municipal Bonds Agency

UK Municipal Bonds Agency (UK MBA) plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities at a rate below PWLB. This

will be a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a joint and several guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. When the Council makes the decision to borrow, the option will be taken to consider whether the PWLB or the Municipal Bonds Agency are the most effective and efficient lender. Prior to approval to borrow from the UK MBA, separate approval will be sought from Cabinet.

5.6 LOBOs

The Council does not hold any LOBOs (Lender's Option Borrower's Option) loans. This where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost.

5.7 Short-Term and Variable Rate Loans

These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below.

5.8 Debt rescheduling

The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

6.0 Investment Strategy

The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. In the year 2020/21 to December, the Council's investment balance has ranged between £23m in March and £45m in December, these levels are expected to reduce in the forthcoming year, as the high cash balances are due to the business grants distributed on behalf of Government.

6.1 Objectives

The CIPFA Code requires the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be

invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

6.2 Negative interest rates

The COVID-19 pandemic has increased the risk that the Bank of England will set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. Since investments cannot pay negative income, negative rates will be applied by reducing the value of investments. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

6.3 Strategy

Given the increasing risk and very low returns from short-term unsecured bank investments, the Council aims to, where possible to diversify its long-term investments into more secure and higher yielding asset classes during 2020/21. The majority of the Council's surplus cash is currently invested in short-term unsecured bank deposits, and money market funds.

6.4 Business models

Under the new IFRS 9 standard, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

6.5 Approved counterparties

The Council may invest its surplus funds with any of the counterparty types in table 3 below, subject to the cash limits (per counterparty) and the time limits shown.

Table 3: Approved investment counterparties and limits

Sector	Time Limit	Counterparty Limit	Sector Limit
UK Government	50 years	unlimited	n/a
Local Authorities & other government entities	25 years	£4m	Unlimited
Secured investments*	25 years	£4m	Unlimited
Banks (unsecured)*	13 months	£4m	Unlimited
Building Societies (unsecured)*	13 months	£4m	£10m
Registered providers (unsecured)*	5 Years	£4m	£10m

Money Market Funds*	n/a	£4m	Unlimited
Strategic pooled funds	n/a	£5m	£20m
Real Estate investment trusts	n/a	£5m	£15m

*** Minimum credit rating:** Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than [A-]. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

For entities without published credit ratings, investments may be made either (a) where external advice indicates the entity to be of similar credit quality; or (b) to a maximum of £50,000 per counterparty as part of a diversified pool e.g. via a peer-to-peer platform.

This table must be read in conjunction with the notes below

6.6 Government

Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

6.7 Secured investments

Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

6.8 Banks and building societies unsecured

Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

6.9 Registered providers

Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing and registered social landlords, formerly known as housing associations. These bodies are tightly regulated by the Regulator of Social Housing. As providers of public services, they retain the likelihood of receiving government support if needed. This does not include service loans which are subject to separate authorisation by Cabinet.

6.10 Money Market Funds

Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Authority will always take care to diversify its liquid investments over a variety of providers to ensure access to cash .

6.11 Strategic Pooled funds

Bond, equity and property funds offer enhanced returns over the longer term but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

6.12 Real estate investment trusts

Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.

6.13 Other investments

This covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Authority's investment at risk.

6.14 Operational Bank Accounts

The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances will therefore

be kept low and only contain balances sufficient for operational purposes. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.

6.15 Risk assessment and credit ratings

Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

6.16 Other information on the security of investments

The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned but will protect the principal sum invested.

6.17 Investment Limits

The Council's revenue reserves available to cover investment losses are forecast to be £52.0m on 31st March 2021. In order that no more than 15% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £5m. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 4: Additional Investment limits

	Cash limit
Any group of pooled funds under the same management	£5m per manager
Negotiable instruments held in a broker's nominee account	£4m per broker
Foreign countries	£2m per country

6.18 Liquidity management

The Council uses a cash flow forecasting spreadsheet to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's medium-term financial plan and cash flow forecast.

7.0 Treasury Management Indicators

The Council measures and manages its exposures to treasury management risks using the following indicators.

7.1 Security

The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Target
Portfolio average credit rating	A-

7.2 Liquidity

The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling 3 month period, without additional borrowing.

Liquidity risk indicator	Target
Total cash available within 3 months	£2m

7.3 Interest Rate Exposures

This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£128,000
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£128,000

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates.

7.4 Maturity structure of borrowing

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	80%	0%
12 months and within 24 months	80%	0%
24 months and within 5 years	80%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%
20 years and above	100%	0%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

7.5 Principal sums invested for periods longer than a year

The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2021/22	2022/23	2023/24
Limit on principal invested beyond year end	£10m	£10m	£10m

8.0 Related Matters

The CIPFA Code requires the Council to include the following in its treasury management strategy.

8.1 Financial Derivatives

Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

8.2 Markets in Financial Instruments Directive

The Council has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council's treasury management activities, the Chief Financial Officer believes this to be the most appropriate status.

9.0 Financial Implications

The budget for investment income in 2021/22 is £0.05m, based on an average investment portfolio of £17.0m at an interest rate of 0.3%. The budget for debt interest paid in 2021/22 is £1.42m, based on an average debt portfolio of £40.0m at an average interest rate of 3.5%. If actual levels of investments and borrowing, or actual interest rates, differ from that forecast, performance against budget will be correspondingly different.

10.0 Other Options Considered

The CIPFA Treasury Management Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Chief Financial Officer, having consulted the Executive Councillor for Strategic Resources believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Arlingclose Economic & Interest Rate Forecast December 2020

Underlying assumptions:

- The medium-term global economic outlook has improved with the distribution of vaccines, but the recent upsurge in coronavirus cases has worsened economic prospects over the short term.
- Restrictive measures and further lockdowns are likely to continue in the UK and Europe until the majority of the population is vaccinated by the second half of 2021. The recovery period will be strong thereafter, but potentially longer than previously envisaged.
- Signs of a slowing UK economic recovery were already evident in UK monthly GDP and PMI data, even before the second lockdown and Tier 4 restrictions. Employment is falling despite an extension to support packages.
- The need to support economic recoveries and use up spare capacity will result in central banks maintaining low interest rates for the medium term.
- Brexit will weigh on UK activity. The combined effect of Brexit and the after-effects of the pandemic will dampen growth relative to peers, maintain spare capacity and limit domestically generated inflation. The Bank of England will therefore maintain loose monetary conditions for the foreseeable future.
- Longer-term yields will also remain depressed, anchored by low central bank policy rates, expectations for potentially even lower rates and insipid longer-term inflation expectations. There is a chance yields may follow a slightly different path in the medium term, depending on investor perceptions of growth and inflation, or the deployment of vaccines.

Forecast:

- Arlingclose expects Bank Rate to remain at the current 0.10% level.
- Our central case for Bank Rate is no change, but further cuts to zero, or perhaps even into negative territory, cannot be completely ruled out.
- Gilt yields will remain low in the medium term. Shorter term gilt yields are currently negative and will remain around zero or below until either the Bank expressly rules out negative Bank Rate or growth/inflation prospects improve.
- Downside risks remain, and indeed appear heightened, in the near term, as the government reacts to the escalation in infection rates and the Brexit transition period ends.

- We expect gilt yields to remain at relatively low levels for the foreseeable future and judge the risks to be broadly balanced.

	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
Official Bank Rate													
Upside risk	0.00	0.00	0.15	0.15	0.15	0.15	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Downside risk	0.30	0.40	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
3-month money market r.													
Upside risk	0.05	0.05	0.10	0.10	0.15	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.10	0.10	0.15	0.15	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Downside risk	0.30	0.40	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
1yr money market rate													
Upside risk	0.05	0.05	0.10	0.10	0.15	0.20	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Arlingclose Central Case	0.15	0.15	0.25	0.25	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Downside risk	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15
5yr gilt yield													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.00	0.00	0.05	0.10	0.15	0.20	0.20	0.20	0.25	0.25	0.25	0.25	0.25
Downside risk	0.40	0.45	0.50	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60
10yr gilt yield													
Upside risk	0.30	0.35	0.40	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.25	0.30	0.35	0.35	0.40	0.40	0.45	0.45	0.50	0.55	0.55	0.55	0.60
Downside risk	0.50	0.50	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55
20yr gilt yield													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.70	0.70	0.75	0.75	0.75	0.80	0.80	0.85	0.85	0.85	0.85	0.90	0.90
Downside risk	0.30	0.30	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
50yr gilt yield													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.60	0.60	0.65	0.65	0.65	0.70	0.70	0.75	0.75	0.75	0.75	0.80	0.80
Downside risk	0.30	0.30	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%

PWLB Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

Local Context for Economic and Credit Environment

Economic Background

A reduction in economic activity could have an adverse effect on the Council's trading operations (e.g. CIS, Markets, Car Parks, Building Control, Development Control, leisure) as well as receipts from business rates and council tax.

In addition restricted economic growth will increase financial strain on household which may result in increased demand for Council services such as benefits, homelessness, and housing services.

Inflationary pressures could start to effect council spending. As a result there could be pressure on some budgets where costs are rising. There will also be increased pressure in the MTFS to mitigate this pressure through changes in spending and income generation. The Business Rates multiplier reflects the Bank of England's inflationary expectation, for 21/22 this was 0% uplift applied, for the purposes of the MTFS 0% has been used for 21/22 only, after that it is assumed to be 2.5% uplift.

Credit Outlook

The Council monitors credit ratings and credit default swaps, these are used to make decision about which institutions to invest with, based on the parameters set within the Treasury Management strategy

The council receives a monthly listing from its treasury management advisors (Arlingclose) showing the rates and durations for a range of financial institutions.

The Council's investments are in most of the short duration therefore, any adverse movements in credit ratings would be a signal to remove investments from those institutions.

The Council uses Natwest for its transactional banking, but keeps the investment balance held with Natwest to sufficient levels to meet operational needs.

Interest Rate Forecast

The decrease in the Bank of England rate has have a negative impact on all market rates e.g. Money Market Funds and deposit accounts rates. This has made it difficult to place surplus cash balances for return of yield, therefore any money held in any investment vehicle is for diversification in the short-term, it is unlikely that the interest rates will increase back to 0.5% in the medium term.

Existing Investment & Debt Portfolio Position

	31/12/20 Actual Portfolio £m	31/12/20 Average Rate %
External borrowing:		
Public Works Loan Board	39.6	3.0
Local authorities	0	
Other loans	0	
Total external borrowing	39.6	
Other long-term liabilities:		
Finance Leases	0.5	n/a
Total other long-term liabilities	0.5	
Total gross external debt	40.1	
Treasury investments:		
Banks & building societies (unsecured)	16.4	0.0
Government (incl. local authorities)	4.0	0.18
Corporate bonds and loans	5.9	3.9
Money Market Funds	19.4	0.11
Pooled property fund	4.0	n/a
Total treasury investments	49.7	
Net investments	9.6	

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Capital Strategy 2021/22

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

1.0 Why is a Strategy Needed?

1.1 Introduction

The capital strategy was a new report introduced for 2019/20, giving a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability.

2.0 Capital Expenditure and Financing

2.1 Capital Expenditure

Capital expenditure is where the Council spends money on assets, such as property or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 are not capitalised and are charged to revenue in year.

- For details of the Council's policy on capitalisation, see the Council's Code of Financial Management.

In 2020/21, the Council is planning capital expenditure of £16.6m as summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure

	2019/20 actual £m	2020/21 forecast £m	2021/22 budget £m	2022/23 budget £m	2023/24 budget £m
General Fund services	6.2	16.6	18.2	12.4	11.5
Capital investments	14.7	0	0	0	0
TOTAL	20.9	16.6	18.2	12.4	11.5

The main capital projects include Future High Street Development (£12.3m) Disabled Facilities Grants (£1.8m) and Vehicle Fleet Replacement (£1.4m).

2.2 Governance

Service managers bid annually in August to include projects in the Council's capital programme. Bids are collated by the Finance team who calculate the financing cost (which can be nil if the project is fully externally financed). The Budget Review Workshops appraised all bids based on a comparison of service priorities against

financing costs and makes recommendations to the Senior Leadership Team. The final capital programme is then presented to Cabinet in February each year.

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

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

Table 2: Capital financing

	2019/20 actual £m	2020/21 forecast £m	2021/22 budget £m	2022/23 budget £m	2023/24 budget £m
External sources	1.8	1.4	14.1	9.7	2.0
Own resources	5.0	0.8	1.1	0.7	7.1
Debt	14.1	14.4	3.0	2.0	2.4
TOTAL	20.9	16.6	18.2	12.4	11.5

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

Table 3: Replacement of debt finance

	2019/20 actual £m	2020/21 forecast £m	2021/22 budget £m	2022/23 budget £m	2023/24 budget £m
Own resources	2.9	3.3	3.8	3.4	9.9

- The Council's full minimum revenue provision statement is available as part of the MTFS report.

The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to decrease by £0.4m during 2021/22. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement

	2019/20 actual £m	2020/21 forecast £m	2021/22 budget £m	2022/23 budget £m	2023/24 budget £m
General Fund services	44.4	56.3	56.5	55.9	55.4
Capital investments	27.4	27.4	27.4	27.4	27.4
TOTAL CFR	71.8	83.7	83.3	82.8	82.9

2.3 Asset management

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

2.4 Asset disposals

When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. Repayments of capital grants, loans and investments also generate capital receipts. The Council plans to receive £1.02m of capital receipts in the coming financial year as follows:

Table 5: Capital receipts

	2019/20 actual £m	2020/21 forecast £m	2021/22 budget £m	2022/23 budget £m	2023/24 budget £m
Asset sales	0.50	1.1	0.70	7.15	8.8
Loans repaid	0.31	0.32	0.32	0.32	0.32
TOTAL	0.81	1.42	1.02	7.47	9.12

3.0 Borrowing, debt and investments

3.1 Treasury Management

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

Due to decisions taken in the past, the Council currently has £39.6m borrowing at an average interest rate of 3% and £49.7m treasury investments at an average rate of 0.98%, short-term cash is at an average rate of 0.15%

3.2 Borrowing strategy

The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.80%) and long-term fixed rate loans where the future cost is known but higher (currently 1.5 to 1.75%).

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

Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement

	2019/20 actual £m	2020/21 forecast £m	2021/22 budget £m	2022/23 budget £m	2023/24 budget £m
Debt (incl. PFI & leases)	40.0	39.4	38.7	38.3	38.3
Capital Financing Requirement	71.8	83.7	83.3	82.8	82.9

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

3.3 Liability benchmark

To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes that cash and investment balances are kept to £5m at each year-end. This benchmark is currently £32.9m and is forecast to rise to £34.7m over the next three years.

Table 7: Borrowing and the Liability Benchmark in £m

	2019/20 actual £m	2020/21 forecast £m	2021/22 budget £m	2022/23 budget £m	2023/24 budget £m
Outstanding borrowing	40.0	39.4	38.7	38.3	38.3
Liability benchmark	16.6	32.9	36.8	36.4	34.7

The table shows that the Council expects to reduce its borrowing below its liability benchmark.

3.4 Affordable borrowing limit

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

Table 7: Prudential Indicators: Authorised limit and operational boundary for external debt in £m

	2020/21 limit	2021/22 limit
Authorised limit – General	80	80
Authorised limit – Loans	20	20
Authorised limit – CIS	35	35
Authorised limit – total external debt	135	135
Operational boundary – General	70	70
Authorised limit – Loans	15	15
Authorised limit – CIS	30	30
Operational boundary – total external debt	115	115

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

3.5 Investment strategy

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

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

Table 8: Treasury management investments

	2019/20 actual £m	2020/21 forecast £m	2021/22 budget £m	2022/23 budget £m	2023/24 budget £m
Near-term investments	12.6	35.7	15.8	13.1	5.7
Longer-term investments	10.0	10.0	10.0	10.0	10.0
TOTAL	22.6	30.1	25.8	23.1	15.7

- Further details on treasury investments are in the Council's Treasury Management Strategy 2021/22.

3.6 Governance

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

4.0 Investments for Service Purposes

4.1 Service Investments

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

4.2 Governance

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

- Further details on service investments are in pages in the Investment Strategy.

5.0 Commercial Activities

5.1 Purpose of commercial activity

With central government financial support for local public services declining, the Council has invested in commercial property purely or mainly for financial gain. Total commercial investments are currently valued at £54.945m with the largest being Tri-link, Wakefield at £12.5m. The total portfolio provides a net yield (rental income/valuation) of 6.5%.

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

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

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

5.2 Governance

Decisions on commercial investments are made by the Responsible Financial Officer in line with the criteria and limits approved by Council in the Treasury Management Strategy. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved as part of the capital programme.

- Further details on commercial investments and limits on their use are in the Investment Strategy
- Further details on the risk management of commercial investments are in the Investment Strategy

6.0 Liabilities and guarantees

6.1 Liabilities

In addition to debt of £39.6m detailed above, the Council is committed to making future payments to cover its pension fund deficit (valued at £65.8m). The Council has also set aside £1.9m to cover risks from NDR Appeals Provision. The Council is also at risk of having to pay for contingent liabilities (as at 31st March 2020), including Contaminated Land (£3.0m) and Municipal Mutual Insurance Liquidation (£0.65m). The Council has not put aside any money because the requirement to pay will only materialise if a future event outside the control of the council occurs.

6.2 Governance

Decisions on incurring new discretionary liabilities are taken by service managers in consultation with the Responsible Financial Officer. The risk of liabilities crystallising and requiring payment is monitored by Finance. New liabilities are reported to the Responsible Financial Officer for approval/notification as appropriate.

- Further details on liabilities are included in the 2019/20 statement of accounts (page 9) [Statement of Accounts 2019-20](#)

7.0 Revenue Budget Implications

7.1 Minimum Revenue Provision

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

Table 9: Prudential Indicator: Proportion of financing costs to net revenue stream

	2019/20 actual £m	2020/21 forecast £m	2021/22 budget £m	2022/23 budget £m	2023/24 budget £m
Financing costs (£m)	3.435	3.641	3.997	3.938	4.019
Proportion of net revenue stream	19.9%	19.7%	19.3%	20.1%	20.7%

- Further details on the revenue implications of capital expenditure are set out in the 2021/22 revenue budget.

7.2 Sustainability

Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 35 years into the future. The Responsible Financial Officer is satisfied that the proposed capital programme is prudent, affordable and sustainable, on the basis that;

- Services have been involved in the process to identify future capital requirements.
- Bids for capital expenditure have been scrutinised by the Finance and Procurement Governance Board (or its equivalent), including a presentation to the board.
- MRP has been calculated according to the approved policy.
- A business plan will need to be produced for each project before it commences.
- The capital project will be monitored by the Project Programme Board (or its equivalent).
- Capital receipt projections are prudent and based on historic experience.
- The costs of borrowing have been built into the budget and MTFs, along with due sensitivity analysis on the current and medium term costs of borrowing, these have been included in the s.25 statement within the 2021/22 Budget (and Medium Term Financial Strategy 2022/23 to 2025/26).

8.0 Knowledge and Skills

8.1 Qualifications

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Finance Manager, is a qualified accountant with 25 years' experience, and the Estates Manager is a member of the Royal Institution of Chartered

Surveyors. The Council can provide junior staff with funding to study relevant professional qualifications including CIPFA and AAT.

Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers, and Barker Storey Matthews as property consultants and other consultants as specialist tasks are identified. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

- Further details on staff training can be found in the Council's Workforce Strategy
- The Council has a guide for use of external advisors- The Professional Services Guide.

Appendix A

Risks inherent in the Council's investments in commercial property

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

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

Investment Strategy 2021/22

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- 10.1 Total Risk Exposure
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1.0 Introduction

The Authority invests its money for three broad purposes:

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

This investment strategy meet² the requirements of statutory guidance issued by the government in January 2018, and focuses on the second and third of these categories.

2.0 Treasury Management Investments

The Authority typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £2.5m and £31.0m during the 2021/22 financial year.

2.1 Contribution

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

2.2 Further Details

Full details of the Authority's policies and its plan for 2021/22 for treasury management investments are covered in a separate document, the treasury management strategy.

3.0 Service Investments: Loans

3.1 Contribution

The Council lends money to its subsidiaries, its suppliers, local businesses, local charities, housing associations, local residents and its employees to support local public services and stimulate local economic growth.

Luminus – Together with Cambridgeshire County Council and health partners a need has been identified for extra care for older people in St Ives. A loan was provided to

Luminus to develop a new health care scheme for frail older people at Langley Court, St Ives; which consists of 55 1 and 2 bedroom flats.

Cambridge Regional College (formerly Huntingdonshire Regional College) – A loan was provided to CRC for the redevelopment of their campus. It will ensure students are able to access quality courses and facilities; it will also be financially beneficial to both the Council and College.

Huntingdon Gymnastics Club – A loan was provided to Huntingdon Gymnasium Club to fund building a second gymnasium. At its current capacity they were not able to meet demand. The club considered the expansion of the facility at Huntingdon will serve the community as a whole and consolidate the reputation of Huntingdon Gymnastics Club as a centre of excellence.

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

3.2 Security

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

Table 1: Loans for service purposes in £'000

Borrower	31.3.2020 actual			2021/22
	Balance owing	Loss allowance	Net figure in accounts	Approved Limit
Luminus	4,917	0	4,917	Limit not split across categories
Cambridge Regional College	582	0	582	
Huntingdon Town Council	800	0	800	
Huntingdon Gymnastics Club	26	0	26	
Urban and Civic	1,984	0	1,984	
Improvement Loans	530	0	530	
Employee Loans	36	0	36	
Rental Deposits	173	0	173	
TOTAL	9,048	0	9,048	15,000

Accounting standards require the Authority to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Authority's statement of accounts from 2019/20 onwards will be shown net of this loss allowance.

However, the Authority makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

3.3 Risk assessment

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

1. A robust acquisition due diligence process and subsequent approvals
2. Liability management (reviews of debt levels and terms)
3. Borrower (financial exposures, potential defaults, changing business plans, credit rating)
4. Delivery partners (suitability, performance levels and financial stability)
5. Market factors (with periodic advice from appropriate professionals)
6. State Aid considerations
7. Professional advisors

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

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

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

4.0 Service Investments: Shares

4.1 Contribution

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

4.2 Security

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

Table 2: Shares held for service purposes in £'000

Category of company	31.3.2020 actual			2021/22
	Amounts invested	Gains or losses	Value in accounts	Approved Limit
Subsidiaries	100	0	100	1,000
TOTAL	100	0	100	1,000

4.3 Risk assessment

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

4.4 Liquidity

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

4.5 Non-specified Investments

Shares are the only investment type that the Authority has identified that meets the definition of a non-specified investment in the government guidance. The limits above on share investments are therefore also the Authority's upper limits on non-specified investments. The Authority has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition.

5.0 Commercial Investments: Property

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

5.1 Contribution

The Council faces considerable financial challenges over the medium term. To achieve financial sustainability, the Commercial Investment Strategy was approved. The Council invests in local and regional UK commercial property with the intention of income generation which will help fund public services. Over the last 3 years the Council has bought properties in Huntingdon, Wilbury, Sudbury, Fareham, St Neots and Wakefield.

Table 3: Property held for investment purposes in £'000

Property	Actual	31.3.2020 actual	31.3.2021 expected
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	Purchase cost	Gains or (losses)	Value in accounts*	Gains or (losses)	Value in accounts
Existing Portfolio	19,644	1,581	21,225	0	21,225
2 Stonehill	1,300	400	1,800	0	1,800
80 Wilbury Way	2,185	(330)	1,870	0	1,870
Shawlands Retail Park	6,500	(2,000)	4,500	0	4,500
1400 & 1500 Parkway	5,425	(1,025)	4,400	0	4,400
Units 21a, 21b,23a,b,c Little End Road, St Neots	3,200	(300)	2,900	0	2,900
Rowley Arts Centre, St Neots	7,200	(1,850)	5,750	0	5,750
Tri-link, Wakefield	13,750	(1,250)	12,500	0	12,500
TOTAL	59,204	(4,774)	54,945	0	54,945

* Current valuations of investment properties are subject to 'material valuation uncertainty'. Consequently, less certainty and a higher degree of caution should be attached to these valuations than normal due to the impact of Covid 19 on the property market.

5.2 Security

In accordance with government guidance, the Authority considers a property investment to be secure if its accounting valuation is at or higher than its purchase price.

A fair value assessment of the Authority's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment.

5.3 Risk assessment

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

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

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

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

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

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

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

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

5.4 Liquidity

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

6.0 Loan Commitments and Financial Guarantees

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

7.0 Proportionality

The Authority is dependent on profit generating investment activity to achieve a balanced revenue budget. Table 4 below shows the extent to which the expenditure planned to meet the service delivery objectives and/or place making role of the Authority is dependent on achieving the expected net profit from investments over the lifecycle of the Medium Term Financial Plan. Should it fail to achieve the expected net profit, the Authority's contingency plans for continuing to provide these services, are to use reserves where necessary to offset any negative variances in the final outturn. Unallocated general fund balances and budget surplus reserve can be used in case of a downturn in investment income to meet any detrimental effect.

Table 4: Proportionality of Investments in £'000

	2019/20 Actual	2020/21 Forecast (December)	2021/22 Budget	2022/23 Budget	2023/24 Budget
Gross service expenditure	76,067	74,905	71,922	60,661	61,209
Investment income	3,670	3,759	3,848	3,805	3,829
Proportion	4.82%	5.01%	5.35%	6.27%	6.25%

8.0 Borrowing in Advance of Need

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

The Authority has chosen not to follow this guidance and has previously borrowed to invest in commercial property, and may continue to do so in the future. Despite reduced central government funding, the Council still wants to provide a cost effective service to the district. By using the income streams from its property investments it is able to do this. The risks of commercial investment are satisfactorily managed by precautions outlined within the commercial investment strategy, and this strategy. Also The Capital Strategy includes as an Appendix (Capital Strategy Appendix A) a list of the risks and mitigations of commercial investments.

Loans financing CIS purchases are required to be directly linked to the commercial investment strategy asset and the link can only be broken by a specific decision of full

council. The risks of commercial investment are satisfactorily managed by precautions outlined within the commercial investment strategy.

9.0 Capacity, Skills and Culture

9.1 Elected members and statutory officers

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

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

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

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

9.2 Commercial Deals

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

9.3 Corporate governance

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

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

10.0 Investment Indicators

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

10.1 Total risk exposure

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

Table 5: Total investment exposure in £'000

Total investment exposure	31.03.2020 Actual	31.03.2021 Forecast	31.03.2022 Forecast
Treasury management investments	7,759	5,000	5,000
Service investments: Loans	9,048	9,048	9,048
Service investments: Shares	100	100	100
Commercial investments: Property	54,945	54,945	54,945
TOTAL INVESTMENTS	71,852	69,093	69,093
Commitments to lend	0	0	0
Guarantees issued on loans	0	0	0
TOTAL EXPOSURE	71,852	69,093	69,093

10.2 How investments are funded

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

Table 6: Investments funded by borrowing in £'000

Investments funded by borrowing	31.03.2020 Actual	31.03.2021 Forecast	31.03.2022 Forecast
Treasury management investments	0	0	0
Service investments: Loans	5,709	5,178	4,647
Service investments: Shares	0	0	0
Commercial investments: Property	24,255	24,255	24,255
TOTAL FUNDED BY BORROWING	29,964	29,433	28,902

10.3 Rate of return received

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

Table 7: Investment yield (net of all costs)

Investments yield	2019/20 Actual	2020/21 Forecast	2021/22 Forecast
Treasury management investments	0.43%	0.1%	0.1%
Service investments: Loans	3.96%	3.89%	3.89%
Service investments: Shares	0%	0%	0%
Commercial investments: Property	6.7%	6.8%	7.0%
ALL INVESTMENTS	5.9%	6.4%	6.4%

Table 8: Other investment indicators

Indicator	2019/20 Actual	2020/21 Forecast	2021/22 Forecast
<i>Interest Cover Ratio</i>	3.7	3.11	3.5
<i>Loan to Value Ratio</i>	93.8%	93.8%	93.8%
<i>Gross Rent Multiplier</i>	12.3	12.4	12.5

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MINIMUM REVENUE PROVISION STATEMENT 2021/22

1.0 Introduction

- 1.1 Where the Council finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2003, Councils, are expected to make a prudent provision. The Local Government Act 2003 requires the Council to have regard to the Ministry of Housing, Communities and Local Government's Guidance on Minimum Revenue Provision (the MHCLG Guidance) most recently issued in 2018.
- 1.2 The broad aim of the MHCLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.
- 1.3 The MHCLG Guidance requires the Council to approve an Annual MRP Statement, and recommends a number of options for calculating a prudent amount of MRP.
- 1.4 The Council has a number of MRP policies reflecting the range of capital financing options required for different service scenarios.

2.0 MRP Policy - General

- 2.1 The following statement incorporates options recommended in the Guidance;
- 2.2 The actual Policy is:
- i. For capital expenditure incurred after 31st March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant assets as the principal repayment on an annuity with an annual interest rate based on long-term borrowing rates, starting in the year after the asset becomes operational. MRP on purchases of freehold land will be charged over 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction will be charged over 20 years.
 - ii. For assets acquired by finance leases or the Private Finance Initiative, MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.
 - iii. In respect of:

- capital assets; MRP will be chargeable in the year following the agreement of any final account.
- other capital investments; MRP will be chargeable in the following financial year.

3.0 MRP Policy - Loans to Organisations

3.1 The aim of the policy is to facilitate the provision of finance (for asset creation purposes) to organisations, with the Council sourcing the finance from third parties, but to ensure that the incidence of debt finance is directly neutralized within the Councils balance sheet.

3.2 The actual policy is:

Where loans are made to other bodies for their capital expenditure, and the principal repayments are received at least on an annual basis, no MRP will be charged, because the loan repayments will be applied to the CAA, so reducing the CFR in the same manner as MRP.

If principal repayments are not being made then MRP will be charged.

4.0 MRP Policy – Financing Expenditure with Annuity Loans

4.1 This Policy was originally approved on 22nd February 2016 and has been amended for 2018/19. The aim of this policy is to determine the neutralization of MRP when Annuity Loans are used to finance CIS asset, and investments.

4.2 The actual policy is:

For each capital investment undertaken under the requirements of the Council's Commercial Investment Strategy, where it has been decided that an Annuity Loan is advantageous, MRP will be made that is equal to the principal repayment for any loan finance supporting the investment.

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Community Infrastructure Levy Spend Allocation

Meeting/Date: Cabinet – 11th February 2021

Executive Portfolio: Executive Councillor for Strategic Planning

Report by: Service Manager Growth

Ward(s) affected: All Wards

Executive Summary:

The Community Infrastructure Levy (CIL) is a planning charge, introduced by the Planning Act 2008 as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of the area. It came into force on 6 April 2010 through the Community Infrastructure Levy Regulations 2010. Huntingdonshire District Council became a CIL charging authority in May 2012.

Local authorities must spend the levy on infrastructure needed to support the development of their area. This helps to deliver across a number of the Council's Corporate Plan priorities for 2018 – 2022 but specifically:

- Support development of infrastructure to enable growth
- Improve the supply of new and affordable housing, jobs and community facilities to meet current and future need

In October 2020 Cabinet approved a revised approach to the governance arrangements for allocating the funds held by Huntingdonshire District Council as the 'Strategic Portion'. Under these arrangements Cabinet is to consider applications received seeking over £50,000. Any requests of £50,000 or less will be agreed in line with delegated powers by Corporate Director (Place) and the Service Manager (Growth) in consultation with the Leader and Executive Councillor for Strategic Planning. Funding rounds will be held twice each financial year. An update on the projects authorised for CIL spend prior to the new arrangements being agreed is given in the report.

The latest funding round was launched on 10th November 2020 with a closing date of 14 December 2020. Bids received within that round for CIL funding towards infrastructure projects have been assessed by officers to reach the recommendations within this report.

Recommendation(s):

The Cabinet is **RECOMMENDED** to:

- a) Note the information on projects already in receipt of funding commitments and the updates on their delivery.
- b) Note the funding bids submitted for £50,000 or less and the approvals in line with delegated authority agreed on 22 October 2020 (Minute 33 refers).
- c) Approve the funding for projects as detailed in paragraph 10.2.
- d) Delegate authority to the Corporate Director (Place) and Service Manager - Growth, in consultation with the Executive Leader and Executive Councillor for Strategic Planning, to make final agreements for contracts to be issued on projects allocated CIL monies in principle subject to provision of necessary evidence, with the exception of the Special School at Alconbury Weald which, due to the scale of funding offered, will be reported back to Cabinet for its final sign off.

1. PURPOSE OF THE REPORT

- 1.1 The purpose of the report is to invite the Cabinet to consider and agree infrastructure projects found at paragraph 10.2 to be funded in whole or in part by an amount of the Community Infrastructure Levy (CIL) monies received to date.

2. BACKGROUND

- 2.1 The Community Infrastructure Levy (CIL) was first referred to in the Planning Act 2008 and was formally introduced through the CIL Regulations 2010 (as amended). The CIL spreads the burden of paying for infrastructure to all developments, not just major ones, as it is a requirement across all developments.
- 2.2 The Huntingdonshire Developer Contributions Supplementary Planning Document (SPD) was adopted in December 2011 with the CIL Charging Schedule being approved in April 2012 by full Council and implemented with effect from 1st May 2012.
- 2.3 CIL receipts were slow for the first few years due to development commencing that had been approved prior to the introduction of the Charging Schedule. Receipts have nearly doubled each year reaching circa £11.2m in the 2019-2020 financial year. Further detail on CIL receipts and expenditure can be found in the [Huntingdonshire Infrastructure Funding Statement 2019 -2020](#).
- 2.4 The requirement for infrastructure to support new development is a high priority and CIL continues to be implemented across the country with government enabling and directing local authorities to obtain contributions by charging a Community Infrastructure Levy on new development, in addition to negotiating Section 106 planning obligations with a developer where applicable.
- 2.5 Up to 5% of CIL receipts each financial year may be retained for administration costs. 15% - 25% of CIL receipts – the ‘meaningful proportion’ – are passed to parish/town councils in line with the CIL Regulations 2010 (as amended) and the Localism Act 2011 and the total amount transferred to parish/town councils has increased each year in line with receipt increases. The remaining 70-80%, the Strategic Portion, is available for Huntingdonshire District Council as the Charging Authority to spend on the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area.
- 2.6 In October 2020 Cabinet approved a revised approach to the governance arrangements for allocating the funds held by Huntingdonshire District Council as the ‘Strategic Portion’. Under these arrangements the Cabinet is to consider applications for CIL funding over £50,000. Any requests of £50,000 or less have been considered and approved in line with delegated powers by Corporate Director (Place) and the Service Manager (Growth) in

consultation with the Leader and Executive Councillor for Strategic Planning.

- 2.7 There is to be two funding rounds in each financial year of CIL spend. The first funding round for the 2021/22 financial year will begin in April 2021 when new applications will be invited. Where Projects demonstrate and provide evidence that they have a significant role to play in addressing key infrastructure requirements to meet the needs of future growth the Cabinet may consider applications outside of this time for urgent or unforeseen infrastructure requirements in line with the governance process agreed.
- 2.8 Due to the impact of the Covid-19 pandemic and the review of Governance arrangements during 2020, the last round of CIL allocations was in July 2019. An update on these projects can be found at Appendix 1.
- 2.9 In the current financial year 2020/2021, before the new Governance arrangements were agreed, two allocations have been approved by Cabinet, for funding towards Fenstanton Village Hall (£75,000) and a zebra crossing of the B450 at Kimbolton (£20,000).
- 2.10 Prior to the July 2019 CIL allocations and those noted above, Cabinet had only approved CIL spend on the Huntingdon West Link Road (HWLR) (now called Edison Bell Way). This has been a key project for the Council to unlock circa 6.35 hectares of land west of Huntingdon's town centre at a key entrance to the town by Huntingdon Railway Station. In order to open up this area of redundant and under-used industrial land and reduce traffic flows on a section of the ring road, the Council, working with Cambridgeshire County Council as Local Highways Authority, has delivered a new link road to stimulate regeneration and unlock land for housing and retail development to complement and enhance the vitality and viability of the town centre and the town as a whole. The final scheme will be a mixed-use development comprising circa 400 dwellings in a mix of houses and apartments, a Care Home, Sheltered Retirement apartments, a food store and flexible commercial units with associated open space, landscaping and parking.
- 2.10 As reported to Members on 18th July 2019, any further CIL payments required in relation to the Edison Bell Way scheme would be in relation to the outstanding Compulsory Purchase Order compensation. Following careful negotiations, this matter was settled without the cost of a Tribunal Hearing and the final payment of approximately £1.9m has now been made from CIL receipts.
- 2.11 There is circa £28m of CIL receipts now currently available for spend on further infrastructure projects.

3. ANALYSIS

- 3.1 At the beginning of November 2020, stakeholders were invited to submit proforma applications for funding from the Strategic Portion, in line with guidance issued. Projects submitted have been reviewed to ensure they meet the criteria for CIL funding.
- 3.2 The levy is intended to focus on the provision of new infrastructure and should not be used to remedy pre-existing deficiencies in infrastructure provision unless those deficiencies will be made more severe by new development. It can be used to increase the capacity of existing infrastructure or to repair failing existing infrastructure if that is necessary to support development.
- 3.3 In considering spend allocation, the potential support a number of strategic infrastructure projects may need in the near future should be noted, i.e. if all the money received to date is allocated to other projects, it may not be possible to provide these strategic projects with the funding they may need over the next few years to be delivered. As required under legislation, the Council has stated in the Infrastructure Funding Statement (IFS) 2019-2020 that CIL funds would be approved in line with the governance process and could be allocated towards:
- Strategic Transport including items such as:
 - A428 Black Cat to Caxton Gibbet Improvements
 - A141 Huntingdon
 - A14 Improvement Scheme
 - A1 Improvement Scheme
 - East West Rail Bedford to Cambridge opportunities
 - Edison Bell Way (outstanding CPO claims)
 - Supporting the delivery of growth in the District, as identified in the Infrastructure Delivery Plan (IDP) and HDC's Corporate Plan.
- 3.4 Detail on the bids submitted in response to the current round for over £50,000.00 CIL funding, which require Cabinet approval as outlined in para 2.6 above, along with the officer recommendations can be seen in Appendix 2. Project bids for under £50,000.00 were considered at a meeting on 2nd February 2021 in accordance with delegated authority also outlined in para 2.6 above. Information on these bids can be found at Appendix 3 to this report, including the decisions reached, and is for Members to note.

4. COMMENTS OF OVERVIEW & SCRUTINY

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

5. KEY IMPACTS / RISKS

- 5.1 The key impact from not considering the CIL spend will be the potential for certain infrastructure projects not being delivered and match funding lost.

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 6.1 Projects bids submitted will be notified of the outcome of the decision made by Cabinet. Next steps as appropriate are noted below:

1. Notify applicants of outcomes after 11/02/21.
2. Prepare and initiate contracts for approved projects by 19/03/21 where possible.
3. Issue funds in accordance with agreed milestones.
4. Commence quarterly monitoring of projects approved.
5. Provide an update for members at next funding round (rounds held twice each financial year).

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

- 7.1 This helps to deliver across a number of the Council's priorities for 2018 -2022 but specifically:
- Support development of infrastructure to enable growth.
 - Improve the supply of new and affordable housing, jobs and community facilities to meet current and future need.

8. LEGAL IMPLICATIONS

- 8.1 Regulation 59 (1) of the Community Infrastructure Levy Regulations 2010 (as amended) requires a charging authority to apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area. It may also, under Regulation 59 (3), support infrastructure outside its area where to do so would support the development of its area.
- 8.2 Passing CIL to another person for that person to apply to funding the provision, improvement, replace, operation and maintenance of infrastructure is also permitted under Regulation 59 (4).
- 8.3 Section 216 (2) of the Planning Act 2008 as amended by Regulation 63 of the Community Infrastructure Regulations 2010 (as amended) stated that infrastructure 'includes [and is therefore not limited to]:
- (a) roads and other transport facilities,
 - (b) flood defences,
 - (c) schools and other educational facilities,
 - (d) medical facilities,
 - (e) sporting and recreational facilities,

(f) open spaces.’

8.4 The levy may not be used to fund affordable housing.

9. RESOURCE IMPLICATIONS

9.1 CIL money can only be spent to deliver infrastructure, in accordance with the legal restrictions on the spending of CIL receipts.

9.2 Staff resource to administer and monitor the allocation of the CIL. This is funded, in part, by the administration costs permitted from the CIL receipts.

9.3 Staff resource from elsewhere in the Council will be used in preparing funding bids and implementing successful cases.

9.4 Subject to member approval of the projects outlined at para 10.2, this would commit a further £5.2m of CIL funding towards infrastructure projects. This would leave circa £22.8m remaining to spend on strategic transport infrastructure and other infrastructure needs as referenced in the Huntingdonshire Infrastructure Funding Statement, as noted at para 3.3. This does not include any of the allocations recommended to be made for projects seeking £50,000 or less. An addendum will be provided to Cabinet prior to the meeting, which will state the total figure agreed for these.

10. REASONS FOR THE RECOMMENDED DECISIONS

10.1 The projects identified have been considered in terms of how they support growth, deliverability and risks, benefits and outputs and extent of match funding being provided. The current stage of development of the project has also been considered. A summary of the key issues noted by officers in assessing each application request for over £50k CIL funding is noted in Appendix 2. Recommendations are for one of the following:

- Approve – to agree CIL funding subject to the completion of a contract.
- Approve in principle – to agree CIL funding subject to provision of further documentation and necessary discussions with the Council’s Implementation Team in line with delegated authority, as noted in the report recommendations.
- Decline – to decline the project for receipt of CIL funding.

10.2 The following projects are considered to have submitted detailed proposals and details of funding (including match funding where necessary). They are recommended to receive CIL funding:

Project (applicant name)	CIL funding	Approve / Approve in Principle
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Special School (Alconbury Weald) (Cambridgeshire County Council)	Up to £4,000,000	Approve in principle
Buckden-Huntingdon Safe Cycling and Walking Route (Buckden Parish Council)	Up to £100,000	Approve in principle
The Valley land management programme (Buckden Village Hall Trust)	Up to £450,000	Approve in principle
Cricket pavilion, King George V playing field (Huntingdon Town Council)	£500,000	Approve in principle
Swimming Pool changing (phase 2) (One Leisure St Ives)	£150,000	Approve

10.3 While the majority of the remaining schemes are potentially appropriate for consideration of CIL support, in their current format they lack necessary evidence and require further development of detail to enable support at this time. These projects are not precluded from applying for CIL funding again in future funding rounds with more project detail, supporting evidence and match funding, including from the local town/parish council.

10.4 Subject to member approval of the projects outlined at para 10.2, this would commit a further £5.2m of CIL funding towards infrastructure projects. This would leave circa £22.8m remaining to spend on strategic transport infrastructure and other infrastructure needs as referenced in the Huntingdonshire Infrastructure Funding Statement, as noted at para 3.3. This does not include any of the allocations recommended to be made for projects seeking £50,000 or less. Appendix 3 details the projects approved. The total CIL funding agreed for these projects amounts to £231,297.

11. LIST OF APPENDICES INCLUDED

Appendix 1 – Update on Projects approved by Cabinet in July 2019
Appendix 2 – Huntingdonshire Infrastructure Project Bids for greater than £50,000.00

Appendix 3 - Huntingdonshire Infrastructure Project Bids for £50,000.00 or less - Decisions

12. BACKGROUND PAPERS

Section 216 of Planning Act 2008

Huntingdonshire Infrastructure Delivery Plan

<http://www.huntingdonshire.gov.uk/media/2694/infrastructure-delivery-plan.pdf>

Huntingdonshire Infrastructure Delivery Plan – Infrastructure Schedule

<http://www.huntingdonshire.gov.uk/media/2693/infrastructure-schedule.pdf>

Huntingdonshire Infrastructure Delivery Plan Addendum
<http://www.huntingdonshire.gov.uk/media/2861/infrastructure-delivery-plan-addendum.pdf>

Huntingdonshire Infrastructure Funding Statement 2019 -2020
<https://www.huntingdonshire.gov.uk/media/4980/infrastructure-funding-statement-2019-20.pdf>

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APPENDIX 1 - Update on Projects approved by Cabinet in July 2019

Project Name	Description	Project cost	CIL funding offered	Update
Godmanchester Roman Gate Doctor's surgery	Extension of existing GP surgery to create 3 new consulting rooms and a treatment room with new waiting rooms/ reception and a platform lift	£1,200,000.00	£107,341.00	Completed.
Godmanchester Mill Weir area green space improvements	Godmanchester Mill Weir area green space improvements	£470,000.00	£200,000.00	Covid-19 has delayed work on the project, but it is still moving forward. Feasibility phase and costings work are underway. The next phase will be procurement. The project is aimed to be started in April-May 2021.
Little Paxton Zebra crossing at Mill Lane near Marble White Court	Installation of a new zebra crossing on Mill Lane near Marbled White Court. General	£45,604.00	£26,000.00	Completed.
Ramsey 3G Pitch	Build a full sized 3G ATP on Ramsey Abbey Foundation land adjacent to OLR.	£600,000.00	£120,000.00	The 3G project was delayed due to archaeology issues and requirements. These have been resolved and the contractors have had approval from the County Archaeologist in regard to their proposed methodology. A provisional mid-March start date is anticipated in

				order to begin the archaeological works. Confirmation is expected shortly on an updated timetable and completion date to work to. Completion expected by the summer.
St Ives Outdoor Centre gym	To use the underutilised badminton courts and provide further fitness provision and specifically “functional training” or “cross-fit” style facilities.	£500,000.00	£50,000.00	Completed.
St Ives Park Extension	The provision of Benches/Interpretation and a feasibility study on the commercial opportunities through the park when fully available plus first years maintenance due to early release	£80,000.00	£80,000.00	This has been subject to some delay. However, work on site is now 90% complete, with cycle path lighting columns all finished. Completion of street furniture and signage is all that is now awaited.
St Neots Improvements to path/cycle route at Riverside Park	Improvements to the path and cycle route at Riverside Park, originated from a pedestrian audit.	£600,000.00	£445,000.00	HDC is now leading this project in partnership with Cambridgeshire County Council. Emergency work was done on the first section. Remaining works are still being procured for completion this year subject to contractor availability and any delays caused by Covid-19.

St Neots Market Square Bicycle parking facilities	New facilities in market square	£10,000.00	£10,000.00	Completed.
Warboys Village hall	Funding towards a new facility	£1,000,000	£200,000.00	This was approved subject to full funding being achieved. Significant progress has been made but full funding still needs to be confirmed. Architect appointed. Pre-application enquiry at the beginning of October to Development Management. Updated proforma submitted 14.12.20. Updated business case provided. Costs to be confirmed once quotes received.

APPENDIX 2 - Huntingdonshire Infrastructure Project Bids for greater than £50,000.00

Project proposed	Bid submitted by	Project Cost	CIL funding requested	CIL request as % of total	Amount officers suggest is offered	Recommendation and comments
<p>Special School - New special school to serve Huntingdonshire located at Alconbury Weald</p>	<p>Cambs. County Council</p>	<p>£15,000,000</p>	<p>£7,000,000</p>	<p>47%</p>	<p>£4,000,000</p>	<p>Approve in Principle - The project is supported, as it will increase the capacity of Special Educational Needs and Disability (SEND) schooling in district, supporting the needs from growth. The site has been allocated as part of the Alconbury Weald development. This is subject to provision of:</p> <ul style="list-style-type: none"> a. Final costings, as detailed design work is still underway; b. Full business plan; c. Information as to whether Huntingdonshire's needs could be met on the existing sites in Huntingdonshire that are subject to separate projects, and whether these existing sites are at capacity due to take up from outside of the district; d. Evidence supporting the amount asked for in relation to needs arising from Huntingdonshire, e.g. price per pupil, how

Project proposed	Bid submitted by	Project Cost	CIL funding requested	CIL request as % of total	Amount officers suggest is offered	Recommendation and comments
						<p>this equates to capacity; how it relates to provision specifically to meet the needs of children resident in Huntingdonshire; and</p> <p>e. Information about other funding sources such as from the other Local Authorities whose pupils may attend the school.</p> <p>It is understood that pre-application discussions are on-going with the Growth Strategic Team, which is welcomed. HDC should be fully involved in the consideration of the design of the school and the associated costings.</p> <p>Up to a maximum of £4,000,000 is recommended, with the decision on the final amount to be approved by Cabinet.</p>
Buckden-Huntingdon Safe Cycling and Walking Route –	Buckden Parish Council	£188,391.50	£100,000	53%	Up to a maximum of £100,000	Approve in Principle – The principle of the project is supported, as it will encourage active travel between Buckden, Brampton and Huntingdon. Buckden has two large housing allocations in the Local Plan 2036 - BU 1 East

Project proposed	Bid submitted by	Project Cost	CIL funding requested	CIL request as % of total	Amount officers suggest is offered	Recommendation and comments
Provide new length of cycle/footway and safer crossing point on Buckden Road, Brampton to facilitate safe cycling/walking to Brampton, Hinchingsbrooke Secondary School and Huntingdon.						<p>of Silver Street and South of A1 And BU 2 Luck's Lane, Buckden.</p> <p>This is subject to confirmation of:</p> <ol style="list-style-type: none"> a. having secured match funding; and b. that the detailed design work shows the scheme can go ahead. <p>It is recommended that up to a maximum of £100,000.00 be given to allow for the final amount of match funding to be secured.</p> <p>As other funding is not yet confirmed, it is suggested that this be a time bound allocation for 12 months. Noting the time, it is further suggested that Buckden PC is requested to submit an updated business case / associated evidence to support its request once funding has been secured to safeguard against any risk, such as cost changes, during the intervening time. Delegate authority to the Corporate Director (Place) and Service Manager - Growth, in consultation with the Executive Leader and Executive Councillor for</p>

Project proposed	Bid submitted by	Project Cost	CIL funding requested	CIL request as % of total	Amount officers suggest is offered	Recommendation and comments
						Strategic Planning, to make final agreements subject to provision of further documentation and necessary discussions with the Implementation Team.
Buckden Recreation Ground footpath renewal – Replace 1 km approx. of poor, narrow and deteriorating tarmac pathways with 1.2m wide kerbed tarmac paths along existing routes.	Buckden Village Hall Trust	£118,000.00	£108,000	92%	£0	Decline - The scheme is desirable and would support the growth at Buckden by enhancing a key green space and improving routes through the village. It would link well with the Valley land management project (see below). Detailed costings and business plan have not been provided at this time. The low level of match funding means it is currently not considered good value for money.
The Valley – A comprehensive land management	Buckden Village Hall Trust	£469,775.00	£450,000	96%	Up to £450,000	Approve in Principle - The project is desirable. Buckden has two large housing allocations in the Local Plan 2036 - BU 1 East of Silver Street and South of A1 And BU 2

Project proposed	Bid submitted by	Project Cost	CIL funding requested	CIL request as % of total	Amount officers suggest is offered	Recommendation and comments
<p>programme including pond restoration; clearing ground cover and ivy; creating insect habitats; re-laying paths to be suitable for wheelchairs and mobility scooters; adding benches in selected locations; building viewing platforms and decking for fisherman; improving pond banks; replacing the bridge crossing at the stream to</p>						<p>Luck's Lane, Buckden. The project supports a recreational feature for existing and future residents by enabling an existing informal open space to be better used. The application makes it clear that without significant investment, the pond on site and other natural space will be lost / unsuitable for continued public use. This is subject to confirmation of:</p> <ul style="list-style-type: none"> a. having secured match funding; and b. provision of an updated business case and associated evidence once funding is in place. <p>It is recommended to approve in principle for a limited period of 12 months to allow match-funding to be secured and confirmed. An updated business case / associated evidence would then be required to support the request once funding has been secured to safeguard against any risk, such as cost changes, during the intervening time.</p>

Project proposed	Bid submitted by	Project Cost	CIL funding requested	CIL request as % of total	Amount officers suggest is offered	Recommendation and comments
complete the Buckden footpath network; and installing basic exercise/ play areas for children.						<p>Confirmation if works are permitted development will be required as the land is not owned by the parish council, as if not planning permission may be required.</p> <p>Delegate authority to the Corporate Director (Place) and Service Manager - Growth, in consultation with the Executive Leader and Executive Councillor for Strategic Planning, to make final agreements subject to provision of further documentation and necessary discussions with the Implementation Team.</p>
A1307 Cambridge Road environmental and road safety improvements – Village entry sign, gateway welcome and planting, pinch	Fenstanton Parish Council	£647,805	£647,805	100%	£0	Decline - The scheme is considered desirable, as Cambridge Road runs from the A1307 between recent housing developments in Fenstanton. It would support the village's growth, which has three mixed use allocations in the Local plan to 2036 – FS 1 Former Dairy Crest Factory, FS 2 Cambridge Road West and FS 3 Cambridge Road East) by improving the highway and supporting walking.

Project proposed	Bid submitted by	Project Cost	CIL funding requested	CIL request as % of total	Amount officers suggest is offered	Recommendation and comments
and crossing point, parking planter deterrent, partial central island traffic islands, and verge footpaths.						It is, however, not supported as it does not secure or propose match funding; includes land currently in the ownership of Highways England (HE) and is not known if HE supports the proposals; and not enough detail has been provided to ascertain if all elements of the project are suitable for CIL funding, e.g. the proposed welcome sign.
A1123 Cycleway and path – To link the current cycle paths at the eastern and western edges of the village of Houghton and Wyton with a new cycle path/ cycle way running alongside the A1123.	Houghton & Wyton Parish Council	£1,300,000.00	£1,300,000.00	100%	£0	Decline – The project is considered to be desirable with scope to be classed essential, as it could provide a key link for pedestrians and cyclists along a key transport corridor. Houghton and Wyton are located between Huntingdon and St Ives which are designated in the Local Plan to receive significant growth. The application provided an outline of proposals but lacks detailed proposals, costings, or any indication of CCC's support. There is insufficient detail at this stage and other sources of funding are likely to be available that would reduce the amount of CIL monies required to deliver the project.

Project proposed	Bid submitted by	Project Cost	CIL funding requested	CIL request as % of total	Amount officers suggest is offered	Recommendation and comments
<p>Cricket pavilion, King George V playing field – Demolition of existing 1880s timber building and replacement with eco-friendly, sustainable prefabricated timber building for use as a cricket pavilion. It will include indoor cricket nets, indoor 8-a-side cricket pitch for training and tournaments, netball facilities, community meeting area, and space</p>	Huntingdon Town Council	£2,000,000	£500,000	25%	Up to £500,000	<p>Approve in Principle – This project is supported in principle as it would improve existing facilities for cricket, provide facilities for netball and space for the community and considered to be essential infrastructure. It will provide a good degree of value and a high level of match funding has been secured. It will support planned growth within the Huntingdon SPA. This is subject to the provision of:</p> <ul style="list-style-type: none"> a. planning permission, b. confirmation of match funding and overall build costs, c. evidence of engagement with the HDC Active Lifestyles Team, and that the project meets Sport England requirements. <p>Noting the above, it is recommended to approve in principle subject to a time limit of 2 years.</p> <p>Delegate authority to the Corporate Director (Place) and Service Manager - Growth, in</p>

Project proposed	Bid submitted by	Project Cost	CIL funding requested	CIL request as % of total	Amount officers suggest is offered	Recommendation and comments
Huntingdonshire Cancer Care Network.						consultation with the Executive Leader and Executive Councillor for Strategic Planning, to make final agreements subject to provision of further documentation and necessary discussions with the Implementation Team.

Project proposed	Bid submitted by	Project Cost	CIL funding requested	CIL request as % of total	Amount officers suggest is offered	Recommendation and comments
<p>Huntingdon crematorium & cemetery – HTC is building a crematorium which will be the UK's first electric cremator and by using 'green electric' making it a low carbon crematorium. This building will cater for multi faith services, even those faiths which do not cremate bodies, as a washing room to ceremonially cleanse bodies as part of the</p>	<p>Huntingdon Town Council</p>	<p>£14,670,000</p>	<p>£500,000</p>	<p>3%</p>	<p>£0</p>	<p>Decline – The project is considered to be desirable rather than essential, although it does relate to the needs of growth. It would serve the whole district. However, although the Town Council is the applicant, this would have the operating model of a private business and is not considered appropriate for CIL funding. There is a lack of supporting information with the application. It has full funding secured already and there are queries over the amount of funding requested in relation to the overall project costs and funding already in place.</p>

Project proposed	Bid submitted by	Project Cost	CIL funding requested	CIL request as % of total	Amount officers suggest is offered	Recommendation and comments
<p>faith's rituals (Muslim & Jewish faith) prior to burial. In addition, a secure / soundproof viewing room is included, to enable serving prisoners to attend and view and take part in the service, this room can also be used where family members have babies / young children attending. Across the UK the split of Cremations to Burials is 70%:30%</p>						

Project proposed	Bid submitted by	Project Cost	CIL funding requested	CIL request as % of total	Amount officers suggest is offered	Recommendation and comments
<p>Swimming Pool changing (phase 2) – Redesign a lobby and male change area into a larger village (to cater for increased capacity post-COVID) and separate gender changing areas for school use.</p>	One Leisure St Ives	£400,000	£150,000	38%	£150,000	Approve – This project is considered suitable for CIL funding. It supports growth in St Ives which is designated as a Spatial Planning Area in the Local Plan to 2036. The project supports access to leisure facilities and will serve the growing population of the area. A significant portion of the project cost has been met and a modest amount of match funding is required to enable the project to be delivered to its second stage. The application has been supported by detailed supporting information and costings.
<p>Splash Park & Learner Swimming Pool in St Neots – Looking to provide a splash park and learner swimming pool in St Neots</p>	St Neots Aquatic and Leisure CIO (a charity)	£343,000	£250,000	73%	£0	Decline – The project is considered to be desirable. It will have a modest impact on the growth needs of St Neots which is defined in the Local Plan to 2036 as a Spatial Planning Area. The project is stated in the St Neots Neighbourhood Plan noting the need for funding to be secured. A detailed application was provided.

Project proposed	Bid submitted by	Project Cost	CIL funding requested	CIL request as % of total	Amount officers suggest is offered	Recommendation and comments
						<p>The project would provide only a modest value for money addressing a desirable recreation infrastructure. A small amount of match funding has been secured, although other sources of funding are likely to be available that would reduce or eliminate the amount of CIL monies required to deliver the project.</p>

APPENDIX 3 - Huntingdonshire Infrastructure Project Bids for £50,000.00 - Decisions

Project Proposed	Bid Submitted by	Project Cost	CIL funding requested	CIL requested as a proportion of total (%)	Amount to be offered	Decision
Upwood Road, Bury - Pedestrian crossing: either beacons of traffic lights.	Bury Parish Council	£90,000	£40,000	44%	£0	Declined
Saxon Green - 3 items of adult gym equipment and a replacement trapeze bar for the children's play area.	Great Paxton Parish Council	£5,540	£3,000	54%	£2,540	Approved
Replacing old streetlights (4 no.) owned by the PC.	Great Staughton Parish Council	£2,145	£2,145	100%	£1,072.50	Approved
Additional equipment for older children and adult fitness equipment at the playing field.	Hail Weston Parish Council	£35,177.64	£28,071	79.80%	£28,071	Approved
A " hub" providing community space and designated office space for the Parish Council.	Holywell-cum-Needingworth Parish Council	£100,500	£49,500	49.25%	£49,500	Approved

Project Proposed	Bid Submitted by	Project Cost	CIL funding requested	CIL requested as a proportion of total (%)	Amount to be offered	Decision
Hunts DC Playing Pitch Strategy review.	One Leisure Active Lifestyles	£35,000	£35,000	100%	£0	Declined
Little Paxton Cemetery - Extension to provide sufficient burial space for the next 50 years including landscaping.	Little Paxton Parish Council	£137,408	£30,600	22%	£30,600	Approved
Spaldwick Allotments - Creation of an entry road, turning point and area of hardstanding for 22 vehicles, and entry gates.	Spaldwick Parish Council	£29,000	£15,000	52%	£15,000	Approved
Phase 1 of a project to improve facilities at the club, including a new boatshed to house safety boats and launching tractor, and for boat repairs.	Huntingdon Sailing Club, St Ives	£168,554	£50,000	30%	£21,962	Approved
Priory Park, St Neots - New mains power supply. Phase 2 of wider project	HDC - Operations	£15,500	£15,500	100%	£15,500	Approved

Project Proposed	Bid Submitted by	Project Cost	CIL funding requested	CIL requested as a proportion of total (%)	Amount to be offered	Decision
Stilton Pavilion - Improvements to external recreation space and lighting.	Stilton Parish Council	23,190	£20,000	86%	£18,552	Approved
Purchase of land for public open space – to secure its retention for public access.	Warboys Parish Council	52,400	£20,000	38%	£20,000	Approved
Sports Field Drainage Equipment.	Warboys Parish Council	£30,000	£25,000	83%	£18,500	Approved
Pedestrian Crossing at the junction of Broadway and Mere View, Yaxley.	Yaxley PC	£31,746.65	£10,000	31%	£10,000	Approved

For projects approved that need time for wider funding to be confirmed, the approval given will allocate the funding for twelve months. After that time any projects without fully confirmed funding will be classed as declined and the CIL monies released to be available for HDC to spend on other infrastructure projects in line with the governance process.

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title: Civil Parking Enforcement

Meeting/Date: Cabinet – 11th February 2021

Executive Portfolio: Executive Councillor for Operations and Environment

Report by: Head of Operations

Wards affected: All

Executive Summary:

The report proposes amending the Council's Off-Street Parking Strategy 2018-2023 to allow the progression Civil Parking Enforcement (CPE) of on-street parking offences in Huntingdonshire. It sets out the legal requirements and framework, a broad project timeline and resources required along with the future financial implications and risks.

On-street parking offences are currently a criminal offence with enforcement falling to the Police. CPE transfers the powers and responsibility for on-street (yellow line) enforcement to the Highways Authority (Cambridgeshire County Council) in accordance with the Traffic Management Act 2004. Huntingdonshire District may only take on the powers if an agency agreement is in place with the Highways Authority to do so, this normally encompasses the responsibility for all sign and yellow line maintenance to the enforcing authority.

Following two previous independent assessments the implementation of CPE in 2013 & 2017 the Council concluded, whilst CPE could be implemented, it was not financially viable to do so. At the time of adopting the Off-Street Parking Strategy the Council therefore opted not to progress CPE.

The Council's vision is to support a safe and healthy environment, deliver economic growth, provide value for money services and create opportunities for the people of Huntingdonshire.

Persistent and acute inconsiderate on-street parking continues to be a key issue of concern for our residents and towns. Given the other significant priorities of the Police on-street enforcement is unable to be a major priority which results in dangerous parking that prevents equality of access to our pavements and impacts the look and feel of our market towns at a time when the Council is undertaking considerable efforts to create an environment within which Huntingdonshire and its people can thrive.

The “Civil Parking Enforcement Feasibility Study” highlighted:

- Huntingdonshire suffers from a high level of non-compliance with its on-street parking restrictions (Huntingdon 46.5%, Ramsey 53%, St Ives 58%, St Neots 66.7%)
- Many of the signs & lines surveyed within Huntingdonshire are not of the correct standard (220 restrictions reviewed; 480 issues found. 184 had at least one query)
- CPE represents a solution to non-compliance with on-street parking restrictions failing pro-active Police enforcement.

Whilst the report identifies the financial impact of CPE, members are asked to consider whether this financial impact is off set by the benefits of consistently enforced on-street traffic regulations and associated positive impact this will have on our district and its towns.

RECOMMENDED

That the Cabinet:

- (a) Update the Off-Street Parking Strategy 2018-2023 to enable the progression Civil Parking Enforcement of On-Street Parking in Huntingdonshire*
- (b) Approve the two year project ‘Civil Parking Enforcement’ in Huntingdonshire to be started from 1st April 2021 utilising the budget provision already made for the project with associated revenue implications.*
- (c) Authorise Officers to seek an agency agreement with the Highways Authority, Cambridgeshire County Council, in line with recommendations (a) and (b) above and their commitment to support the required application to the Department for Transport.*

1. PURPOSE OF THE REPORT

- 1.1 The report enables the Council to amend the recommendations of the Huntingdonshire District Council's (HDC) Off-Street Parking Strategy 2018-2023 which in 2018 decided not to progress the civil enforcement of on-street parking offences in Huntingdonshire.
- 1.2 It sets out the legal requirements and framework, indicative project timeline and resources required along with the future financial implications and risks.

2. BACKGROUND

Civil Parking Enforcement (CPE)

- 2.1 On-street parking offences in Huntingdonshire are a criminal offence with enforcement falling to the Police. CPE is a process overseen and instigated by the County Council as the Highways Authority with an application submitted to the Department for Transport (DfT). If this is successful, the result is Civil Parking Enforcement (CPE) where the County Council assumes enforcement responsibility in accordance with the Traffic Management Act 2004.
- 2.2 HDC has no statutory requirement to take on the responsibility for on-street enforcement either now or under CPE. Any District may only take on enforcement powers if an agency agreement is in place with the Highways Authority to do so, this invariably passes the responsibility for all sign and yellow line maintenance to the enforcing authority.
- 2.3 CPE only becomes a statutory function of the District Council once adopted with an agency agreement in place between the Highway Authority (Cambridge County Council, CCC) and District Council. The powers are then conferred by the Traffic Management Act 2004 (TMA) and associated statutory guidance. These powers **cannot be** delegated to a Town or Parish Council, this is set out in the TMA..
- 2.4 10 of 327 authority areas in England do not operate Civil Parking Enforcement: Cherwell, East Cambridgeshire , Fenland , Halton, Huntingdonshire, Isles of Scilly, North Warwickshire, South Cambridgeshire, South Oxfordshire, Wealden.

Independent Assessments of De-Criminalised Parking

- 2.5 Independent assessments of CPE were commissioned by the Council in both 2013 & 2017. Both concluded that whilst CPE can be rolled out, it was not financially viable to do so without on-going revenue funding to support the service – on-street enforcement cannot lawfully make income and aims to achieve compliance with no contraventions and no penalties issued (Appendix A).

- 2.6 The Off-Street Parking Strategy adopted in October 2018 (Appendix B), recommended not to progress CPE based on the revenue implications of the decision taking account the wider context at that time.
- 2.7 The “Civil Parking Enforcement Feasibility Study” undertaken in 2017 highlighted:
- Huntingdonshire suffers from a high level of non-compliance with its on-street parking restrictions (Huntingdon 46.5%, Ramsey 53%, St Ives 58%, St Neots 66.7%)
 - Many of the signs & lines surveyed within Huntingdonshire are not of the correct standard (220 restrictions reviewed; 480 issues found. 184 had at least one query)
 - CPE represents a solution to non-compliance with on-street parking restrictions failing pro-active Police enforcement.
 - The project overall is not operationally viable without funding from alternative sources, CPE on its own does not provide a robust business case.

Off Street Parking Strategy

- 2.8 The Council, through a Strategic Review of Car Parking Task and Finish Group established a Vision and Strategy for the management of the Council’s Off Street Car parks in 2017/18. Whilst on-street parking enforcement was outside the remit of the Task and Finish group the group elected to review the case for CPE including a presentation to Scrutiny which covered the implications.
- 2.9 Appendix 3 of the Off-Street Parking Strategy concluded:

At present, Huntingdonshire District Council has no requirement and does not wish to:

- *fund or contribute towards the implementation or setup costs*
- *fund or contribute towards ongoing costs (e.g. operational)*
- *take on the responsibility for any enforcement action*

In summary:

- *Localised on-street parking issues are present, however the issues are contained and not spread district-wide*
- *Targeted Police enforcement action is considered an appropriate solution*
- *On-street parking enforcement and its associated costs are the responsibility of the Police*

3. ANALYSIS

State of Parking Contravention

- 3.1 Independent research and very recent experience of making changes to our towns in support of safe Re-Opening of our Towns showed that St Neots and St Ives in particular have significant issues that arise from inconsiderate parking which may only be dealt with through consistent and effective enforcement. On street compliance with yellow line restrictions is identified as less than 50% in all our towns except Huntingdon, where the high street is pedestrianised and gated.
- 3.2 Our community has successfully campaigned for yellow line restrictions to address parking issues that have impacted their neighbourhood, for very localised safety concerns and to prevent commuter parking blight. However, given the clear lack of availability of police enforcement these restrictions once implemented by CCC are not always effective.
- 3.3 The government has recently consulted on a national approach to kerb parking due to the problems of accessibility and safety that this causes, this closed on 22nd November. However, until this is in place there is currently no restriction other than yellow line controls/a specific kerb parking ban that can address this. Without enforcement the effectiveness of any additional controls would be non-effective. Currently any change to legislation would have little or no impact without CPE.

Alternatives to CPE

- 3.4 Whilst the Police have worked in partnership with us when they have the resources available to address hot spot issues in our towns, consistent enforcement is currently not viable. The Police suggested the option of delegating their powers to officers of HDC using the powers of Policing and Crime Act 2017. Unfortunately, it was confirmed by HDC investigation that it is only possible for the Police to delegate to directly engaged staff or volunteers. This was therefore not viable due to the additional Police resources required to set up and manage such an operation.
- 3.5 Another option considered with the Police was for HDC to fund additional PCSOs to focus on on-street enforcement. This was not viable due to the current priorities of policing meaning any PCSO resource could not be realistically focussed on solely on-street enforcement as they would need to be managed in line with existing PCSO deployment.
- 3.6 The final alternative is to maintain the current status quo with the level of parking contravention being addressed by targeted Police enforcement and consideration of additional physical barriers such as bollards and gates to restrict access to vehicles. Pedestrianisation in Huntingdon is effective when the gate is secured, otherwise there are persistent contraventions as there is no effective enforcement. Such an approach would incur additional costs such as gate locking services and capital funding of physical design features that prevent inconsiderate parking. These are not always feasible in our towns due to the already narrow high streets in certain locations. Given the priorities for Policing and the increasing need to prioritise resources on major crime and emergencies,

it is unlikely resources will be available for consistent and effective on-street enforcement.

4. COMMENTS OF OVERVIEW & SCRUTINY

- 4.1 The comments of the relevant Overview and Scrutiny Panel will be circulated separately ahead of the Cabinet meeting.

5. RISKS

- 5.1 District Councils are not eligible under the TMA to apply for CPE powers, only County, unitary or metropolitan councils may apply to the Secretary of State to designate their administrative area as a civil enforcement/special enforcement area (CEA/SEA). The application for Huntingdonshire to become a CEA/SEA must therefore be made by CCC and a risk remains that the Secretary of State may not approve such an application solely for Huntingdonshire.

- 5.2 Whilst the District Council may then take on enforcement through an Agency Agreement HDC will not have the power to implement Traffic regulation Orders. HDC may be involved in the preparing of additional TROs but the making of TROs remains with CCC. Whilst HDC will be funding all costs of survey and preparation, there is a dependency upon the CCC to 'make' any required TRO changes in the event that any are established to be flawed or not in place.

- 5.3 Failure to progress CPE may result in persistent parking issues in our towns impacting safety, accessibility, and environment. This will impact our aspirations for recovery post COVID19 and Town Master planning.

- 5.4 CPE is not viable as a stand-alone entity in the HDC financial business case, it will require an estimated annual revenue subsidy on £70,000 to £80,000 from the off-street car parking account, which then increases depending upon the degree of compliance and level of enforcement resources engaged which must provide an effective and continued enforcement presence. Government guidance is specific on this point:

Previous guidance said that local authority parking enforcement should be self-financing as soon as practicable. This is still a sensible aim, but compliant applications for civil parking enforcement will be granted without the scheme being self-financing.

But authorities will need to bear in mind that if their scheme is not self-financing, then they need to be certain that they can afford to pay for it from within existing funding. The Secretary of State will not expect either national or local taxpayers to meet any deficit.

(i.e. Council Tax increases may not be made to fund CPE, any losses must be made good from the off street car parking receipts)

- 5.5 Project timescales will be impacted by the detailed analysis of signs, lines and TROs as these must be fully compliant and up to date in order

for a CPE application made to the DfT, be approved and for enforcement to be effective and not subject to successful challenge for any errors in these elements. Should the current level of discrepancy be significant, the project timescales to correct any failings both physical works and through new TROs may impact delivery timescales.

- 5.6 The introduction of a pavement parking restriction nationwide will likely increase the enforcement requirement (cost) and the number of contraventions processed. This is estimated to add an additional revenue burden of up to £25,000 on the Parking Service in a worst case.
- 5.7 The on-going maintenance of signs and lines will pass to HDC though the Agency Agreement. Whilst this will have little impact in the short term (2-3 years) anecdotally a regime of inspection and planned works will require additional funding of potentially £20,000 per year for works and £30,000 for an inspection regime district wide in the medium to long term.
- 5.8 The provision of all on-street parking arrangements including resident permits will fall to HDC. There is a risk for a significant demand for new schemes which may not under law operate at a surplus and anecdotally can take up to 10 years to become cost neutral depending upon the permit price charged. This is due to the high initial cost of design, public consultation, order making and installation which can exceed £25,000 for a typical scheme. There is a right to petition the Council under the TMA introduced in 2014 to request or challenge such schemes. The Council will need to adopt a policy on progression of such schemes to control capacity and cost implications. HDC would need to entirely fund any CCC costs of any TROs. The establishment of CPE does not establish a budget to progress such schemes.
- 5.9 Parking enforcement, as with any enforcement activity, can give rise to negative public perception and reaction, this will be mitigated with clear and publicised enforcement priorities.
- 5.10 The project risk in terms of organisation, associated policy production and IT upgrade is minimal and controllable due to the significant number of well-developed schemes nationally and the dedicated project resources included within the costed implementation.

6. TIMETABLE FOR IMPLEMENTATION

- 6.1 If approved, a project initiation process will be undertaken in March including the appointment of dedicated project support, appointed to start as soon as practicably possible. A project contingency of 6 months is included given the degree of uncertainty around the status of all signs, lines and TROs. These must be demonstrably sound for the DfT to approve the application for de-criminalisation. This contingency is included within the indicative 24 month project timetable. A definitive timetable will be drawn up subject to the decisions taken in this report. A model project plan is presented in Appendix C

- 6.2 CPE may only be implemented on either a 1st April or 1st October, following application to the DfT. Depending upon the decision taken in response to this report and the scale of works required to signs and lines, an additional contingency of 6 months on top of the 24 month programme set out may be required. Once the project initiation is completed a detailed project plan will be available with updates to Councillors proposed on a six month basis.
- 6.3 It is important to highlight that a considerable amount of work is done which is unseen to ensure that the signs and lines within the district are surveyed and brought up to an enforceable standard. Given that initial research indicated that in a sample of 220 restrictions, almost all had something that needed resolution, there may be a need for an extensive remediation programme of installing signs and re-painting lines to meet Civil Enforcement standards, **this could extend the project timescale and costs.**
- 6.4 All Traffic Regulation Orders (TRO) that establish parking restrictions must be mapped, digitised, and checked as being valid and lawful. A contravention is successfully enforced through a valid observation, a valid sign and line as well as a valid TRO. If any element is not verifiable then an appeal against a ticket issues is likely to be upheld. TROs follow a statutory process including a requirement for public consultation which can take between 12 and 18 months to put in place, complex or contentious TROs can take longer. If any are required **this could extend the project timescale and costs.**
- 6.5 Once CPE is live, the independent report advising the Council suggested that a period of 18-24 months of settling down is normal for the community to become familiar with the new on-street enforcement regime with a consistent level of overall compliance achieved. After this a review should be undertaken to ensure that the most efficient model of operation is in place.

7. LINK TO THE CORPORATE PLAN

- 7.1 The introduction of CPE in Huntingdonshire will support the Council's Vision:

To support a safe and healthy environment, deliver economic growth, provide value for money services and create opportunities for the people of Huntingdonshire.

- 7.2 CPE supports the delivery of Place objectives.

We want to make Huntingdonshire a better place to work, invest specifically:

- Create, protect and enhance our safe and clean built and green environment.*and,*

- Support development of infrastructure (transport) to enable growth.

8. CONSULTATION

8.1 This paper has been informed by consultation with the County Councils Highways team with responsibility for On-street parking and who operate the On-street parking enforcement within Cambridge. They will support a CPE application subject to all costs being met by HDC.

8.2 The Department for Transport (DfT) Guidance recommends, as a minimum, local authorities should consult the following groups:

- other traffic authorities (including Highways England) who may be affected
- the emergency services
- the Driver and Vehicle Licensing Agency (DVLA)

It is recommended that consultation also includes:

- Wider stakeholders with an interest in parking, including businesses, motoring groups and representative organisations; and those who will be affected, including residents, motorists and the general public.
- Authorities should include socially excluded groups.

This consultation will form part of the implementation project and evidence for the DfT application by the Highways Authority on our behalf.

9. LEGAL IMPLICATIONS

9.1 The Council's off-street car parks are operated under the Road Traffic Regulation Act 1984. This Act determines the basis for the issue of and progression of penalty charge notices in our Off-Street Car parks and the legal basis upon which restriction in car park use are enforceable. The Highways Authority retains all responsibility for On-Street controls and enforcement including charged on-street parking, limited waiting bays, yellow line restrictions and resident permit parking (on-street).

9.2 Upon the implementation of CPE the Council must operate its off-street car parks under the Traffic Management Act 2004 as this is the basis upon which restrictions on-street are controlled and enforceable by the local authority. This requires the Council to publish an annual report which includes all income and expenditure in respect of on-street parking spaces and all parking enforcement functions. All on-street parking may not, under the TMA set out to generate a surplus. In the event a surplus is generated, its use is ring fenced to offset costs of provision of on-street enforcement and then highway improvements.

9.3 The TMA introduces a process defined by statute for the issue and progression of penalty charge notices which is different to the Council's

current processes. The necessary changes to systems and processes are factored in to the budget provision made for the project.

9.4 The process of application for CPE is set out in law.

10. RESOURCE IMPLICATIONS

10.1 The Highways Authority, Cambridgeshire County Council has previously confirmed it will support our application for CPE and enter into a suitable Agency Agreement to enable this. However, they have also confirmed that this support is on the basis that all costs of implementation and operation are borne by HDC.

10.2 The Police are strongly supportive of CPE but whilst this releases the Police from addressing on-street parking contraventions they have confirmed that they have previously confirmed they are unable to contribute to the costs of implementation or operation.

10.3 Fenland District Council's Cabinet agreed on the 21st October to fund a feasibility study into CPE. They agreed that they would pursue this on the basis of preparing a submission to the Cambridgeshire and Peterborough Combined Authority in conjunction with each of the four market towns to utilise funding under the Growing Fenland programme (equivalent to our own Town Masterplanning) to fund the feasibility and also capital implementation. This is on the premise that parking blight is impacting the economy of their towns. HDC may also consider this approach but it would require £217,000 to be diverted from the Towns Programme to implement CPE – if it was supported by the CPCA. It is understood that of the remaining £3m assigned to HDC towns £1.5m is to be spent on capital improvements to Huntingdon, St Ives and Ramsey by the end of March 2021 and that a number of existing commitments to progress Masterplanning in Huntingdonshire's Towns will draw on the remainder. At present Fenland car parks remain free to use.

10.4 The Council's existing Off-Street parking enforcement system can be re-configured to operate the new requirements of managing on and off street enforcement under the Traffic Management Act. This has new processes and a different appeal mechanism which is written into the law. The system is a hosted IT system and as such the major works are fully configurable by the supplier. If approved there will be the need to set up an IT project within the programme of activity to ensure that the secure connectivity to the DVLA, Traffic Penalty Tribunal and Finance systems (An indicative set up is shown in Appendix F)

10.5 Civil Parking Enforcement parking will involve the creation of a new service, which responds to and processes enquiries, challenges and formal representations to Penalty Charge Notices (PCNs). The Council's website will need a content update with public access to annual reports on performance as set out in the TMA, enforcement policies and procedures.

- 10.6 Processing PCNs and management of correspondence/enquiries is governed and monitored by the back office IT system. Legal guidance specifies that only trained notice processors may process, monitor and provide information regarding cases. The budgetary provision and model set out in Appendix D and E establishes this team. Informal and formal challenges need to be submitted in writing and a digital model will be implemented to ensure efficient and effective notice processing and customer management.
- 10.7 It is recommended that all customer interaction and enquiries will be passed directly to the notice processing team within Parking and not Customer Services. It is anticipated that after the initial implementation period there will be no significant impact on the volumes of the Customer Service Centre as these calls will be routed directly to the Parking team.
- 10.8 There will be a requirement to model temporary call handling support for the 'go-live' if this proposal is approved. It is recommended that this temporary resource be located within Parking to ensure quick decision making and full project knowledge, it can then be scaled back to the permanent core staffing. Any 'go live' would include the issue of warning notices, penalty notice processing work will increase after the general enquiries and go-live enquires reduce.
- 10.9 Cost Modelling of CPE and its introduction was undertaken in the independent study in 2017. These figures were amended in 2019 following discussion with the consultant who undertook the original works.
- 10.10 Budgetary provision was made within the MTFS process within 2019/20 (see Appendix D for financial model and Appendix E for the budget proposal):

Start-up

- Capital investment (initial) required of £217,000
- Revenue investment (Y1 & Y2) required of £135,000 (per annum)

Operational years (following 2-year start-up period)

- Income Year 1 of £105k increasing from Year 2 onwards to £130,000 (this is not guaranteed)
- Expenditure Year 1 of £163k increasing annually
- Annual deficit ranging from £35,000 to £60,000p/a (assuming income achieved)

The capital costs of the project are funded by borrowing, the cost of borrowing will create an additional growth pressure against the parking service.

- 10.11 The Council should make a minimum capital provision on a five year basis to ensure that all TRO's, signs & lines are refreshed to a high standard. A comparable district would expect to have an annual

provision of £15,000. These are estimates as the level of actual investment required will be informed by the detailed survey of signs and lines which will need to be maintained in Huntingdonshire. These costs of operation would need to be funded from the net surplus on the parking account which is currently supporting other Council services.

10.12 Any new schemes relating to yellow line restrictions or resident schemes would be subject to approval by the Council. There is a capital cost to establish any such schemes – between £15,000 to £20,000 depending upon complexity and the level of consultation required. Each one would be decided on the basis of policy and capacity. Such schemes can only progress if there is a clear mandate to do so from all those impacted and an approved budget. The implementation of CPE does not establish a budget for this.

11. REASONS FOR THE RECOMMENDED DECISIONS

11.1 The Council must amend Appendix 3 of the Off Street Parking Strategy to allow the progression of a CPE project.

11.2 Whilst on-street parking enforcement is not a statutory service or responsibility of the District Council, the alternatives for enforcement of on-street parking restrictions are ineffective leading to persistent inconsiderate and dangerous parking across the district which is the source of frustration for our community and businesses.

11.3 In taking on CPE, HDC will have a wider ability to influence the transportation strategies within the District utilising enforcement and regulation as a tool to support other strategies such as environmental sustainability and alternative transport options within the district.

11.4 In having the ability to introduce and enforce alternative models of on-street parking restrictions the Council will be better able to support the delivery of vibrant towns and villages where people want to live in a well-cared for public realm.

12. LIST OF APPENDICES INCLUDED

Appendix A - Independent Assessment of CPE

Appendix B - Off-Street Parking Strategy 2018-2023

Appendix C – HDC Draft Civil Parking Enforcement Implementation Timeline

Appendix D – CPE Updated Financial Model

Appendix E – CPE MTFB Budget Proposal

Appendix F – Outline IT and Customer Model for Parking under CPE

13. BACKGROUND PAPERS

Cabinet 18th October 2018 - Off Street Parking Strategy

<http://applications.huntingdonshire.gov.uk/moderngov/ieListDocuments.aspx?CId=256&MId=7393>

Overview and Scrutiny (Economy and Growth) 16th January 2018 – Civil
Parking Enforcement Presentation
<http://applications.huntingdonshire.gov.uk/moderngov/ieListDocuments.aspx?CId=10212&MId=7285>

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**HUNTINGDONSHIRE DISTRICT
COUNCIL**

CIVIL PARKING ENFORCEMENT

FEASIBILITY STUDY REPORT

AUGUST 2017

Huntingdonshire District Council

Civil Parking Enforcement

Feasibility Study Report

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APPENDICES

APPENDIX A	Project plan for Implementation
APPENDIX B	The Financial Model – Diagram and Notes
APPENDIX C	Key Assumptions for the Financial Options
APPENDIX D	The Summary of the HDC In House Base Model with £50 and £70 PCNs
APPENDIX E	The HDC In House Base Model workings. (£50 and £70 PCN)
APPENDIX F	Summary sheets of the model variations
	V1 Off street enforcement In House. On street enforcement and ALL notice processing by CCC.
	V2A HDC off street only. Enforcement and notice processing.
	V2B CCC on street only. Enforcement and notice processing.
	V3 All services provided by CCC
	V4 The Base model with 10% less PCNs on street.
	V5 As for V3 with all services provided by a Contractor

GLOSSARY OF TERMS USED

ACPO	Association of Chief Police Officers
CCC	Cambridgeshire County Council
CEO	Civil Enforcement Officer
CP	Cambridgeshire Police
CEA	Civil Enforcement Area
CPE	Civil Parking Enforcement
DfT	Department for Transport
DVLA	Driver Vehicle Licensing Agency
ECN	Excess Charge Notice
FPN	Fixed Penalty Notice
GIS	Geographic Information System
HHCT	Hand Held Computer Terminals
HDC	Huntingdonshire District Council
NIP	Notice of Intended Prosecution
NTO	Notice to Owner
P&D	Pay and Display
PCN	Penalty Charge Notice
RTRA	Road Traffic Regulation Act (1984)
SEA	Special Enforcement Area
TCfL	Transport Committee for London, or its successor
TEC	Traffic Enforcement Court (County Court)
TMA	Traffic Management Act 2004
TPO	Ticket Processing Office
TPT	Traffic Penalty Tribunal (adjudicators)
TRO	Traffic Regulation Order
VEL	Vehicle Excise Licence

Huntingdonshire District Council

Civil Parking Enforcement

Feasibility Study Report

1 EXECUTIVE SUMMARY

1.1 This study was commissioned by Huntingdonshire District Council to investigate the feasibility of creating a Civil Enforcement Area (CEA) across the whole of the District Council's administrative area, and the resulting financial viability of such a step. A CEA is an area in which parking offences become civil contraventions, using the powers of the Traffic Management Act 2004. Within a CEA, the responsibility for the enforcement of virtually all parking passes from the Police to the Highway and Traffic Authority. The income from the parking tickets issued, (Penalty Charge Notices) is retained by the Highway Authority, to be used to fund the scheme, with on and off street PCN surpluses being ring-fenced under Section 55 of the Road Traffic Regulation Act 1984 for certain highway related matters. Huntingdonshire District Council (HDC) if they were acting as agent to CCC would be responsible for all of these matters directly. The issue to be investigated in this Study is whether or not CPE is a viable power to be acquired, the implications of doing so, were the Council to decide to proceed and the most effective service delivery option.

1.2 The general conclusion is reached that the creation of a Civil Enforcement Area would not be financially viable within Huntingdonshire although it is operationally desirable as the police enforcement diminishes. In order for the District and County Councils to adopt the powers required for CPE run by HDC internally, set up costs of £202,000 are required with an additional estimated loss of £32,000 over the first year of operation. Thereafter there is an operating deficit, increasing year on year as a result of inflation.

1.3 The above is based on HDC running the whole service provision (Base model), and options have been tested against the base model. Only one of the options provides a service provision that runs in surplus overall.

1.4 The options chosen have been split to show the on and off street costs as separate accounts. HDC can make a surplus under all options as they already provide an off street enforcement and administration service, which gives room for consideration of the service delivery. CCC make a loss under all options as they are starting from scratch on street.

1.5 The Council are therefore recommended to decide whether the powers are to be adopted, and that local authority enforcement should be undertaken and whether to instruct officers to proceed with implementation. The Civil Enforcement Area must include the off-street car parks currently enforced by the District Council, in order to provide a uniform enforcement capability in all Council parking areas, and to obtain full benefits of the economies of scale. Those off street car parks which are Council owned and currently controlled using an off street parking places order under the Road Traffic Regulation Act 1984 must be included in any CEA application to the DfT.

1.6 If a decision is taken to adopt the powers then Cambridgeshire Police will

support the principle of a CEA which covers the whole of the Council's area, and have indicated that they will cooperate with the handover of the powers in an agreed manner. Their support is paramount to the success of an Application to the Department for Transport (DfT) for the powers. The Police traffic warden force has reduced in recent years and currently there are no traffic wardens enforcing on street parking in Huntingdonshire, but there are some PCSOs capable of enforcing when time allows who have delegated traffic management powers. The Police wish to see more enforcement on street but have limited resources at their disposal.

1.7 To acquire the powers, the County Council will have to formally apply to the DfT for a Designation Order which decriminalises parking enforcement across the whole of Huntingdonshire. From the date set in this Order, the Police will be unable to enforce the majority of parking related offences, and the Councils must be ready to undertake the responsibilities. This application process is estimated to take around 8 to 12 months to complete alongside other aspects of preparation for CPE which take up to 18 months and this is shown in the overview project plan as Appendix A.

1.8 If the Council adopt the responsibilities, the Council will then be in a position to enforce both on and off-street parking in a coordinated, comprehensive manner which for the first time, will provide a single policy and responsibility for the control of public car parking in Huntingdonshire. As the County Council are the highway authority then HDC will need to act as the agent to County for the on street enforcement should that option be chosen. Likewise if the County Council provide all the services then they will have to act as agent to HDC for the off street enforcement provision.

1.9 This undertaking is in line with Government policies for restraint over the growth of traffic in urban areas, and it complements other Government measures such as the encouragement of the use of public transport, the restraint of commuter-based parking and the consideration of workplace charging. Better parking enforcement is an effective deterrent to the growth in traffic. Decriminalisation of parking enforcement will help achieve these objectives.

1.10 Of the 326 Authorities in England, 310 have already adopted the civil enforcement powers and several of the remainder will be live in 2018.

1.11 The Government's view is that CPE is a positive contribution to traffic management, based upon research work carried out for the DfT by the Transport Research Laboratory.

1.12 The main benefits of acquiring the powers as detailed in this report are:

- a coordinated parking enforcement service would be established, covering on and off-street parking;
- improved compliance will be seen in permitted parking spaces;
- growth in demand for vehicular access in particular to Huntingdon, St Ives, St Neots and Ramsey would be restrained;
- the design of future parking schemes such as resident permit schemes, for which there is demand, could be undertaken in the knowledge that

parking controls would be enforced as the County Council decides;

- overall improved environmental conditions, including safer traffic conditions, and less pollution would result from less illegal parking, fewer cars, and better circulation;
- parking enforcement would become more locally accountable and adaptable;
- Police resources would be freed up to be diverted to other purposes.

The question can be asked if there is not a simpler way of achieving these benefits. The 1984 Road Traffic Regulation Act allows authorities to enforce permitted on-street parking places, however, it does not allow them to enforce the adjacent waiting restrictions. Unless enforcement is applied in a uniform manner across a geographic area, there is a risk of displacement of parked vehicles, causing other, more serious problems. Consequently, the only way to achieve overall enforcement in an area is to establish a Civil Enforcement Area, as defined in the Traffic Management Act 2004, and for the Councils to take responsibility for all non-endorsable parking contraventions in that area.

1.13 It is the view of the consultants that Civil parking enforcement is operationally desirable and if the set up costs are available then the running of the project may ultimately achieve self financing depending on driver reactions and close management of the enforcement provision. A detailed base financial model was created for the purposes of carrying out the financial assessment. This model also allowed the officers and the consultants to test a range of possible outcomes for the project, and to arrive at conclusions regarding the range of circumstances which may result in potential financial viability. Financial viability is broadly considered to be recognised by a scheme design which results in the project recovering its revenue set-up costs within a period of 3 to 5 years at the maximum, and thereafter, producing a surplus. The base financial model shows this not to be the case and it shows an overall annual deficit of £21,000 at year five. It yields an overall operational deficit at year five of £86,000. This equates to a total overall deficit, including capital funding of the set up costs, of £288,000 which will not be cleared from a County perspective. The split of the £288,000 between County and the District shows that County would stand a deficit of £394,000 and the District a surplus of £106,000. County set up costs are estimated at £162,000 so the operational deficit for County is £232,000 over a 5 year period. However for HDC their operational surplus is £146,000. There is however a current surplus from the on street pay and display of £84,000 per annum which is not included in the above figures. If County were minded to allow this surplus to cover their CPE costs then this would cover the operational costs, pay back set up costs and also provide a small fund for ongoing remedial works to the signs and lines.

1.14 Of the remaining options modelled, model V5 which allows the whole service to be outsourced shows the best return for County by reducing their overall 5 year deficit from £394,000 to £201,000. Retaining all functions for on and off street at HDC marginally gives the best figures for HDC at a gain of £1,000 per annum but this is detrimental to the County approach. Discussions on service provision will centre on the

figures summarised in section 5.2.3 of this report.

1.15 It should be remembered that other factors such as a Police withdrawal of the support for the traffic warden service need to be taken into account when considering whether to adopt the powers.

1.16 The project included the direct costs and income of the increased enforcement associated with decriminalisation; it also included in the financial assessment, the predicted impact of certain indirect consequences of CPE.

1.17 The projections are based on the level of Penalty Charge Notice (PCN) introduced in 2008 within the TMA, which has been reviewed by Government, and is now at the differential levels of £50 and £70 depending on the seriousness of the contravention.

1.18 The income could be boosted by the potential introduction of more on and off street charging which may be required to control the increased usage of the pay and display bays and car parks by drivers having to park legally. This would yield additional parking-related income to help the project to achieve viability in the initial few years of operation; thereafter, any income surpluses would be available for the purposes decided by the Council, within the constraints of the law. The new *on-street* and *off street* surplus income from penalty charges is ring-fenced, as defined in S55 of the 1984 Road Traffic Regulation Act.

1.19 The new civil enforcement powers allow an Authority to enhance its ability to act against particular groups of offenders by the use of wheel-clamping or vehicle removals. The conclusion is that at present these methods should be generally avoided, but considered for introduction should the new enforcement regime prove to be undermined by indiscriminate parking.

1.20 The modelling process tested several options:

- 1) The introduction of on-street enforcement with all enforcement and administration undertaken by HDC, without any other major changes to the management of parking within the Council, and using the national Penalty Charge levels as made available by Government (£50/£70). (BASE).
- 2) As above with off street enforcement in house at HDC and on street enforcement and ALL notice processing by CCC. (V1)
- 3) HDC model showing off street enforcement and notice processing only. (V2A)
- 4) CCC model showing on street enforcement and notice processing only. (V2B)
- 5) As the BASE model but all services provided by CCC (V3)
- 6) The Base model with 10% less PCNs on street. (V4)
- 7) As for V3 using an established contractor. (V5)

The County Council currently cover the costs of HDC on street pay and display enforcement from the income and County Council keep the surplus. Should the service be externalised then HDC would not have an input to income or expenditure. Should HDC become the agent for on street enforcement then there has to be a decision on who would cover costs should there be a deficit in the on street enforcement budget.

The broad conclusions from this exercise were:

- The project is not viable in terms of revenue but other sources of parking related income need to be retained or increased if the service provision is to be retained in house;
- An active programme of enforcement is a basic requirement for a financially viable project; this applies to the issuing of parking tickets, and to the pursuit of debt.

On this basis, the view of the consultants is that progress should be based upon the £50/£70 PCN level, using variations on a theme to produce a viable and workable solution.

1.21 To address the major change in responsibilities arising from civil enforcement, an enlarged parking management structure would be required for an in house operation. It would be responsible for all aspects of the operational management of parking in the District, and would have a Parking Manager at its head. This must include all aspects of on-street parking, acting as agent to the county council and should include all off-street parking operated by the Council as well.

1.22 Some authorities have found that to tender out all services associated with enforcement and administration works successfully. In Huntingdonshire at the present time there is already a core in-house parking capability managing the car parks. It is considered that a contracted out enforcement regime would offer practical benefits and financial savings over an in-house operation. There is already an external contractor / client function working in Cambridge City and it is recommended that this format be examined further. An external contractor will provide many of the set up costs required and this helps with cash flow in the short term at the setting up stage.

1.23 An enlarged parking administration section may be created, placing the responsibility for all aspects of the administration within the same overall day to day responsibility as the parking enforcement activities. It is noted by the Consultant that this service could be externalised by using a neighbouring authority that is already undertaking this role and HDC paying a levy per PCN. HDC already have an up to date software system that can be easily upgraded to cover CPE which will reduce set up and on going costs. A decision on how to manage this function in the future will need to be made internally prior to deciding on which option to take.

1.24 The Council must participate in an independent appeals mechanism, known as the Adjudication Service. The Traffic Penalty Tribunal (TPT) based in Wilmslow, Cheshire, is now established and functional. The Council should therefore apply to join this service, which will meet the need to have a source of hearings for appeals, when

the Application for the powers is made to the DfT. The Adjudication Service functions as a Section 101 Committee, so it will require elected Members to formally represent the Council at the very infrequent Committee meetings which are held annually. The costs of this service have been taken into consideration in making the assessment.

1.25 If the service is to be in-house then the Council will require an upgraded IT system for the processing of parking tickets and for the administration of Penalty Charge Notices. This should not be pursued without adequate resources being applied to the project. Due to larger volumes of work, the system will have to be re-configured to increase staff productivity through investment in technology.

1.26 The next major stage of the project which would follow a decision to proceed with the introduction of CPE, is for the County to prepare and submit a CEA/SEA Application to the DfT on behalf of HDC. This aspect should be pursued over the months following a resolution to proceed, accompanied by a programme of statutory consultation with the Police, neighbouring Authorities, and other interested parties. A review of the Council's parking policies in the light of forthcoming decriminalisation will form an important element of the Application. The objective should be to have an Application submitted for approval within a few months of a decision to proceed. Consultation with the public is not a statutory requirement, but the Council should decide how to consult with or inform the public, and the form such consultation should take.

1.27 In the meantime, a project to review the traffic regulations throughout the District should be agreed and resourced with County. This will be a large undertaking, as there has been few if any complete reviews of the regulations over the years.

1.27 Experience indicates that to introduce civil enforcement will require a timetable of between 12 and 18 months as a minimum, from the date of a decision to proceed. To manage this project, a Project Steering Group and Project Manager role should be established, to include not only officers from the various internal sections which are concerned, but also a representative from the Police. Such is the importance of the project, it is suggested that major policy direction for the project should come from a group of Members and senior officers within the Council, delegated with the responsibility for successful implementation of civil parking enforcement.

1.28 This report has confirmed what several other authorities have found; the Councils can, by embracing civil enforcement introduce better parking enforcement. If monies can be made available to cover the set up costs then CCC and HDC could obtain the civil enforcement powers to enforce parking as a means of helping to achieve their overall transportation objectives.

2 Introduction

2.1 In responding to the requirements of the Study Brief, the consultants have carried out a detailed investigation into the feasibility of the Councils taking on the powers available under the Traffic Management Act 2004 (TMA) to transfer the responsibility for all non-endorsable parking contraventions from the Police to the Council.

2.2 This would be an important step for the Councils were the decision to be taken, it would have far-reaching impacts within the Councils, but it would provide a major improvement to the overall traffic management capabilities of the Councils. This report reviews a number of the key issues relating to the introduction of the powers. It should be read in conjunction with the financial summaries (Appendices C and D) and versions of the financial assessment, which detail the range of possibilities and the likely outcomes. The models also provide the detail on staffing, associated costs, and a range of related issues.

2.3 The Traffic Management Act permits Highway Authorities to apply to the Secretary of State to become Civil Enforcement Areas/Special Enforcement Areas (CEA/SEAs, usually referred to as a CEA). Once a CEA application is approved, the power to enforce on-street parking restrictions passes from the Police to the Highway Authority. The revenue collected from Penalty Charge Notices (PCNs) for contravention of parking restrictions goes to the Council rather than to the Government. The on and off-street PCN surplus income is ring-fenced under Section 55 of the Road Traffic Regulation Act 1984, and may only be used for certain designated highways matters.

2.4 The main advantage of becoming a CEA would be the ability of the Council to determine the level of enforcement which was felt appropriate to satisfy transport policy objectives as they relate to parking. By employing Civil Enforcement Officers rather than relying on the Police to employ traffic wardens, the Council would have the ability to decide how many to employ, and in what ways they were to be deployed to address issues such as traffic capacity (through inhibiting obstructive parking) and traffic restraint (through reducing overstaying at time-limited spaces and parking on other restrictions imposed to limit on-street parking capacity). It would also enable the Council to enforce parking restrictions in support of other policies and development proposals in Town and District Centres, and elsewhere in the District. There is however, an overriding requirement in making a successful CEA application that the Police are satisfied that parking restrictions will be adequately enforced. In effect, this implies that the provision for enforcement is no less than it is currently.

2.5 In a major study of the effectiveness of civil enforcement in London, the Transport Research Laboratory (TRL) in their Research Report 279 (Sept. 1997) reported that one of the major achievements in the three areas studied was *"an overall improvement in compliance with parking regulations"*. In the TRL Report 333 (March 1998) on the experience of the first year of civil parking enforcement in Winchester, the first conclusion is:

"Compliance at all regulations monitored has improved, with reduced levels of occupancy, thereby increasing the likelihood that motorists will locate vacant parking spaces".

2.6 There is now no doubt that CPE works and that the traffic management benefits can be realised.

2.7 The major benefits which the Council would experience as a consequence of the introduction of a CEA would be:

- an ability to design new parking controls in the light of Government pressures on traffic management policies, knowing that the Council has the ability to enforce the regulations;
- a means of managing demand for the use of vehicles;
- a more uniform level of enforcement applied across all parking regulations in the District;
- support for public transport initiatives through encouragement to consider alternatives to the private car;
- an ability to respond to declining police involvement in parking enforcement;
- an ability to retain the income from the parking tickets issued, to re-invest this income in the provision of the service, and to develop a self-financing scheme with significant traffic management benefits;
- an ability to respond to growing pressures on parking provision, for example, through the introduction of resident parking schemes, in the light of having the ability to enforce them;
- better use of the Council (and other) car parks, by encouraging drivers not to park illegally;
- a more accountable, responsive and sensitive service for enforcement;
- improved safety for pedestrians and other vulnerable groups;
- improved environmental conditions;
- improved conditions for servicing (i.e delivery vehicles), particularly through reduced competition for road space;
- enforcement for bus lanes, cycle lanes, no car lanes and similar measures;

2.8 There are few disadvantages of CPE; the main issue is that there is no opportunity to reverse the process once an Order is made. This implies that once civil enforcement has commenced, the Council has to make the system work. This is not so large an issue as might be implied however. If the resulting financial equation is not appropriate, it is a matter of adjusting the scale of the enforcement resource until a

better balance is found.

2.9 The scheme requires a significant amount of set-up money and on going operational funding; if desired, a portion of this could be defrayed on to a contractor, but the Councils will still have to find some set-up costs to invest before the main income stream is established.

3 Policy Issues

3.1 Management Issues

3.1.1 The most obvious internal impact of a CPE project would be that parking as a service provision would become larger with more resources to manage. CPE will not work effectively unless there is a single responsibility to coordinate all aspects of parking service delivery, with service level agreements where necessary for aspects (eg Cashiering) which cannot be managed by a single parking team. The Council is recommended to ensure that there will be a single manager with the responsibility for all operational matters involved in on and off-street parking, including in particular, enforcement and administration. Strategic and design issues relating to parking should continue to be kept under a responsibility separate from the service delivery issues.

3.1.2 The Police acknowledge that there is in general a growing demand nationally for enforcement in the evenings and on Sundays, due to changing patterns of social and retail activity in particular. With the on and off street enforcement staff being controlled by the Council this allows the flexibility to increase enforcement duties when the need arises e.g. for special events or at busy times of the year. It is therefore recognised that a seven days per week operation will be required with a scaled down enforcement regime at weekends where possible.

3.2 Geographic area

3.2.1 An important, but very simple, policy issue is the definition of the geographic extent of the CEA/SEA for the Council. The conclusion is that it should cover the entire administrative area of the District, and that this coverage should be achieved in a single step. This conclusion is arrived at for a number of reasons:

- * this is the preferred choice of the Police, and is ACPO policy;
- * this is the simplest position to adopt for the DfT Application, and it is what the DfT wish to see; indeed, it is highly unlikely that DfT would agree to anything else.
- * excluding some areas of the District, even initially, would mean that they would probably get no enforcement; a common Police view in such circumstances is that if the Council does not consider it important to enforce these areas, nor will the Police.
- * from a practical aspect, there are no traffic wardens other than PCSO's to enforce these areas,

3.2.2 However, certain exclusions may have to be made to this simple definition; the Police have views on areas where they would wish to see the regulations remain under their control. Cambridgeshire Police have given an initial indication that they would wish to retain responsibility for only the motorway network in Huntingdonshire. This is an issue to be formally agreed with the Police as soon as possible if CPE becomes policy.

3.2.3 The CEA/SEA must include the Council off-street locations where traffic orders apply, as DfT will not allow such areas to be excluded. This also means that the enforcement regime applied across the District is uniform from a public perspective, and has a single procedure from a parking administration point of view.

3.3 Police Relations

3.3.1 As the introduction of CPE is about the transfer of certain responsibilities from the Police to the Council, it is important that good relationships are maintained between the two organisations throughout the project. The Police have to be formally consulted as an element of the Application preparation process, and it would clearly be a major failure if both parties were not to agree as to the nature and timing of the project.

3.3.2 One of the biggest issues to be determined by the Police is usually the future of the existing traffic wardens. The Police have indicated that there are no existing traffic wardens so none will require a TUPE transfer to the Council.

3.3.3 The issue of physical violence after the start of CPE is also important to consider. In areas which have already adopted the powers, it has been found that Council CEOs are more prone to physical abuse and even attack than are Traffic Wardens, so an excellent link to the police to request urgent assistance is essential. The most constructive attitude tends to be where the police recognise that having a larger number of uniformed people on the street can act as a benefit to their operations, acting as eyes and ears to assist them, as well as vice-versa.

3.3.4 Although they have no obligation to do so, a number of police forces in certain areas have agreed to hold a local Authority radio from the parking operation within their Control Room, in order to be in a position to respond to calls for assistance as quickly as possible, or to provide direct channels of communication.

3.3.5 The issue of special events in the District is of particular significance for discussions with the Police. On such occasions, the nature of the responsibilities of both the police and the Council would change, with the Police losing aspects of their powers to enforce parking, yet the Council parking staff having no powers to get involved in the direction of traffic. This new relationship should be discussed, and the need for parking enforcement understood between the two organisations, with agreement reached as to how the resources would be best deployed in future, after CPE.

3.4 Relationship to the Traffic Penalty Tribunal

3.4.1 The TPT is now fully operational. The direct costs of the service have been accounted for within the financial assessment, with the minor exceptions of the costs of having Member involvement in the Section 101 Committee directing the service overall, and any costs of accommodating an adjudicator in neutral premises for their infrequent hearing sessions in the District.

3.4.2 The Councils should register their intentions with the TPT as soon as they have decided to decriminalise, informing them of the probable start date, and the likely volume of PCNs which will be issued. This is primarily for the planning of the TPT service, but it will presumably in due course, enable the Council to participate in the dissemination of knowledge and experience which is important in understanding the appeal mechanism.

3.4.3 In time, it will be necessary to establish and operate local premises for the adjudication cases which are to be heard in person and locally. These premises are likely to have to be provided and organised by the local authority. They will have to be such that appellants can perceive the process to be independent of the Councils, and other authorities who have already gone down this path have found that public service premises, such as courts and even Guild Halls are acceptable as being suitably divorced from the pressures of the Councils.

3.4.4 It is also to be expected that the Councils will have to provide the staff to support the adjudicator in administering the hearing sessions. This would include reception duties, dealing with enquiries, ensuring adjudicator decisions are given to appellants, and perhaps even providing a degree of security back-up for the hearings.

3.4.5 The volume of cases which will be referred to the TPT is likely to be quite small. The propensity for appellants to go to independent review is strongly influenced by the care and effort invested by the Council in dealing with the early stage of an appeal. In the latest 12 month period nationally, of the PCNs issued, less than 0.5% went to appeal. In the case of HDC that equates to an estimated 48 per year.

3.5 Contractual Arrangements

3.5.1 Many types of Council have chosen to tender out the services associated with CPE, as they are frequently either new services, or considerable extensions of existing services. As HDC currently enforce and administer in house, then should HDC decide to utilise an external contractor, the issue of TUPE is fundamental to the tender process. This can be advantageous in that experienced staff transfer to the new contractor. TUPE is a matter for both employees and employers and in this instance would be between the HDC, any new contractor and possibly Cambridgeshire Police.

3.5.2 The issue of whether or not to contract out is fundamental to the project scope; it is a decision which has to be taken at an early stage, as it has a major impact on just about every other aspect of the project.

3.5.3 It is the view of the Consultants that due to the nature of the enforcement areas, the level of enforcement and the resultant number of tickets estimated, the enforcement of CPE can either be kept internal or externalised and the processing required for civil enforcement can be undertaken either in house or externally depending on the policies of the Council in outsourcing. Financially, outsourcing provides a more economic solution but not to an extent where either could be considered. Given the predicted additional staff and an upgraded IT system and equipment the administrative functions of civil parking enforcement could also be accommodated within the Council. Financial predictions show that either decision yields similar business cases so it is a matter of preference for CCC and HDC in terms of who delivers the services.

3.5.4 It is recognised that debt recovery under CPE is a crucial element in ensuring an effective enforcement regime. There are numerous debt recovery agencies operating under the TMA 2004 and it is recommended that at least two are selected to work in CCC/HDC. This gives the element of competition and also allows CCC/HDC to have a continuous recovery programme should one of the agencies cease trading or have their contract terminated by CCC/HDC when in breach of contract. The first warrants will not be issued for at least 5 months after the live date so this area can be left until nearer the live date to allow other more crucial set up issues to be resourced. Debt recovery agents work on a 'zero tender' basis in that it is effectively a Service Level Agreement. Selection is usually through the process of presentations and references and the Consultant envisages no problems in CCC/HDC obtaining the services of Debt recovery agencies for CPE.

3.6 Car Park Charges

3.6.1 It is recognised that HDC currently charge for parking in their off street car parks and current enforcement undertaken is obviously required as some 3,650 ECNs were issued in the last twelve month period.

3.6.2 The off-street places will receive a higher level of demand after CPE is introduced; this effect has been noted in every area where it has been introduced. CPE will increase the demand for these places, so differential charges between car parks in fairly close proximity will help to avoid the consequences of an excess of demand for certain car parks. The business case has recognised a 1% increase in usage of the off street car parks as a result of CPE.

3.6.3 The issue of the levels of charges applied in off-street areas is not directly affected by CPE.

3.6.4 The relative volume of the off-street market which is in private operation is an issue worth considering, and the extent to which the Council can alter prices, in relation to demand. It is worth noting that in other areas where CPE has been introduced, the major private operators have recognised the opportunity to increase prices to reflect the increased demand brought about by displaced on-street parking.

3.6.5 A review of the application of charging for both on and off-street areas indicates that there is scope to review the provision of free car parking in the context of CPE. The financial impact could include the possible introduction of charging into a number of off-street areas which are currently free of charges.

3.7 Clamping and Removals

3.7.1 The Police in Huntingdonshire have confirmed that they do not currently clamp vehicles, and they carry out very few parking offence related removals. This amounts to removals in the event of obstructive or dangerous parking, 30 minutes after the issue of an FPN, powers which they would retain under CPE.

3.7.2 It is probable that the parking problems of Huntingdonshire are not such as to warrant the need for these techniques at least initially, and in any event, it would be sensible to let the new enforcement regime settle for perhaps 12 months before any serious consideration was given to this topic. This is particularly appropriate given the new regime of more active on-street enforcement. The powers to undertake clamping and removals should however, be sought in the Application; they can then be brought into use at any time in the future, should a policy on the use of clamping or removals develop.

3.7.3 Both clamping and removals, but the latter in particular, require a great deal of initial investment and operational costs to make them pay their way. There is a need for a 24 hour operation to release vehicles, there has to be a pound and a payment centre for drivers whose vehicles are restrained, and different procedures exist in several aspects of the processing of the PCNs attached to such vehicles. Because of these characteristics, the Council would find such services extremely expensive, and contractors would take a very sceptical view of the possible profitability of such a contract.

3.7.4 During detailed discussions on the CEA Application, the Police should be asked to agree that they would act on cases of obstruction using their network of contractors, where such cases are notified to them by the local authority. If they intervene in this way, the case then effectively becomes a police matter, and is of no further interest to the Council, unless a PCN has been issued.

3.7.5 In the case of clamping, the Council should formulate a policy for the use of this technique when it is considered necessary. Initially, for at least the initial period of CPE enforcement, the use of clamping should not be considered, as it is excessively heavy handed, and will cost more to operate than the income it will produce. However, it may emerge that there are cases for which clamping is the most appropriate solution, despite the additional work and procedures required by the Council, and where a very low cost, low volume operation could be considered.

3.7.6 Examples of such cases could be:

- * *persistent offenders* - ie those who regularly flout the regulations, but pay the PCNs, regarding the cost perhaps as a legitimate aspect of their behaviour; depending upon local attitudes, such drivers could be regarded as a special problem. To get the message across to them, targeting them via the CEOs for special attention by clamping could ensure that their anti-social behaviour is changed.

- * *persistent evaders* - ie those who regularly flout the regulations, and who do not pay the PCNs. Targeting them for clamping will be partially successful, and when and if the law changes such that the Council can restrain the vehicle until all outstanding PCNs have been paid, it will be much more successful. However, under such circumstances, the Council would almost certainly have to remove the vehicle from the streets, in order to effect its policy. Vehicles in this category are often those for which it is not possible to obtain a keeper name and address via the DVLA; whilst the Council cannot ensure the availability of a correct name and address by clamping the vehicle, it is certainly one way of ensuring that the keeper becomes aware that the vehicle is being targeted for illegal parking.

- * *foreign vehicles* - if there are particular problems with such vehicles, and where these are issued with a PCN, the chance of the PCN being paid is relatively low. By being able to clamp the vehicle, the probability of the monies being received increases greatly. This approach is used by a number of central London Districts, where such vehicles pose a constant problem, many being owned and used locally on foreign plates, rather than owned by visitors.

3.8 Project Implementation

3.8.1 There are several departments within the Councils, plus the Police, which would be involved in some way in the implementation of decriminalisation. The experience of other Authorities is that the best way to coordinate the involvement of these various groups is via a CPE Project Team or Steering Group, which is chaired by a senior officer from the Department responsible within the Council, and which includes other representatives such as:

- Finance
- Income Receipt
- Audit
- Legal
- Transport Policy
- Traffic Management
- IT Section
- Cambridgeshire Police, including a representative of their local traffic officers, and perhaps the policy officer from Headquarters
- Car Parks Section

- Press and Publicity Officer
- Human Resources
- Trade Union.

3.8.2 It is recommended that such a group should meet on a regular basis, probably bi-monthly, in order to coordinate the programme for implementation, and to ensure that all functions which are affected by this implementation are kept informed of the development of the project.

3.8.3 The change to undertake enforcement of all TROs in the District is not nearly as great here as it was in many other authorities in the country. The responsibilities for parking are already mainly within one section, and the move to CPE will only extend the existing responsibilities, rather than make fundamental changes. However, the scope will clearly grow, both geographically and in terms of the volumes of transactions to be handled. Certain processes will have to change, and the amount of expenditure and income being handled will increase significantly.

3.8.4 The issue of the management structure has been made elsewhere, but it will be essential to have a single post with operational responsibilities for the parking service overall. Costings of overheads for staff accommodation have been allowed for in the financial model which will enable an expansion or relocation of the current parking management team should it be deemed necessary rather than going external.

3.8.5 The functions which will be necessary for a coordinated and comprehensive parking operation will be:

- a) income receipt:
 - postal receipts of PCN payments
 - personal payments
 - telephone payments
 - internet payments
 - permit applications and payments
- b) administrative processing:
 - PCN processing
 - correspondence management
 - telephone queries
 - DVLA interaction
 - consideration of representations (formal appeals to the Authority against a Notice to Owner)
 - preparation of case files for adjudication (external appeals after rejection of Representations)
 - county court interaction for debt collection
 - bailiff interaction
 - permit management
 - suspensions management
 - dispensations management

- c) on-street and off-street enforcement:
 - CEO patrols
 - suspension control

- d) off-street operations:
 - car park manning
 - CEO patrols
 - P&D Machine cash collection
 - P&D maintenance
 - Security

At the time of writing, the DfT is still delaying the introduction of the full legislation incorporated in the Traffic Management Act 2004 enabling the enforcement of moving contraventions to come within the CPE umbrella. Bus lane contraventions have already been included under the CPE umbrella from Nov 2005 and by example Nottingham are now enforcing these under the CPE regulations. As part of the overall CPE strategy, HDC will be in a position to encompass this guidance in to their enforcement regime in whatever format is chosen by the DfT. It is likely that CCTV will be the method of enforcement and a provision for this will need to be made as to who controls this element of enforcement, CCC or HDC, when deciding on the accommodation for the in-house staff.

3.8.6 The timescale for implementation is also important to consider. The CPE project will consist of several main sub-projects, such as TRO reviews, possibly tendering out, IT enhancements etc. Each of these is a significant task, and each will require many months to achieve successfully. If the correct project resources are applied, the overall project can be accomplished within a period of not less than about 12 months, and it could easily run to over 24 months. Experience has shown that an average of around 15 to 24 months is realistic, from the time that a positive decision is taken to adopt the powers, the resources are applied, and funding is clear. The attached project plan has been based on an 18 month implementation period and the issue of a suitable start date must be fully considered.

3.8.7 Lastly, the role of Project Manager to implement CPE is crucial. The project demands the commitment of a capable officer who is either full-time or close to full-time on the project within the last six months of implementation and it is useful if the person is not currently involved in day to day operational duties. His or her role will be to coordinate the activities leading to CPE, and to ensure that the others within the various other sections and organisations are playing their part. Clearly, this calls for an experienced person, with the capability to make the implementation possible.

3.9 Consultation

3.9.1 The need for consultation falls into two main sections; there is a need for formal statutory consultation as an aspect of the preparation of the CEA/SEA Application, and there is need for less formal consultation with interest groups and the public at large over the introduction of the measures. The former requirement has to

be completed in time for the submission of the Application, and should include the Police as described above, the neighbouring authorities, the Highway Agency, Fire Service and other such bodies who may be considered to have an interest in the possible change in enforcement. There could be an issue about TROs on the boundary to other Councils, and possible displacement resulting from better enforcement within Huntingdonshire.

3.9.2 The consultation with other organisations, such as resident groups, Chamber of Commerce, Community Councils will be determined by the style of the Council in involving other groups in such matters. In several cases, authorities have proceeded with little or no consultation at this level, while others have gone to considerable lengths to inform and involve the community. The general experience is that CPE on its own is not a topic which engenders a lot of public interest; where such interest does exist, it is usually either a strong view that "more enforcement" is required, or it stems from particular sections of the community who perceive it as a threat eg retail operators who think more enforcement will damage trade. It is often difficult to differentiate CPE from other parking related matters, such as increased charges.

3.9.3 The other aspect of the less formal consultation is the need to inform people more generally what the implementation of CPE means to them, and to warn them about what is going to happen and when. This can often be achieved by quite low cost measures such as leafleting households, articles in Council magazines, and putting warning notices on illegally parked vehicles in the 2 weeks prior to commencement. It is also very helpful to try to get information releases out to the local media, but to do so in a manner which explains the changes, and attempts to gain a degree of understanding, if not accord, with such organisations. Ensuring that Members and senior officers are fully briefed, and understand the issues and Council policy are also simple but effective measures which can be taken.

3.9.4 It is recommended that a complete PR campaign should be designed at an early stage, and then implemented particularly in the last few months before the start date.

3.10 DfT CEA Application

3.10.1 A major milestone which has to be achieved within the project is the submission of a formal CEA/SEA Application by the County Council to the DfT. There is now a set structure for such an Application within the new Guidance which identifies a large number of issues which have to be addressed. This task of writing an Application is really the culmination of the planning for the project implementation, and once submitted and approved, it marks the threshold between initial planning and the actual implementation. As this is such a significant milestone, it is referred to frequently in the following paragraphs, and is termed simply the "Application".

3.10.2 To submit an Application which will be successful, the Council has to

confirm that policies in relation to parking have been reviewed. Authorities are encouraged by DfT to consult widely on these, particularly with the Police, and to publish the agreed outcome of such a review.

3.10.3 The timing of the submission of the formal Application is quite important, as it commits the Council to a start date, from which variation is not easily possible. This date is also the date when the Police lose the power to enforce parking in the District. The Council must therefore be confident it can achieve the date. On the other hand, the Application has to be submitted in good time to get the necessary Order prepared, laid before Parliament, and approved. This process can take up to 8 or 9 months before the start date. If contracting out is to occur, thought needs to be given to the availability of confirmation of the Application before any contract is signed, which can lengthen the overall timescale by perhaps about 3 months. The DfT now only produce two “jumbo” designation orders a year on the 1st April and the 1st October covering several applications together. The application must be with the DfT a minimum 6 months before these dates.

3.10.4 The content of the Application itself is specified in detail in the guidance and it should cover all aspects of the planning by the Council for CPE. An outline is contained within the TMA 2004 Operational Guidance. In this respect, it really forms the boundary between the planning stage of the project, and the implementation processes.

3.10.5 It is necessary within the Application for clear statements to be made regarding the policy framework for the provision and enforcement of parking in the District, and thus, the circumstances within which this review is taking place.

3.10.6 Typically, the overall process will involve:

- the preparation of a draft Application;
- consultation with neighbouring authorities etc using the draft as the basis;
- submission of the formal Application, with the results of consultation;
- consultation by DfT with Cambridgeshire Police;
- preparation of the Designation Order by DfT ;
- presentation of the order to Parliament;
- confirmation of the availability of the Statutory Instrument.

3.11 Public Interaction

3.11.1 The scale of contact with the public will increase with the growth in numbers of parking tickets, and the nature of the enforcement being on-street as well as off-street.

4 TRO Review

4.1 Extent of Review

4.1.1 The DfT demand to see evidence within the Application that a review has been carried out on the TROs. This has to review and remedy the *accuracy* of the TROs on the ground and legally in the first place, but could also review the *appropriateness* of the TROs although this latter element is done after the start date by most authorities. This would include for example, ensuring that TROs which were implemented when circumstances were quite different eg a factory subsequently demolished, have been suitably modified. The review should also consider the *accessibility* of the TROs. The CPE debt pursuit process is quite different from the current criminal system; adjudicators taking appeals will routinely require detailed presentations of the TROs which apply at a location. They therefore must have some form of accessible extract of the relevant TRO. The easiest way is to do this is by using a GIS mapped database, and for appeals staff to be able to prepare a relevant extract map, and details of the Order, and enclose these with the adjudicator case file. From the snapshot taken as part of this study it is evident that a major review will be necessary in Huntingdonshire and that this should be commenced as soon as possible.

4.1.2 In reality, it is the accuracy check which is absolutely paramount prior to commencement of CPE in an area. Enforcing inaccurate TROs will run the risk of being identified by adjudicators, and they will not hesitate to accept such appeals. They have also been known to criticise Council's heavily where TROs are considered to be in such a state that enforcement in general, is questionable. The appropriateness check can be carried out up to and after the start of the enforcement, and in effect, this is the on-going TRO maintenance work which should occur in any event. The accessibility is required for the Council, not really for the DfT it will save the Council significant amounts of manpower once the appeals process gets under way.

4.1.3 It is also worth noting that CPE allows authorities to take a different view of the need for certain TROs, in the knowledge of their ability to provide enforcement resources. Thus, where a double yellow line has been determined as appropriate in the knowledge that the police may not be able to provide much if any enforcement, if the Council is able to provide more resources resulting in more vigorous enforcement, a different regulation may be considered appropriate.

4.1.4 One common objective of such a review is the production of consolidated TROs; the DfT understands the benefits of such an approach, giving a clearer, simpler, more standardised basis for the CPE operations. Many authorities in their preparations for CPE, aim to have one or just a small number of on-street Orders for their whole CEA. This certainly makes it easier for the TPT to be given a set of Orders for their reference, instead of having to provide details for most cases which go to appeal.

4.1.5 This review will have to be carefully planned and resourced; the costs are built into the overall financial assessment, and the project plan identifies a typical timescale for such a project.

4.1.6 It is recommended that the existing TRO's that are affected by CPE be consolidated in to one or more Orders as part of the process towards CPE.

5 The Financial Balance

5.1 The Financial Model

5.1.1 In order to assess the financial consequences of the introduction of civil enforcement, a spreadsheet model was used. This model was based heavily on similar work carried out for other Authorities, including those where the consultants have had the opportunity to return to verify the principle of the use of such a tool in an exercise such as this. One of the advantages of this approach is that it allows the testing of the predicted combination of circumstances which the consultants believe will most accurately reflect the situation in Huntingdonshire after decriminalisation. It also encourages the testing of possible alternative scenarios, to the point where it is possible to identify the limits of financial viability of the project.

5.1.2 At all stages, the principle adopted has been to err on the side of conservatism; thus for example, a full six months is allowed for ticket issuing operations to get to the predicted level of activity.

5.1.3 The model predicts the start-up costs of the new operation, the expenses to be incurred, the revenue stream which will result, and the cash-flow over the initial years. The issue of financial viability is addressed by looking at a combination of these issues, and in particular, by identifying when the total cumulative expenditure by the Council is exceeded by the total cumulative amount of revenue. This is considered to show a "break-even" date when the total income exceeds the total expenditure by the Authority, and is used generally as the measure of viability.

5.1.4 The model makes an ongoing allowance for inflation of 3% per annum over the term. While inflation will clearly occur in the costs, price rises should also occur on the income side but these have been omitted to give a worst case scenario.

5.1.5 It should be understood that the model operates by predicting not the whole Parking Revenue Account, but the changes which will occur to the Account as a result of decriminalisation and other related activities. It is therefore a ***marginal*** assessment, and not a total assessment.

5.1.6 The model has been found to be quite insensitive to a number of issues, but is very sensitive in other aspects. The major variable issues which are important, and have been focused upon are:

- the number of PCNs which are likely to be issued;
- the number of staff required to patrol the areas defined;
- The value of the PCN;
- To a lesser degree, the effectiveness of the debt recovery operation.

5.1.7 The issue of the value of a PCN has been a critical one. The TMA gives two bands, £60/£40 and the £70/£50. The £70/£50 band 2 level is used as the basis for the financial predictions. All Authorities, without exception, use this higher band level.

5.1.8 In predicting these issues, the consultant based the requirement for enforcement upon information regarding the Council's current extent of regulations. A database of streets, the types of regulation implemented in each street, and the overall length of each regulation on each street was established, using data collected from the Council's records of TROs. This approach is detailed but simplistic, and experience elsewhere has shown that it is sufficiently reliable to determine with reasonable accuracy the amount of resource which is required for enforcement patrol. Factors were then applied for the average speed of Civil Enforcement Officers in each type of regulation, using measurements derived from similar work in other Authorities. Each street where regulations apply was categorised as requiring "high" or "low" levels of enforcement, and appropriate levels of visit were given to each type of restriction in each enforcement priority category.

5.1.9 A level of patrol has been specified in the model which is considered to be appropriate for the local circumstances. We have not assumed the use of fully mobile patrols, but we have assumed the use of a degree of mechanisation (vans and small cars), to move CEOs around within the District at the start and end of their duties, and between sites.

5.1.10 A similar approach was used in the case of the car parks in Council ownership, using information about their size, and need for patrolling. This required resource is then carried forward into the totals.

5.1.11 Using information about the actual deployed availability of CEOs from other Authorities, allowing for sickness, holidays, shift working etc, we were then able to calculate the number of CEOs which would be required for the given level of patrol.

5.1.12 The number of CEOs (including supervisory staff) is thus estimated at an average of 4.1 for on-street areas, and 3 for the off-street areas. The base version of the model uses these numbers within the overall financial predictions. It would be recommended that a new operation for on- and off-street enforcement should gradually build up from the current level over a period of 6 months to give the opportunity for the effectiveness and impact of the enforcement to be monitored. This would give the chance to modify the plan as proposed here, were it to prove to be either inadequate or excessive in terms of the impact.

5.1.13 The number of PCNs which are likely to be issued have been extrapolated by taking an average number of PCNs which will be issued by each CEO when deployed, in the various areas of the District. This approach assumes that there are many more contraventions than there are PCNs issued; the norm is for only about 3% to 5% of all contraventions to be actually issued with a PCN, and thus this method

is quite reliable.

5.1.14 We have used different rates of issue for the CEOs operating in off-street areas and on-street areas, and for different on-street areas, given the differing opportunity to issue PCNs. The rates of issue have been based upon our experience of broadly similar areas, although with what is considered to be a conservative view being taken of the projected numbers. Thus, the rate of issue is predicted for on-street of 25 to 35 PCNs per f.t.e. CEO, per week, depending upon the area of operation. The current rate is 18 ECNs per week, per ranger, which is considered to be lower than average for an area such as Huntingdonshire. It would therefore be a viable move to have less off street enforcement in deployed hours per week and concentrate these hours in to the new on street operation. This is essentially where the surplus for HDC occurs in each model by redistributing the current workforce. These numbers compare for example, to averages of about 25 to 30 per day in central London, to about 15 to 20 in outer London, and about 11 per day over both on and off-street in Winchester. They are therefore considered to be reasonably conservative.

5.1.15 These are no reliable figures from the Police for ticket issue as a guide, as the role of the police has diminished in terms of parking enforcement.

5.1.16 The projections are therefore based upon around 8,900 PCNs being issued annually by the Council CEOs in all locations, in a full year. The model assumes it will take about a year to get up to this issue-rate. This compares to about 1090 parking tickets issued on street by the council, 3,660 parking tickets currently issued by the Council in a comparable period off street, and none issued by the Police. The rate of payment is expected to stabilise around 75% as the impact of CPE is made in respect of better TRO's and an increase in the issue of valid tickets.

5.1.17 The basis on which the versions of the model have been prepared is to establish a base model, which is the best projection of what the consultants think is most likely to be the outcome. This is the "Base Model", which is included in full. We have then prepared a version of the Base Model by considering the main issues which are either likely to vary significantly, or have a significant impact on the financial outcome of the project. These variations are given in summary only.

5.1.18 As the business case has to show the overall split in funding the "on-off" sheet gives the breakdown between County and District and this is the most important when making decisions on service provision. This sheet has been provided as part of the summary sheets in the appendices.

5.2 Model Results

5.2.1 The financial viability has thus been assessed in detail, and on a separate basis. This basis was:

- 1) The introduction of on-street enforcement with all enforcement and administration

undertaken by HDC, without any other major changes to the management of parking within the Council, and using the national Penalty Charge levels as made available by Government (£50/£70). (BASE).

- 2) As above with off street enforcement in house at HDC and on street enforcement and ALL notice processing by CCC. (V1)
- 3) HDC model showing off street enforcement and notice processing only. (V2A)
- 4) CCC model showing on street enforcement and notice processing only. (V2B)
- 5) As the BASE model but all services provided by CCC (V3)
- 6) The Base model with 10% less PCNs on street. (V4)
- 7) As for V3 with all services provided by a Contractor (V5)

5.2.2 Each option assumes that as a consequence of better on-street enforcement, there would be a modest increase of 1% in off-street income. Similar effects have been noted in most of the other authorities which have adopted CPE. Where parking is free this has zero impact on the financial model.

5.2.3 The base model assumes that all operations are carried out in-house, as this is the only reasonable basis for financial evaluation. The analysis produces a marginal impact of CPE, which means that it predicts the *change* to the parking account, and not the revised total of the account. Ver 3 assumes that all the services are externalised to be provided by CCC.

5.2.4 Table 1 summarises the various options tested and table 2 shows the split of the operational surplus/deficit occurring at year 5.

Table 1:

Test	PCN Level	Collection rate	Number of PCNs	Overall Annual surplus (deficit) in year 5	Surplus (Deficit) pre-start including capital CCC	Surplus (Deficit) pre-start including capital HDC	Surplus (Deficit), after 5 years, including capital CCC	Surplus (Deficit), after 5 years, including capital HDC
Base	£70/£50	75%	8975	(£21,000)	(£162,000)	(£40,000)	(£394,000)	£106,000
V1	£70/£50	75%	8975	(£28,000)	(£155,000)	(£35,000)	(£357,000)	£48,000
V2A	£70/£50	75%	3658	£21,000	N/a	(£58,000)	N/a	£53,000
V2B	£70/£50	75%	5318	(£17,000)	(£173,000)	N/a	(£252,000)	N/a
V3	£70/£50	75%	8974	(£26,000)	(£158,000)	(£37,000)	(£361,000)	£55,000
V4	£70/£50	75%	8443	(£35,000)	(£161,000)	(£41,000)	(£456,000)	£101,000
V5	£70/£50	75%	8974	£7,000	(£129,000)	(£18,000)	(£201,000)	£96,000

Table 2: Annual operational surplus / (deficit) at year 5

Test	CCC	HDC
Base	(£52,000)	£32,000
V1	(£46,000)	£18,000
V2A	N/a (not modelled)	£21,000
V2B	(£17,000)	N/a (not modelled)
V3	(£46,000)	£20,000
V4	(£65,000)	£31,000
V5	(£18,000)	£25,000

No model makes an overall cumulative surplus but HDC would make a surplus for all options and should current on street pay and display income be retained within CPE to fund the project then CCC would also break even at worst.

5.2.5 In summary, in the Base model the assumptions have been made that only the take-over of on street parking enforcement from the Police would occur, and that there would be no further changes to any of the car park operations. From this Base a test (V1) was carried out which gave HDC the role of off street enforcement only with all other functions undertaken by County. Tests, V2A and V2B are for information only as it is not recommended that separate functions are undertaken by County and the District. Although the District model (V2A), shows an annual surplus of £22,000 on average this would be reliant upon County providing a separate effective on street deployment to ensure displacement to the off street car parks and this may not occur. Test V3 is the Base model but with County providing all the services instead of the District. Test V4 altered the base model to show the impact of a 10% reduction in predicted on street PCN issue. Test V5 was built as a direct comparison to V3 but using a completely outsourced service with the figures based on current market rates.

5.2.6 Test V5 using an outsourced service provision gives the lowest set up costs and provides a healthy surplus for the District. When compared to the base model HDC need to decide if they wish to keep the service in house as both provide an average £20,000 per annum surplus.

5.2.7 It is recommended that the Base model or V5 are adopted.

5.2.8 The assumption is made that no extra parking management posts would be required. The enforcement officers would all be fully equipped with androids which are commonly used with a separate printer and remove the need for separate cameras and radios. The androids are also capable of working in real time with virtual permits and cashless parking software.

5.2.9 Current transport would be utilised, to ensure the staff are fully mobile. In reality, the number of enforcement officers could be built up over a period of a few months, to gauge the impact of the new enforcement on the behaviour of drivers.

5.2.10 Levels of enforcement are taken as the frequency of visits by Enforcement officers to the various key areas in the District, and the varying types of restrictions in these areas. These options assume no enforcement on Sundays, and during the week, about 1 or 2 visits per day to the restrictions, except for the time limited, permitted parking Spaces, which are visited more frequently each day. This higher level is necessitated by the requirement to visit a limited waiting area at least twice to identify a contravention.

5.2.11 If kept internally a team of 1.8 administrative staff (currently 0.8), excluding the Parking Manager, would be required to deal with the contract, correspondence, telephone calls, payments, formal representations to the Council, and appeals to the external adjudicator, in relation to the parking tickets issued. They would require a new/ upgraded IT system to support them in this work, as detailed elsewhere in this report.

5.3 Financial Conclusions

5.3.1 The introduction of CPE on its own is not financially attractive to CCC if the pay back has to cover set up and running costs. From the table in 5.2.3 it is clear that the overall position is that no scenario predicts overall break even for the service. At best an overall deficit after 5 years of £105,000 (V5), is estimated which includes set up costs of £147,000 so an operational surplus of £42,000 is made over 5 years.

5.3.2 Splitting the on and off street costs shows that HDC could make an overall surplus in all of the options tested but the on street County funded service would not break even in any scenario.

5.3.3 The set up costs are a minimum of £147,000 with £130,000 of those covering the on street set up. If CPE were to proceed, then separate funding for the set up and running costs would need to be identified in advance as the return on the investment is not enough to make repayments for the overall service.

5.3.4 The County Council would need to identify budgets to be able to provide funding towards the set up and running of the on street service. This is particularly relevant to the on street operation as the off street is predicted to make a small surplus in most cases. There is an annual surplus of £84,000 from the on street pay and display areas that County take back from HDC. If this funding were to be allocated to the CPE budgets then a surplus could be made on all variations tested.

5.3.5 Both the County Council and HDC will have to recognise the need for an active approach to enforcement to ensure the financial balance is achieved.

5.3.6 There is the potential to introduce on street and additional off street parking charges to cover the costs of CPE.

5.3.7 Financially the most cost effective method of service provision is by

outsourcing the full enforcement and administration service to a third party (model V5).

5.3.8 It is important to realise that all the above options are marginal costs taking in to account current budgets from parking operations.

5.3.9 There is no allowance made in any of the models for funding of signs and lines maintenance and this could also be covered by using part of the £84,000 as mentioned above.

6 Other Issues

6.1 The I.T. Requirements

6.1.1 The question of the provision of I.T. facilities is one which has dominated many CPE projects. Computer systems are fundamental to a procedure which processes thousands of parking tickets, permits, payments, letters, and formal notices. The systems required are complex and increasingly sophisticated. There are also relatively few suppliers in the market for such systems. The processes involved for PCNs are substantially different from those for ECNs, to the extent that the existing system will have to be the subject of major re-implementation to reach a successful operational level.

6.1.2 It has been established that it takes between 3 and 6 man-months of work to tailor a system, once installed, to suit a particular method of CPE working by an authority. This work requires a capable person with good IT skills, and a full understanding of the processing which will be required. It should not be tackled by just keeping a stage ahead of the PCNs being processed, but should be undertaken as a major step in the project, with the goal of having the system fully implemented for PCN processing before the first PCN is issued in a real situation.

6.1.3 The Council is a current user of a proven software processing system, which would need an upgrade. The upgraded system would be required to automate even more tasks, such as document management through scanning, which will be necessary to handle large ticket volumes without major increases in staffing.

6.1.4 An IT plan will be required to review hardware, implement enhancements and to avoid disruption to current income stream and processing needs.

6.1.5 The result of this is that when the Council intends to implement a new system it will have to allocate resources (human and financial) and equipment to reach a successful conclusion in good time.

6.2 Staff Training

6.2.1 Training of all staff, but in particular the Civil Enforcement Officers, is crucial to the success of the project. HDC should adopt a training plan and ensure it is

adhered to. The developments in training in recent months in this industry have put a great deal of emphasis on the assessment of competence, and reduced the attention on the means of achieving this competence. Thus, while it is entirely sensible to want to have the majority of staff qualified at a recognised level, it is not realistic to expect this to occur without a good training plan to get them there, nor without recognising that this will take a long time. It is also important to recognise that staff turnover in the parking enforcement business is quite high, and that as a result, many staff will not stay long enough in the job to achieve something as long term as formal accreditation.

6.2.2 Experience has shown that training is an issue and where the issuing authority should develop a relationship with a competent supplier of training courses. The development of such a service could be achieved by the establishment of a contract for such services on a call-off basis. This would equate with selecting a franchise supplier for training, and giving that company a preferred right to organise and present courses for a period of time. If this occurs, there are now two or three competent companies, plus several of the contractors who are prepared to offer training courses for on-site staff.

6.2.3 Before deployment on-street, there should be compulsory attendance *for all staff* at a CEO training course, which will teach the basics of a CEO's job under CPE. Experienced staff will only require about a week to reach a suitable stage while new staff will require 2 weeks. Local content from the police and the client should be made available during these courses. If possible, these courses and the trainers should be approved to a recognised standard, such as the level 2 qualification as approved by the BPA which is the WAMITAB parking qualifications.

6.2.4 During the first month of deployment, a new CEO should be closely monitored by one of the supervisory staff. This monitoring should initially include patrolling with the CEO to ensure that the training about dealing with people, recognition of offences etc have been absorbed. It should also include observing the results of independent patrolling including PCNs issued, rejects, complaints, notebook entries and such visible and tangible evidence of performance.

6.2.5 CEOs should be encouraged to progress through on the job training, further formal training sessions, and on the job counselling. This process will take several months in every case, and it would be unrealistic to expect to have a team of qualified CEOs for a period of approaching two years from the start of operations.

6.2.6 For the administrative staff, training should be provided for all aspects, including the CEO's job. They will also need training in the processes, including the IT aspects of the workflow. Experience has shown that they will require documented procedures to help them to standardise the formalities of PCN processing, and then training in these procedures. It is therefore recommended that as a part of the set-up of the administration, documented procedures should be developed, probably using external sources of assistance, such as other authorities or specialist advisors and authors.

6.2.7 Should HDC decide to outsource the service provisions then the

responsibility and costs of training will fall to the contractor. The standards expected could then be specified in the tender documents as a minimum level to be attained by the CEOS and administration staff.

6.3 Key Decisions

6.3.1 The following issues are those to which HDC will have to give attention if a decision is taken to adopt the powers:

- How to manage the project internally
- How to establish a Steering Group for the project
- How the internal organisation should be structured
- How extensive a review of the TROs is required, and how that should be organised. A full survey and GIS digitisation process is recommended as the way forward.
- How to prepare the TROs for CPE enforcement
- When to start the operation of the powers
- Who to consult formally
- How and when to apply for the powers
- What form a public consultation or information campaign should take
- Whether to use an internal or external service provision
- How to upgrade the IT system for parking administration if internal
- How and when enforcement is required through deployment patterns
- Where and how people should be able to pay their PCNs
- What extra staff accommodation may be required
- Where the issue of residents' parking schemes sits with CPE
- Agreement with Police on how powers will transfer
- Client side staffing - handling of appeals, enforcement agents etc
- How to handle suspensions, dispensations etc
- Telephone call handling

6.3.2 A project plan setting out these tasks and their related actions is included as Appendix A

7 Key Conclusions

The main conclusions from this exercise are:

- The project overall is not operationally viable as it stands.
- Without additional funding from alternative sources, CPE on its own does not provide a robust business case.
- Further decisions on the potential to introduce more paid for parking especially on street are required in order to produce financial viability.

- An active programme of enforcement is a basic requirement for a financially viable project; this applies to the issuing of parking tickets, and to the pursuit of debt.
- During the course of the report it became clear that there is an appetite for some collaboration within the County. The majority of savings are made when setting up a new service in collaboration with those already providing the service elsewhere.
- It is recommended that HDC have further discussions with Cambridgeshire County Council on how best to provide a CPE service.

End of report

APPENDICES

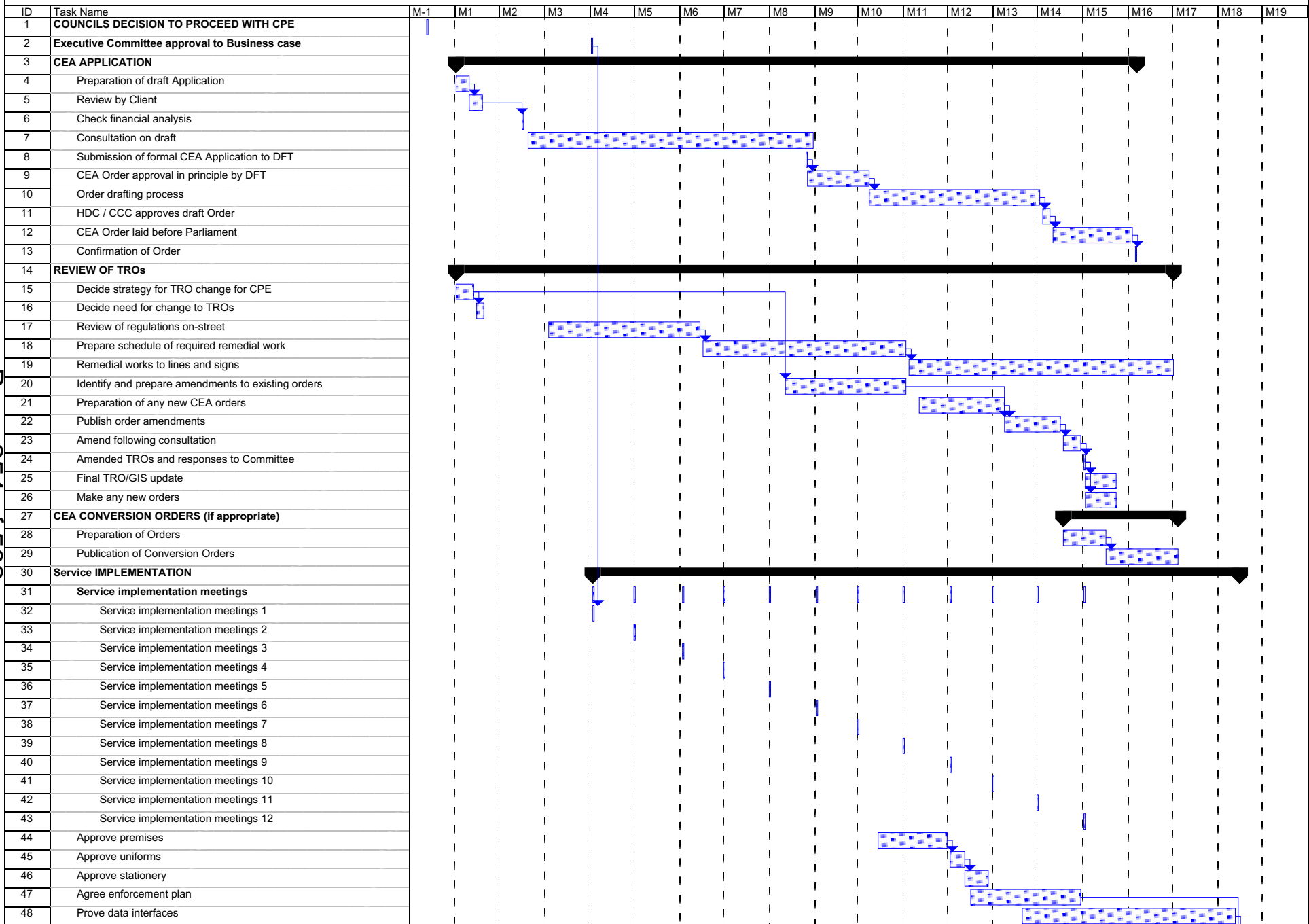
APPENDIX A	Project plan for Implementation
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	V5 As for V3 with all services provided by a Contractor

Appendices

APPENDIX A

Project plan for Implementation

IMPLEMENTATION OF DECRIMINALISED PARKING



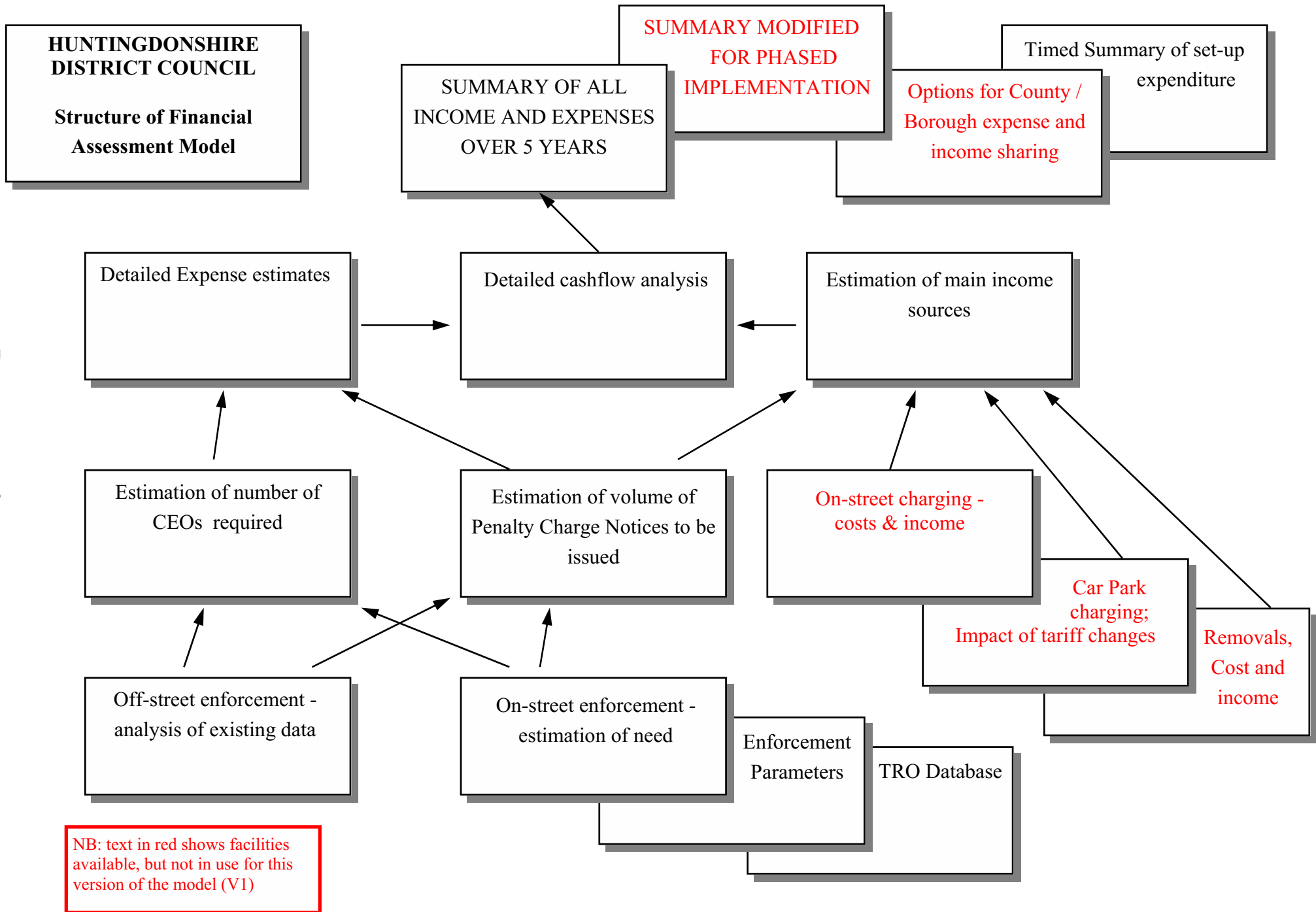
IMPLEMENTATION OF DECRIMINALISED PARKING

ID	Task Name	M-1	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19
49	Start of new enforcement																				
50	PUBLIC CONSULTATION																				
51	Prepare programme																				
52	Public Meetings/Focus groups																				
53	Design implementation leaflets/approval																				
54	Printing																				
55	Distribution																				
56	Prepare advertisements/book space																				
57	Articles/information in media																				
58	Advertisements appear																				
59	POLICE LIAISON																				
60	Initial consultation																				
61	Agree handover arrangements																				
62	IMPLEMENTATION (in-house tasks) USING external admin																				
63	I.T. PREPARATION PHASE																				
64	request draft specification for IT system from 3rd Party																				
65	Agree and Finalise specification																				
66	Arrange & hold demonstrations/visits to 3rd Party																				
67	Prepare draft SLA and legal agreement																				
68	Agree SLA and legal agreement																				
69	Order Placed																				
70	HARDWARE PROCUREMENT																				
71	Check networking implications																				
72	Agree schedule for network upgrades																				
73	Carry out network upgrades																				
74	All hardware changes implemented																				
75	HAND HELDS IMPLEMENTATION (in house enforcement)																				
76	Identify extra Enforcement team accomodation																				
77	Identify HHCT location details																				
78	Commision works for new HHCTs																				
79	HHCT site preparation																				
80	Order new HHCTs																				
81	Await new HHCTs																				
82	Receive new HHCTs																				
83	Install HHCT software on PC																				
84	Test HHCT software on PC																				
85	Train staff on HHCTs																				
86	Commision new HHCTs																				
87	Implement all new HHCTs																				
88	SYSTEMS IMPLEMENTATION																				
89	Identify admin staff accomodation																				
90	Approve accomodation plan																				
91	Determine source of client staff training																				
92	New Admin. Staff recruitment																				
93	All Staff training																				
94	Install PCN Software.																				
95	Install & Test Software.																				
96	Accept IT ECN/PCN Solution																				

IMPLEMENTATION OF DECRIMINALISED PARKING

ID	Task Name	M-1	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	
97	Set up Northampton County Court Link																					
98	Set up DVLA EDI link																					
99	Test External IT links																					
100	Convert ECN data to new database (if req'd)																					
101	Implement new system for ECNs(if req'd)																					
102	Agree new correspondence procedures, letters etc																					
103	Set up CPE Correspondence																					
104	Test system for PCN processing																					
105	Implement new system for PCNs (HDC)																					
106	Define role of Legal section																					
107	agree new PCN layout. (HDC)																					
108	Approve new stationery (HDC)																					
109	Order PCN printing (HDC)																					
110	Agree audit involvement in new processes																					
111	Live operation																					
112	Create staff procedures manual																					
113	Set up new SLA/procedures for Cashiers																					
114	Set up dispensation procedures																					
115	Set up debt recovery procedures																					
116	Set up telephone call handling procedure																					
117	Set up document imaging procedures																					
118	Set up appeals processes																					
119	Set up CPE Enforcement Team																					
120	Decide enforcement strategy																					
121	Identify training resource																					
122	Design enforcement plan																					
123	Design new uniforms																					
124	Recruit & Appoint New Supervisors																					
125	Train All Supervisors																					
126	Procure transport																					
127	Recruit new CEOs																					
128	Train all CEOs																					
129	Live on-street																					

APPENDIX B The Financial Model – Diagram and explanatory notes



**HUNTINGDONSHIRE DISTRICT COUNCIL
CIVIL PARKING ENFORCEMENT
THE FINANCIAL MODEL**

The attached sheets make up the current draft of the financial model designed to assess the impact on the Council of adopting the powers to undertake civil parking enforcement (CPE) throughout the Council area, by the transfer of responsibility from the Police. These notes are intended to help you to understand the model, how it is built, and how it can be used. This draft of the model is at an early stage in its development; we will be continuing to refine the model with input from everyone who has an interest in ensuring this is as accurate as is possible. If you want to ask any questions, you should contact, Peter Lowe on 01492 585055 or email: plowe@rtaassociates.co.uk

The model is a large Excel spreadsheet, made up of several inter-connected sheets. Each sheet addresses one or more major aspects of the overall assessment. Each sheet is described in some detail below. The whole model is based on the principle of assessing the **marginal** impact of CPE on the overall parking account for the Council. By that it is meant that we are assessing the **changes** to the costs and income for the Council as a consequence of the introduction of CPE. The model also recognises that there will be many in-direct impacts of CPE (costs and revenue), and where it is considered appropriate, these are also included within the assessment.

A diagram of the structure of the current model is attached, to help with the understanding of the way the model works. The model has facilities for a wide range of other aspects for assessment; if any particular aspect is not used for this version of the model, the notes below describe that function as “hidden”. Any such aspect can be brought into use within the model if it is considered relevant, and if the required data is available.

The model is very comprehensive, but as a result, it is only capable of being modified by experienced staff from this consultancy; we do not let anyone have open format electronic copies of the model for this very reason.

The model is designed to have a "Base Model" which is a straightforward, basic implementation of CPE, and in the form which we think is likely to represent the most probable outcome. The model can be varied very easily, in order to produce a variety of different possible outcomes. In this way, we can carry out various sensitivity tests on the predictions, and produce variants with different scenarios. However, a word of caution is advisable at this stage; the model makes possible the creation of an infinite range of assessments. It is our experience that:

- a) only one type of change should be assessed within each variant, in order to understand what the impact of the change has been;
- b) the number of variants to be tested should be kept to the minimum, otherwise the volume of information become impossible to assimilate.

Each sheet is named at the top of each page, and these correspond to the descriptions given below. The pages are numbered sequentially throughout the document, although with each version of the model, these may of course, change.

The Sheets are:

1(a) Summary

This is the top level analysis of the results of the whole model. There are almost no calculations carried out at this level, as they are all detailed in their relevant sheet further down in the model. The first page shows a few major parameters used within the model to test some of the more obvious variants. The second page is the summary over a five year period of all sources of income and expense which have been included in that version. It also shows the expenditure prior to "D" day ie when the new enforcement commences, split between capital and revenue expenses. The lines at the bottom of the page show the net annual position, then the cumulative position over the period of analysis, then a discounted cashflow analysis of the same period. This analysis assumes that all aspects of the analysis occur on "D" day ie there is no allowance made for any impact from different timings of the various aspects.

2 On-Off street

This sheet shows the percentage split in the on and off street functions to be used for determining the split in funding between County and HDC.

3 Workings

This sheet performs 2 major aspects; the first page shows the calculations of various sources of income. In some cases, these use for example, the estimates of the numbers of Penalty Charge Notices (PCNs) produced in another sheet, to predict the resulting income.

Because this is a marginal assessment, the incomes estimates are the net impact of the change of introducing CPE eg the current ECN income is netted off against the predicted PCN income to give a net increase in parking ticket income. This principle applies throughout this sheet, so for example, if the predicted numbers of CEOs is x, and the current number of CEOs employed is y, the model will carry forward (x - y) as the financial consequence of CPE.

The rest of the pages in this sheet calculate the expenses associated with the five major groupings of staff required:

- * operational management
- * on-street enforcement
- * off-street enforcement
- * notice and permit processing
- * pay and display equipment management

The last few pages contain a variety of sections of calculations, all of which are used in earlier stages to calculate other items eg the costs of running motor vehicles to support

the CEOs.

4 CEOs

This sheet uses the information coming forward from the base calculations of the needs for enforcement staff, in order to calculate the numbers of staff required to carry out enforcement. Allowance is made for the working patterns of staff, for sickness, holidays etc, to project the actual availability of staff for enforcement duties. The predictions of the numbers of enforcement staff are based on 2 tables, which give the numbers of staff by geographic area, and the required hours of enforcement for these staff.

5 PCNs

Using information about the numbers of CEOs required for the various aspects of the duties, this sheet applies predictions of the numbers of PCNs which each CEO is likely to be able to issue in the varying areas of the Council and the Council car parks which are to be enforced, and thus arrives at a predicted annual total of PCNs.

6 PCN Tables

These tables need not be studied, as they merely summarise the information about the need for enforcement in order to provide summary details to be used as input to the sheet predicting numbers of PCNs which can be issued.

7 Car Parks – Off-street

As CPE will apply to both on and off-street enforcement, the extent and frequency of the enforcement required in the off-street car parks is calculated here, based on an average time for each parking space to be checked, and a defined frequency with which each car park is checked by the CEOs. This is only required if it is considered that the level of off-street enforcement should vary from that currently applied.

8 Cashflow

The income from the issue of parking tickets will arrive over a period of time following issue of the ticket, which means that this timing impact has to be assessed, in order to predict the income stream to the Council. This sheet takes all the major income and expenditure streams, and makes a monthly assessment of the net position over a 36 month period, which is then used to create the Summary analyses. After 36 months, it is then assumed that the net position monthly has been established, and this stable balance is applied for the remainder of the 5 year terms shown on the Summary.

9 Enforcement

The frequency of enforcement on-street is clearly a major factor in calculating the numbers of staff required to carry out the enforcement. This sheet contains the tables required to set the frequency of enforcement on the basis of one pattern for each day from

Monday to Saturday, inclusive, then another pattern for a Sunday. The tables allow for a frequency to be specified as, for example, 2 visits per week, to each type of restriction in each area of the Council's area.

10 Parameters

This sheet contains a number of other tables of base information used to calculate the time required to enforce the various regulations. It does not need to be studied in detail, unless there is a wish to test the impact of changes to any of the parameters shown.

11 TRO Review

This sheet can be used to identify the estimated costs involved in procurement and data entry for a mapping system, the costs of on-site TRO surveys, the estimated costs of remedial works and the preparatory costs for the production of new TRO's.

12 Streets

This is the database of on-street regulations to be enforced. The data fields are the lengths of streets where TROs exist, analysed into the main geographic areas of the Council. Various factors are then applied to each length of regulated kerb, e.g. whether this patrolling will be capable of being done on a mobile basis, such as with a small motorbike or van, or whether they would have to be patrolled on foot.

Using this information, and the parameters described above, a calculation gives a prediction of the time required to enforce each length of regulation of the Council's area.

This information, together with the information about the time required to enforce the car parks, gives a total time requirement, which is then used to calculate the numbers of staff required for enforcement.

Peter Lowe
RTA Associates Ltd
July 2017

APPENDIX C**Key Assumptions for the Financial Options**

All versions of the model made the following major assumptions:

- a) The Civil Enforcement Officers spend all of their time on enforcement;
- b) There are no changes to car park tariffs from the current regime to consider.
- c) Use of off-street car parks would increase by an average 1% as a consequence of displacement from on-street;
- d) All set-up costs would include a full month's expenses prior to commencement;
- e) All events would occur at the same time ie there would be no consideration for phasing any part of the project;
- f) All set-up costs would be met by the Council(s);
- g) 75% of all PCNs would be paid, and of these, 75% would be paid at discount, 20% at face value and 5% at the incremented value;
- h) Current staffing levels as shown in the base model;
- i) £8,000 to be spent on PR before CPE starts, £12,000 on work to establish the project, and £110,000 to survey and map the TROs and remedy defects in signs and lines;
- j) All Enforcement officers to be equipped with android hand-held electronic ticket issuing machines;
- k) Enforcement officers to have 1 extra car for mobility;
- l) No TUPE costs from the Police;
- m) Off-street levels of enforcement and ticket issuing to remain at existing levels;
- n) 7% sickness level in enforcement staff;
- o) Approximately 0.5 hours per day per Attendant to be lost in travel and administration;
- p) On-street, Enforcement officers issuing between 25 and 35 PCNs per person, per week, depending upon the area;
- q) PCNs to be paid between 1 month and 6 months from date of issue, depending upon level of payment;
- r) 6 months is allowed to reach operational levels of ticket issuing;
- s) All regulations to be enforced, the frequency to depend on type and location;

APPENDIX D

The Summary of the HDC In House Base Model with £50 and £70 PCNs

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION: July 2017 IH base
MODEL DATE: 27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 in house base model

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

MODEL OPTIONS SELECTED:

Civil Enforcement Officer TIME ALLOCATION:

If the Civil Enforcement Officers have duties which reduce the effective time they will spend enforcing the parking regulations, this will be reflected by a proportional split being entered for the Other Duties (Enforcement Duties will adjust automatically).

Actions: Enter required percentages under On-Street and/or Off-Street

Non-Parking Enforcement Duties		Parking Enforcement	
	Options:	Selected Option	Balance
On-Street	0 - 100%	0%	100%
Off-Street	0 - 100%	0%	100%

ON-STREET PAY & DISPLAY CHARGING:

The model has three possible options which can be selected as follows: -

- Current Select for no-change to the current status on implementation of CPE
- New P&D-1 Includes the income and expenses derived from schedule "P&D-1"
- New P&D- 1&2 Includes the income and expenses derived from schedule "P&D-1" and schedule "P&D-2".

Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option	Option Number
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

OFF-STREET CAR PARK CHARGING

The model has three possible options which can be selected as follows: -

- Current Select for no change to tariffs or transaction volumes
- Option 1 Considers revised tariffs, transaction volumes and distributions of transaction by tariff.
- Option 2 Considers same changes as Option 1 but for alternative tariff structure.

Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option
Current	Current
Option 1	
Option 2	

OFF-STREET CAR PARK TRANSACTION VOLUMES INCREASE

This is the estimated increase in transaction volumes experienced in Off-Street Car Parks post CPE.

Apply percentage volume increase to "Current" Income

Actions: Select the required option to apply or not apply the percentage change to "Current Income"; then

Enter required percentage volume increase under "Selected Option"

Options:	Selected Option
Yes or No	Yes
0 - 100%	1%

OFF-STREET CAR PARK CHARGING IN FREE CAR PARKS

Selecting the "Yes" Option will include an estimated volume of transactions from Free Car Parks to be included in the calculation of "Off-Street Car Park Charging". It will also modify the Enforcement required now these Car Parks are charged for.

Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option
Yes	No
No	

CURRENT VAT RATE

The model will use this rate for all calculations involving VAT

Actions: Enter current VAT rate under "VAT Rate"

Range	VAT Rate
0 - 100%	20.0%

LEASING RATES

The model uses 3 or 5 year periods for leasing items, as selected per item. Enter current rates per £1,000 per annum:

Rate for 3 year leases:	£310
Rate for 5 year leases:	£230

SUMMARY

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 IH base
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 in house base model

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

SUMMARY OF MARGINAL INCOME & EXPENDITURE

START-UP =	Enter 1 - 3 1 MONTHS	SCH REF	START-UP PERIOD (months)	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
<u>INCOME</u>										
	PCNs ISSUED				0	8,521	8,976	8,976	8,976	8,976
	PCN PAYMENTS	1	NB includes impact of differential PCNs	£0	£91,853	£107,960	£107,960	£107,960	£107,960	£107,960
	CLAMP & REMOVAL PAYMENTS			£0	£0	£0	£0	£0	£0	£0
	PERMIT PAYMENTS	2		£0	£0	£0	£0	£0	£0	£0
	CAR PARK RECEIPTS	3		£0	£20,130	£20,130	£20,130	£20,130	£20,130	£20,130
	ON STREET CHARGING	3		£0	£1,290	£1,290	£1,290	£1,290	£1,290	£1,290
	NET C.COURT PROCEEDS	4		£0	£4,893	£19,572	£19,572	£19,572	£19,572	£19,572
	TOTAL PAYMENTS			£0	£118,166	£148,952	£148,952	£148,952	£148,952	£148,952
<u>EXPENSES:</u>							3%	3%	3%	3%
	OPERATIONAL MANAGEMENT	5	1	£110,617	£20,671	£1,458	£1,501	£1,546	£1,593	£1,640
	ON-STREET ENFORCEMENT	6	1	£20,030	£17,676	£130,566	£134,483	£138,517	£142,673	£146,953
	OFF-STREET ENFORCEMENT	7	1	£15,330	£1,688	(£19,523)	(£20,109)	(£20,712)	(£21,334)	(£21,974)
	CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1	£6,000	£10,096	£38,110	£39,253	£40,431	£41,644	£42,893
	PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES			£151,977	£50,131	£150,610	£155,128	£159,782	£164,575	£169,513
	ANNUAL NET SURPLUS OR (DEFICIT)			(£151,977)	(£50,131)	(£32,444)	(£6,176)	(£10,830)	(£15,623)	(£20,560)
	CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL				(£50,131)	(£82,575)	(£88,751)	(£99,581)	(£115,204)	(£135,764)
	CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL				(£202,109)	(£234,552)	(£240,728)	(£251,558)	(£267,181)	(£287,742)
	NPV INTEREST RATE	6%								
	YEAR END NPVs (EXCLUDING CAPITAL)				(£80,739)	(£86,235)	(£95,328)	(£107,703)	(£123,067)	
	NPV INTEREST RATE	6%								
	YEAR END NPVs (INCLUDING CAPITAL)				(£232,716)	(£238,212)	(£247,305)	(£259,680)	(£275,044)	

Notes:-

- 1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 in house base model

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT POST-CPE.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
PCNs ISSUED:					8,521	8,976	8,976	8,976	8,976
	ON-STREET:	59.3%			5,049	5,318	5,318	5,318	5,318
	OFF-STREET:	40.8%			3,473	3,659	3,659	3,659	3,659
INCOME									
BASIS OF SPLIT									
PCN PAYMENTS	TOTAL:				£ 91,853	£ 107,931	£ 107,931	£ 107,931	£ 107,931
	ON-STREET:				£ 109,573	£ 125,651	£ 125,651	£ 125,651	£ 125,651
	OFF-STREET:				(£ 17,720)	(£ 17,720)	(£ 17,720)	(£ 17,720)	(£ 17,720)
PERMIT PAYMENTS	TOTAL:			£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
CAR PARK RECEIPTS	TOTAL:				£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
	ON-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%			£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
ON STREET CHARGING	TOTAL:				£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	ON-STREET:	100%			£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	OFF-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
NET C.COURT PROCEEDS	TOTAL:				£ 4,893	£ 19,572	£ 19,572	£ 19,572	£ 19,572
	ON-STREET:	59.3%			£ 2,899	£ 11,597	£ 11,597	£ 11,597	£ 11,597
	OFF-STREET:	40.8%			£ 1,994	£ 7,978	£ 7,978	£ 7,978	£ 7,978
EXPENSES:									
OPERATIONAL MANAGEMENT	TOTAL:		£ 110,617	£ 20,671	£ 1,458	£ 1,501	£ 1,546	£ 1,593	£ 1,640
	ON-STREET:	59.3%	£ 102,617	£ 12,248	£ 864	£ 890	£ 916	£ 944	£ 972
	OFF-STREET:	40.8%	£ 8,000	£ 8,426	£ 594	£ 612	£ 630	£ 649	£ 669
ON-STREET ENFORCEMENT	TOTAL:		£ 20,030	£ 17,676	£ 130,566	£ 134,483	£ 138,517	£ 142,673	£ 146,953
	ON-STREET:	100%	£ 20,030	£ 17,676	£ 130,566	£ 134,483	£ 138,517	£ 142,673	£ 146,953
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
OFF-STREET ENFORCEMENT	TOTAL:		£ 15,330	£ 1,688	(£ 19,523)	(£ 20,109)	(£ 20,712)	(£ 21,334)	(£ 21,974)
	ON-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%	£ 15,330	£ 1,688	(£ 19,523)	(£ 20,109)	(£ 20,712)	(£ 21,334)	(£ 21,974)
TICKET & PERMITS PROCESSING includes county contribution to admin at £7.16 per PCN	TOTAL:		£ 6,000	£ 10,096	£ 38,110	£ 39,253	£ 40,431	£ 41,644	£ 42,893
	ON-STREET:	59.3%	£ 3,555	£ 5,982	£ 38,072	£ 39,214	£ 40,390	£ 41,602	£ 42,850
	OFF-STREET:	40.8%	£ 2,446	£ 4,115	£ 38	£ 39	£ 40	£ 42	£ 43
PAY & DISPLAY	TOTAL:		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
INCOME	ON-STREET:				£ 0	£ 113,762	£ 138,538	£ 138,538	£ 138,538
INCOME	OFF-STREET:				£ 0	£ 4,404	£ 10,387	£ 10,387	£ 10,387
TOTAL INCOME:					£ 0	£ 118,166	£ 148,926	£ 148,926	£ 148,926
EXPENSES	ON-STREET:		£ 126,202	£ 35,907	£ 169,501	£ 174,586	£ 179,824	£ 185,219	£ 190,775
EXPENSES	OFF-STREET:		£ 25,776	£ 14,228	(£ 18,891)	(£ 19,458)	(£ 20,042)	(£ 20,643)	(£ 21,262)
TOTAL EXPENSES:			£ 151,978	£ 50,135	£ 150,610	£ 155,128	£ 159,782	£ 164,576	£ 169,513
ANNUAL NET SURPLUS OR (DEFICIT):	ON-STREET:		(£ 126,202)	(£ 35,907)	(£ 55,739)	(£ 36,048)	(£ 41,285)	(£ 46,680)	(£ 52,237)
	OFF-STREET:		(£ 25,776)	(£ 14,228)	£ 23,295	£ 29,845	£ 30,429	£ 31,030	£ 31,650
			(£ 151,978)	(£ 50,135)	(£ 32,443)	(£ 6,203)	(£ 10,856)	(£ 15,650)	(£ 20,587)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL	ON-STREET:			(£ 35,907)	(£ 91,646)	(£ 127,693)	(£ 168,979)	(£ 215,659)	(£ 267,896)
	OFF-STREET:			(£ 14,228)	£ 9,067	£ 38,912	£ 69,342	£ 100,372	£ 132,021
			£ 0	(£ 50,135)	(£ 82,578)	(£ 88,781)	(£ 99,637)	(£ 115,287)	(£ 135,874)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL	ON-STREET:		(£ 126,202)	(£ 162,109)	(£ 217,848)	(£ 253,896)	(£ 295,181)	(£ 341,861)	(£ 394,098)
	OFF-STREET:		(£ 25,776)	(£ 40,004)	(£ 16,708)	£ 13,137	£ 43,566	£ 74,596	£ 106,246
			(£ 151,978)	(£ 202,113)	(£ 234,556)	(£ 240,759)	(£ 251,615)	(£ 267,265)	(£ 287,852)

APPENDIX E**The Remainder of the HDC Base Model workings****Remainder of Base Model – All Detailed Sheets**

Workings – all detailed income and expenditure calculations

CEOs – calculation of numbers of Enforcement staff required

PCNs – calculations of numbers of tickets to be issued

PCN Tables – summaries from TRO database

Car Parks – enforcement requirements for off-street areas

Cashflow – calculation of timing of receipt of income and expenditure

Enforcement – Tables of frequency of enforcement visits

Parameters – Detailed settings used in TRO/enforcement calculations

TRO review – Detailed financial breakdown required, to carry out review

Streets – TRO database of enforcement requirements and calculations

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 IH base
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 in house base model

SCHEDULE 1

ON-STREET & OFF STREET PAYMENTS

PCN ISSUE & PAYMENTS

Projected Number of PCNs		PCNs ISSUED	%PAID	PCNs PAID	% PAID BY BAND	VOLUME PAID	AMOUNT PAID	
	8,974							
Off-street PCN Higher Level	£70.00	256	75%	192	20%	38	£2,688	
50% Discount	£35.00				75%	144	£5,040	
50% Premium	£105.00				5%	10	£1,008	
Off-street PCN Lower Level	£50.00	3,402	75%	2,552	20%	510	£25,515	
50% Discount	£25.00				75%	1,914	£47,841	
50% Premium	£75.00				5%	128	£9,568	£91,660
On-street PCN Higher Level	£70.00	3,722	75%	2,792	20%	558	£39,081	
50% Discount	£35.00				75%	2,094	£73,277	
50% Premium	£105.00				5%	140	£14,655	
On-street PCN Lower Level	£50.00	1,595	75%	1,196	20%	239	£11,963	
50% Discount	£25.00				75%	897	£22,430	
50% Premium	£75.00				5%	60	£4,486	£165,891
		8,975		6,731		6,731	£257,551	
CURRENT ECN/PCN RECEIPTS								
		Net ECN Value						
On-Street - 1	£20.00	£20.00	1,089	10		10	£200	
On-Street - 2	£40.00	£40.00		1,001		1,001	£40,040	
On-Street - 3	£0.00	£0.00		-		0	£0	£40,240
					0.0%			
Off-Street - 1	£40.00	£40.00	3,253	2,508		2,508	£100,320	
Off-Street - 2	£60.00	£60.00		151		151	£9,060	
Off-Street - 3	£0.00	£0.00		-		0	£0	£109,380
			4,342	3,670		3,670	£149,620	
TOTAL / MARGINAL RECEIPTS			4,633	3,061		3,061	£107,931	

SCHEDULE 2

PERMIT PAYMENTS

PERMIT ISSUES AND REVENUE BY PERMIT TYPE:	TOTAL	NOW	NEW	UNIT COST	PROPOSED INCREASE	AMOUNT
Permit - Staff/Public	70	70	0	£0	£0	£0
Permit - Business	0	0	0	£0	£0	£0
Permit - Doctor	0	0	0	£0	£0	£0
Permit - Resident on street	150	150	0	£26	£0	£0
Permit - Resident off street	580	580	0	£0	£0	£0
Permit -	0	0	0	£0	£0	£0
TOTAL PERMITS	800	800	0			£0

SCHEDULE 3

PAY & DISPLAY AND CAR PARK RECEIPTS

	TOTAL	NOW	NEW	AMOUNT
ON-STREET PAY & DISPLAY - AREA 1	£0	£0	£0	£0
ON-STREET PAY & DISPLAY - AREA 2	£0	£0	£0	£0
CAR PARK INCOME INCREASE	Current	£0	£0	£0
FREE CAR PARKS CHARGED	No	£0	£0	£0
VOL. INCREASE ONLY ON-STREET	1%	£130,290	£129,000	£1,290
VOL. INCREASE ONLY OFF-STREET	1%	£2,033,130	£2,013,000	£20,130
TOTAL RECEIPTS				£21,420

SCHEDULE 4

PROCEEDS FROM COUNTY COURT & SUBSEQUENT ACTION

PROCEEDS FROM ACTION	(See AW04)	£28,368
COSTS OF ACTION		(£8,796)
NET PROCEEDS		£19,572

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 IH base
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCILVERSION: July 2017 in house base modelSCHEDULE 5OPERATIONAL MANAGEMENT

DESCRIPTION:	MODEL ASSUMPTION	%	TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
<u>STAFFING / SALARY:</u>									
Parking Manager			1.0	1.0	0.0	£26,000	£0		
Enforcement Manager			0.0	0.0	0.0	£0	£0		
Contract Administrator / Audit			0.0	0.0	0.0	£0	£0		
Administration Staff			0.0	0.0	0.0	£0	£0		
TOTAL STAFF / SALARY COSTS			1.0	1.0	0.0		£0	£0	£0
<u>OTHER STAFFING COSTS:</u>									
Salary Overhead Costs	Percentage of Salary	31.2%					£0		
Accommodation Costs - Mgt.	Annual Charge/New Office		1	1	0	£2,750	£0		
Accommodation Costs - Staff	Annual Charge/New Office		0	0	0	£2,750	£0		£0
Uniform Costs	Cost Per Head					£450	£0		
Initial Recruitment Costs	Cost Per New Head				0	£100		£0	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	0		0	£100	£0		
TOTAL OTHER STAFF COSTS							£0	£0	£0
<u>OFFICE EQUIPMENT</u>									
Office Equipment Set-up	Cost Per Head		1	1	0	£600		£0	
Maintenance	Cost Per Head		1	1	0	£100	£0		
<u>COMPUTER EQUIPMENT</u>									
PC	Cost Per Head		1	1	0	£1,000			£0
PC Software	Cost Per Head		1	1	0	£350			£0
Printer	Cost Per Head		1	1	0	£400			£0
Networking	Cost Per Head		1	1	0	£1,000		£0	
Equipment Lease	Lease over 3 or 5 years				3	£310	£0		
Maintenance	Cost of Equipment	12.0%					£0		
TOTAL EQUIPMENT COSTS							£0	£0	£0
<u>OTHER COSTS:</u>									
Telephone expenses	Cost Per Head		1	1	0	£500	£0		
Public relations	Estimate				1	£1,000	£1,000	£8,000	
Consultancy costs	Set-Up expenses							£12,000	
TRO/GIS set-up	Survey and mapping of TROs on-site								£46,717
Signs & Lines remedial works	Set-Up expenses								£55,900
Signs conversion in car parks									£8,000
Lease car							£0		
Training - Set-up	Cost Per Head -all staff		1	1	0	£550		£550	
Training - on-going	Cost Per Head -all staff		1	1	0	£250	£250		
Departmental Overheads	% of Total Operating Costs	16.6%					£208		
TOTAL OTHER COSTS							£1,458	£20,550	£110,617
TOTAL ANNUAL EXPENSES / SET-UP COSTS							£1,458	£20,550	£110,617

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCILVERSION: July 2017 in house base model**SCHEDULE 6****ON STREET ENFORCEMENT**

DESCRIPTION:	MODEL ASSUMPTION	%	TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
STAFFING / SALARY:									
Senior Supervisor			0.00	0.00	0.00	£0	£0		
Supervisor			0.80	0.00	0.80	£19,800	£15,840		
TUPeD Supervisors			0.00	0.00	0.00	£0	£0		
Team Leaders			0.00	0.00	0.00	£0	£0		
civil enforcement officers		4.0	3.20	0.00	3.20	£18,361	£58,755		
TUPeD CEOs			0.00	0.00	0.00	£0	£0		
TOTAL STAFF / SALARY COSTS			4.00	0.00	4.00		£74,595	£0	£0
OTHER STAFFING COSTS:									
Salary Overhead Costs	Salary	31.2%					£23,274		
Accommodation Costs	Cost Per Head		4.0	0.0	4.0	£0	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		4.0	0.0	4.0	£579		£2,316	
Uniform Maintenance	Original Costs	50.0%					£1,158		
Initial Recruitment Costs	Estimate							£1,000	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	1.0		1.0	£100	£100		
Uniform Replacement Costs	New staff				1.0	£200	£200		
Uniform Stock Costs	Original Costs	0.0%						£0	
TOTAL OTHER STAFF COSTS							£24,732	£3,316	£0
OFFICE EQUIPMENT									
Office Equipment Set-up	Cost Per Manager / Supervisor		0.8	0.0	0.8	£600		£480	
Maintenance	Cost Per Head		0.8	0.0	0.8	£100	£80		
Radio base station			0.0	0.0	0.0	£550			£0
No. of Sets of Equipment for CEOs					4.0				
Personal radios					0.0	£352			£0
Batteries & chargers					0.0	£300			£0
HHCT/ android	HHCT+Case				5.0	£2,950			£14,750
HHCT Software	Per HHC				5.0	£100			£500
HHCT Spares	Spares Holding %	5.0%	1.0		1.0	£2,950			£2,950
HHCT Chargers	Per Number of HHCT				4.0	£20			£80
Digital cameras	Per CEO				0.0	£150	£0		
Mobile phones					4.0	£100			£400
PCs (including software)			1.0	0.0	1.0	£950			£950
PC Installation			1.0	0.0	1.0	£250		£250	
Printer			1.0	0.0	1.0	£400			£400
Equipment Lease	3 year lease rate per £1,000				Lease Period in Years (or 0) = 0	£0	£0		
Maintenance	Cost of Equipment	20.0%					£3,976		
TOTAL EQUIPMENT COSTS							£4,056	£730	£20,030
OTHER COSTS:									
Tickets issued	Volume + % Spoilt	5.0%	5,583		5,583	£0.20	£1,117		
Telephone expense	Estimate						£500		
Stationery / Consumables	Estimate				4.0	£40.00	£160		
Training - Set-up	Cost Per Head - all staff		5	0	5	£550		£2,750	
Training	Cost Per Head - all staff		5	0	5	£250	£1,250		
Private mileage	Essential car user allowance		-	-	-	£0.440	£0		
Car	Purchase		1	0	1	£10,653			£0
	Lease over 3 or 5 years				Lease Period in Years (or 0) = 5	£230	£2,450		
	Operating Costs		1	0	1	£3,118	£3,118		
civil enforcement officer Scooters	Purchase		0	0	0	£2,500			£0
	Lease over 3 or 5 years				Lease Period in Years (or 0) = 0	£0	£0		
	Operating Costs		0	0	0	£354	£0		
	Protective Clothing/Helmets		0	0	0	£600	£0		
civil enforcement officer Transport	Purchase		0	0	0	£12,000			£0
	Lease over 3 or 5 years				Lease Period in Years (or 0) = 5	£230	£0		
	Operating Costs		0	0	0	£3,118	£0		
Departmental Overheads	% of Total Operating Costs	16.6%					£18,588		
TOTAL OTHER COSTS							£27,183	£2,750	£0
TOTAL ANNUAL EXPENSES / SET-UP COSTS							£130,566	£6,796	£20,030

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCILVERSION: July 2017 in house base modelSCHEDULE 7OFF STREET ENFORCEMENT

DESCRIPTION:	MODEL ASSUMPTION	%	TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
<u>STAFFING / SALARY:</u>									
Senior Supervisor			0.00	0.00	0.00	£0	£0		
Supervisor			0.20	0.00	0.20	£19,800	£3,960		
Team Leaders			0.00	0.00	0.00	£0	£0		
civil enforcement officers		2.6	2.37	0.00	2.37	£18,361	£43,448		
TOTAL STAFF / SALARY COSTS			2.57	0.00	2.57		£47,408	£0	£0
<u>OTHER STAFFING COSTS:</u>									
Salary Overhead Costs	Salary	31.2%					£14,791		
Accommodation Costs	Cost Per Head		2.6	0.0	2.6	£0	£0		£0
Uniform Initial Costs	Uniformed CEO's & Supervisors		2.6	0.0	2.6	£579		£1,486	
Uniform Maintenance	Original Costs	50.0%					£743		
Initial Recruitment Costs	Estimate							£0	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	1.0		1.0	£100	£100		
Uniform Replacement Costs	New staff				1.0	£200	£200		
Uniform Stock Costs	Original Costs	20.0%						£297	
TOTAL OTHER STAFF COSTS							£15,834	£1,783	£0
<u>OFFICE EQUIPMENT</u>									
Office Equipment Set-up	Cost Per Manager / Supervisor		0.2	0.0	0.2	£600		£120	
Maintenance	Cost Per Head		0.2	0.0	0.2	£100	£20		
Radio base station			0.0	0.0	0.0	£550			£0
No. of Sets of Equipment for CEOs					4.0				
Personal radios					0.0	£352			£0
Batteries & chargers					0.0	£300			£0
HHCT Android	HHCT+Case				5.0	£2,950			£14,750
HHCT Software	Per HHC				5.0	£100			£500
HHCT Spares	Spares Holding %	5.0%			0.0	£2,950			£0
HHCT Chargers	Per Number of HHCT				4.0	£20			£80
Digital cameras	Per CEO				0.0	£150			£0
PCs (including software)			0.0	0.0	0.0	£950			£0
PC Installation			0.0	0.0	0.0	£250		£0	
Printer			0.0	0.0	0.0	£400			£0
Equipment Lease	3 year lease rate per £1,000				Lease Period in Years (or 0) = 0	£0		£0	
Maintenance	Cost of Equipment	20.0%					£2,966		
TOTAL EQUIPMENT COSTS							£2,986	£120	£15,330
<u>OTHER COSTS:</u>									
Tickets issued	Volume + % Spoilt	5.0%	3,841		3,841	£0.20	£768		
Telephone expense	Estimate						£0		
Stationery / Consumables	Estimate				2.6	£40.00	£103		
Public relations									
Training - Set-up	Cost Per Head - all staff		3	0	3	£550		£1,411	
Training	Cost Per Head - all staff		3	0	3	£250	£642		
Private mileage	Essential car user allowance		-	-	-	£0.440	£0		
Car	Purchase		3	3	0	£10,653			£0
	Lease over 3 or 5 years				Lease Period in Years (or 0) = 5	£230	£0		
	Operating Costs		0	3	0	£3,118	£0		
civil enforcement officer Scooters	Purchase		0	0	0	£3,000			£0
	Lease over 3 or 5 years				Lease Period in Years (or 0) = 0	£0	£0		
	Operating Costs		0	0	0	£354	£0		
	Protective Clothing/Helmets		0	0	0	£600	£0		
civil enforcement officer Transport	Purchase		0	0	0	£15,000			£0
	Lease over 3 or 5 years				Lease Period in Years (or 0) = 0	£0	£0		
	Operating Costs		0	0	0	£3,118	£0		
Departmental Overheads	% of Total Operating Costs	16.6%					£11,245		
TOTAL OTHER COSTS							£12,757	£1,411	£0
LESS:	current cost of 4.6 fte street rangers on enforcement duties						(£ 98,509)		
TOTAL ANNUAL EXPENSES / SET-UP COSTS							(£19,523)	£3,315	£15,330

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 IH base
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCILVERSION: July 2017 in house base modelSCHEDULE 8TICKET & PERMIT PROCESSING

DESCRIPTION:	MODEL ASSUMPTION	%	TOTAL UNITS	UNITS NOW	NEW UNITS	UNIT COSTS	ANNUAL EXPENSE	TOTAL SET-UP EXPENSE	SET-UP CAPITAL
<u>STAFFING / SALARY:</u>									
Manager			0.0	0.0	0.0	£0	£0		
Supervisor			0.0	0.0	0.0	£16,190	£0		
PCN Processing Staff			1.8	0.9	0.9	£15,200	£13,680		
Reps, Court & NPAS staff			0.0	0.0	0.0	£0	£0		
Permit Processing Staff			0.0	0.0	0.0	£0	£0		
Parking Counter Staff			0.0	0.0	0.0	£0	£0		
TOTAL STAFF / SALARY COSTS			1.8	0.9	0.9		£13,680	£0	£0

OTHER STAFFING COSTS:

Salary Overhead Costs	Salary	31.2%					£4,268		
Accommodation Costs	Cost Per Head		1.8	0.9	0.9	£0	£0		£0
Uniform Initial Costs	Counter staff		0	0	0	£250		£0	
Uniform Maintenance	Original Costs	50.0%					£0		
Initial Recruitment Costs	Estimate				0.9	£100		£500	
Staff Turnover Recruitment	% Turnover of Headcount	30.0%	1		1	£100	£100		
TOTAL OTHER STAFF COSTS							£4,368	£500	£0

OFFICE EQUIPMENT

Office Equipment Set-up	Cost Per Head		2	0.9	1.1	£600		£660	
Maintenance	Cost Per Head		2	0.9	1.1	£100	£110		
<u>COMPUTER SYSTEM COSTS</u>									
PCN Processing Purchase	Application software upgrade only	Four user licence	1	0	1	£6,000			£6,000
Permits System - 4 user licence	hosted licence fee		1	0	1	£1,800	£1,800		
Digital camera interface			0	0	0	£0			£0
Dispensations Module			0	0	0	£0			£0
Suspensions Module			0	0	0	£0			£0
Equipment maintenance Module			0	0	0	£0			£0
Internet payment module			1	0	0	£1,000			£0
GIS Interface			1	0	0	£0			£0
Cash Receipting			1	0	0	£1,000			£0
Postcode addressing	4 user licence		1	0	0	£2,050			£0
Scanning Software			0	0	0	£0			£0
DIP Viewing Software			0	0	0	£0			£0
System Server	System Hardware		0	0	0	£8,000			£0
PCs			1	0	0	£950			£0
Scanners			1	0	0	£1,000			£0
Bar Code Readers			0	0	0	£0			£0
Cash Handling Equipment			0	0	0	£0			£0
Heavy Duty - Continuous Printer	Printers		0	0	0	£0			£0
Laser Printers			1	0	0	£500			£0
Network Cards & Software	Cards / Software		1	0	1	£20		£20	
Network Cabling	Cabling		1	0	1	£50		£50	
Computer System Lease	Lease over 3 or 5 years	Lease Period in Years (or 0) =			0	£0	£0		
Installation and Training	Application Software(days)		2	0	2	£550		£1,100	
Implementation of systems			2	0	2	£550		£1,100	
Network Installation			1	0	1	£500		£500	
Software Support	Cost of Application Software	20.0%					£1,560		
Hardware Maintenance	Cost of Equipment	12.0%					£8		
TOTAL EQUIPMENT & SYSTEM COSTS							£3,478	£3,430	£6,000

OTHER COSTS:

% OF TOTAL PCN ISSUE RELATING TO THE VOLUME INCREASE

52%

Letters (incl postage)					1,158	£1.00	£1,158		
DVLA enquiry					2,027	£0.15	£304		
Notices (incl postage)					1,622	£1.00	£1,622		
Cheque processing service	Cheques received				1,346	£1.00	£1,346		
Adjudication cases	% of PCNs issued			0.5%	45	£0	£0		
Adjudication Service Costs	Est. Fixed Charge	Joining Fee			0	£0		£0	
Adjudication Service Costs	Est. Fixed Charge	Annual Fee			1	£0	£0		
Adjudication Service Costs	Unit cost/PCN				8,974	£0.40	£3,590		
Permit Stationery					0	£0.20	£0		
Telephone expense					1	£300	£300		
IVR system costs	Set-up cost + cost per PCN paid	% PCNs income paid to IVR co.		0.0%			£0		
Web site extensions								£2,000	
IT Support Costs	IT Departmental Support				1	£2,000	£2,000		
Initial training					1.8	£550		£990	
Training					1.8	£250	£450		
Departmental Overheads	% of Total Operating Costs						£5,813		
TOTAL OTHER COSTS							£16,583	£2,990	£0

TOTAL ANNUAL EXPENSES / SET-UP COSTS

HDC

levy per pcn county pay HDC

5317

£7.16

£38,110	£6,920	£6,000
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HDC less CCC

-£38,072

£38

£6,920

£6,000

TOTAL ANNUAL EXPENSES / SET-UP COSTS

£0

£0

£0

ADDITIONAL WORKINGS

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 IH base
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCILVERSION: July 2017 in house base model(AW01) PAYMENTS BY LOCATION:

	%	NUMBER	VALUE
MAILED PAYMENTS	25%	1,683	£64,395
TELEPHONE PAYMENTS	40%	2,693	£103,040
INTERNET PAYMENTS	35%	2,356	£90,145
TOTAL PAYMENTS		6,732	257,580
AVERAGE PAYMENT VALUE			£38.26

(AW02) PAYMENT DISTRIBUTION BY TIME OF PAYMENT

	VOLUME	AMOUNT
PAYMENTS MADE AT DISCOUNT LEVEL	5,048	£75,310
PAYMENTS MADE BEFORE CHARGE CERTIFICATE	1,346	£40,166
POST CHARGE CERTIFICATE PAYMENTS	337	£15,062
TOTAL PAYMENTS:	6,731	£130,538

(AW03) ESTIMATED LEVELS OF CORRESPONDENCE / TRANSACTIONSNB: TOTAL VOLUMES, NOT MARGINAL VOLUMES

Receipts	Mailed Payments		1,683
Correspondence	% of Tickets Issued	25%	2,244
Pocket books checked	% of Tickets Issued	6%	539
Meter checks	% of Tickets Issued	1%	90
Site visits	% of Tickets Issued	1%	90
TRO/map checks	% of Tickets Issued	1%	90
Permits applications	Number of Permits Issued		800
Permits Correspondence	% of Number of Permits	50%	400
Cases to DVLA	Tickets Issued less Payments before Notice		3,927
DVLA successful responses	% of Cases to DVLA	80%	3,141
Manual DVLA VQ5 responses	% of Cases to DVLA	16%	628
Notices (NTOs)	DVLA successful responses		3,141
Charge Certificates	% of NTOs	45%	1,414
Telephone Calls	% of Tickets Issued	50%	4,488
Personal visits at Reception	% of Tickets Issued	15%	1,346
Permits Telephone calls	% of Number of Permits	50%	400
Representations	% of Notices	33%	1,037
Notices of Rejection	% of Representations	75%	778
Adjudication Cases	% of Notices of Rejection	9%	70
PCNs cancelled	% of PCNs issued	11%	175
C.Court Registrations	Eligible Cases - See AW05		1,099
Bailiff Services	Bailiff Action - See AW05		935
TOTAL CORRESPONDENCE / TRANSACTION VOLUMES			28,515
VOLUME PER DAY	Based on 225 days / year		127

ADDITIONAL WORKINGS - CONTINUED(AW04) COUNTY COURT ESTIMATE

ANNUAL PROJECTION OF ISSUE		8,975
NO. OF CASES STILL OPEN AFTER 72 DAYS:		2,244
% OF THESE FOR MULTIPLE OFFENDERS:	5%	112
% OF THESE ALREADY REGISTERED:	2%	45
% OF THESE WITH CURRENT CORRESPONDENCE, ETC	7%	157
% OF THESE WITH < £20 DUE	10%	224
% OF THESE OUTSIDE JURISDICTION:	2%	45
% WITH NO GOOD NAME AND ADDRESS:	25%	561
ELIGIBLE CASES:		1,099
ANNUAL COST OF REGISTRATION:	£8.00	£8,796
% OF THESE PAYING AFTER REGISTRATION CERTIFICATE:	15%	165
AVERAGE PCN VALUE AT THIS STAGE:		£87.61
REVENUE FROM REGISTRATION PAYEES:		£14,449
CASES ELIGIBLE FOR WARRANT REQUEST:		935
% AGAINST WHICH EA (BAILIFF) ACTION TAKEN:	100%	935
% PAYING AFTER EA ACTION:	17%	159
REVENUE FROM EA ACTION:		£13,919
% OF PROCEEDS RETAINED BY EAs:	0%	£0
NET COUNTY COURT PROCEEDS		£19,572

TICKETS ISSUED AT: £70	256
TICKETS ISSUED AT: £50	3,402
TICKETS ISSUED AT: £70	3,722
TICKETS ISSUED AT: £50	1,595
CHARGE BAND: £70	£70
CHARGE BAND: £50	£50
CHARGE BAND: £70	£70
CHARGE BAND: £50	£50
TOTAL REVENUE (IGNORING DISCOUNT IMPACT):	£528,310
AVERAGE PCN VALUE:	£58.41
AVERAGE INCREMENTED PCN VALUE:	£87.61

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCILVERSION: July 2017 in house base model(AW05) ESTABLISHMENT

<u>Staffing</u>	<u>Total</u>	<u>Current</u>	<u>New</u>
Operational Management	1.00	1.00	0.00
On Street Enforcement	4.00	0.00	4.00
Off Street Enforcement	2.57	0.00	2.57
Removal PAs	0.00	0.00	0.00
Ticket & Permit Processing	1.80	0.90	0.90
Machine maintenance	0.00	0.00	0.00
Total Staffing	9.37	1.90	7.47
PA's Only	5.57	0.00	5.57

NB: assumes contract drivers

(AW06) VEHICLE USAGE COSTS

<u>Item</u>	<u>Volume</u>	<u>Unit</u>	<u>Cost</u>
Miles per day	50		
Days per week	6		
Weeks per year	50		
Miles per year	15,000		
Miles per gallon	32		
Price per gallon	£6.07	gallon	
Fuel costs			£2,845
Service cost	£0	each service	in house
Service Interval	10,000	miles	
Annual Service costs	15000		£0
Road Fund Licence			£228
Insurance			£0 inc
MOT			£45
			<u>£3,118</u>

<u>Item</u>	<u>Volume</u>	<u>Unit</u>	<u>Cost</u>
Miles per day	40		
Days per week	6		
Weeks per year	50		
Miles per year	4,000		
Miles per gallon	75		
Price per gallon	£6.07	gallon	
Fuel costs			£324
Service cost	£0	each service	
Service Interval	5,000	miles	
Annual Service costs			£0
Road Fund Licence			£30
Insurance			£0
Repairs			£0
			<u>£354</u>

(AW07) UNIFORMS

<u>ITEM</u>	<u>UNIT COST</u>	<u>NUMBER REQUIRED PER CEO</u>	<u>TOTAL ONE-OFF SET-UP</u>	<u>TOTAL ANNUAL RECURRING</u>
Anorak/Coats	£85.00	1	£85.00	
Shirts/Blouses	£9.95	6	£59.70	£29.85
Nato style Pullovers	£19.50	2	£39.00	
Trousers/skirts	£31.00	4	£124.00	£62.00
Ties	£3.20	1	£3.20	
Gloves	£19.95	1	£19.95	
Scarves	£5.95	1	£5.95	
Shoes	£30.00	3	£90.00	£45.00
Hats	£42.00	1	£42.00	
Shoulder badges	£2.80	16	£44.80	
Flashes	£5.20	2	£10.40	
Fleece jacket	£25.00	1	£25.00	
Bag	£30.00	1	£30.00	
			<u>£579.00</u>	<u>£136.85</u>

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 IH base
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL**VERSION: July 2017 in house base model****CEO RESOURCE CALCULATION:****ON -STREET ENFORCEMENT CEOs**

patrol hours required On -Street			105.02	CEO Hours/week
Travelling Time Estimate	No. of CEOs:	3.66		
	Hours/CEO/day:	0.5	10.99	CEO Hours/week
	Total Hours / week		116.01	
	Eff't CEO hrs/week		28.66	
Total FTE CEOs Required On-Street			4.05	

OFF-STREET CAR PARKS

patrol hours required for Off-Street car parks			72.56	CEO Hours/week
Travelling Time Estimate	No. of CEOs:	2.44		
	Hours/CEO/day:	0.25	3.66	CEO Hours/week
	Total Hours / week		76.22	
	Eff't CEO hrs/week		29.70	
Total FTE CEOs Required Off-Street			2.57	
TOTAL FTE CEOs REQUIRED			6.61	

Workings for Calculation of Full Time Equivalent (FTE) CEOs Required**ON-STREET CEOs****Calculation of Absence Factor**

Days in the Year	52	5	260
Public Holidays			-8
Holidays			-25
Sickness	5.2%		-11
Days Available / Year			216
Working Weeks / Year		43.20	
Absence Factor			17%

CEO Working Day & Effective patrol Hours

Average Shift Hours	7.40
Less: Local Travel & Admin	0.50
Average patrol Hours Per Day	6.90
Days Per Week	5.00
patrol Hrs Per Week	34.50
Ambassador Duties	0%
Absence Factor	1.17
Effective patrol Hours / Week	28.66

OFF-STREET CEOs**Calculation of Absence Factor**

Days in the Year	52	5	260
Public Holidays			-8
Holidays			-25
Sickness	5.2%		-11
Days Available / Year			216
Working Weeks / Year		43.20	
Absence Factor			17%

CEO Working Day & Effective patrol Hours

Average Shift Hours	7.40
Less: Local Travel & Admin	0.25
Average patrol Hours Per Day	7.15
Days Per Week	5.00
patrol Hrs Per Week	35.75
Ambassador Duties	0%
Absence Factor	1.17
Effective patrol Hours / Week	29.70

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 IH base
MODEL DATE:	27-Jul-17

CLIENT: **HUNTINGDONSHIRE DISTRICT COUNCIL**VERSION: **July 2017 in house base model****CALCULATION OF PCNS ISSUED****ON-STREET**

DISTRICT	Total Hours per Week	Effective Patrol Hours/Week/CEO	FTE CEOs	PCN rate Per Week	Effective PCN Rate	PCNs Issued/Wk	Weeks/Year	PCNs/Year
Alconbury	0.02	28.66	0.00	25	25	0	43.20	1
Bluntisham	0.02	28.66	0.00	25	25	0	43.20	1
Brampton	1.10	28.66	0.04	25	25	1	43.20	42
Brington	0.01	28.66	0.00	25	25	0	43.20	1
Buckden	0.02	28.66	0.00	25	25	0	43.20	1
Bury	0.04	28.66	0.00	25	25	0	43.20	1
Earith	0.06	28.66	0.00	25	25	0	43.20	2
Ellington	0.01	28.66	0.00	25	25	0	43.20	0
Farcet	0.01	28.66	0.00	25	25	0	43.20	1
Fenstanton	0.04	28.66	0.00	25	25	0	43.20	1
Godmanchester	0.71	28.66	0.02	25	25	1	43.20	27
Great Gidding	0.00	28.66	0.00	25	25	0	43.20	0
Great Gransden	0.00	28.66	0.00	25	25	0	43.20	0
Great Staughton	0.02	28.66	0.00	25	25	0	43.20	1
Great Stukeley	0.05	28.66	0.00	25	25	0	43.20	2
Hartford	0.01	28.66	0.00	25	25	0	43.20	0
Hemingford Grey	0.22	28.66	0.01	25	25	0	43.20	8
Hemingford Grey & Fenstanton	0.06	28.66	0.00	25	25	0	43.20	2
Hinchingbrooke	0.08	28.66	0.00	25	25	0	43.20	3
Houghton	0.07	28.66	0.00	25	25	0	43.20	2
Houghton & Wytton	0.15	28.66	0.01	25	25	0	43.20	6
Huntingdon	41.43	28.66	1.45	35	35	51	43.20	2,186
Kimbolton	0.03	28.66	0.00	25	35	0	43.20	2
Little Paxton	0.01	28.66	0.00	25	25	0	43.20	0
Offord Cluny	0.01	28.66	0.00	25	25	0	43.20	0
Perry	0.01	28.66	0.00	25	25	0	43.20	0
Ramsey	10.98	28.66	0.38	25	25	10	43.20	414
Sawtry	0.12	28.66	0.00	25	25	0	43.20	5
Sibson-cum-Stibbington	0.03	28.66	0.00	25	25	0	43.20	1
Somersham	0.54	28.66	0.02	25	25	0	43.20	20
Southoe	0.01	28.66	0.00	25	25	0	43.20	0
St Ives	21.86	28.66	0.76	35	35	27	43.20	1,153
St Neots	26.92	28.66	0.94	35	35	33	43.20	1,420
Stibbington	0.03	28.66	0.00	25	25	0	43.20	1
Stilton	0.03	28.66	0.00	25	25	0	43.20	1
Warboys	0.01	28.66	0.00	25	25	0	43.20	0
Waresley	0.02	28.66	0.00	25	25	0	43.20	1
Yaxley	0.28	28.66	0.01	25	25	0	43.20	11
Sub-Total	105.02							
Travelling Time Estimate	10.99	28.66	0.38	0	0	0	43.20	0
116.01			4.05			123		5,317

59.3%

OFF-STREET

CAR PARKS	Total Hours per Week	Effective Patrol Hours/Week/CEO	FTE CEOs	PCN rate Per Week	Effective PCN Rate	PCNs Issued/Wk	Weeks/Year	PCNs/Year
P&D	72.31	29.70	2.43	34.8	35	85	43.20	3,657
Currently Free	0.25	29.70	0.01	2	2	0	43.20	1
Travelling Time Estimate	3.66	29.70	0.12	0	0	0	43.20	0
76.22			2.57			85		3,658

40.8%

REMOVALS

-

TOTAL PCN PROJECTION:

8,974

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 in house base model

STREETS DATABASE EXTRACT - LENGTH OF RESTRICTIONS IN METRES AND TIME TO ENFORCE PER WEEK

ENFORCEMENT HOURS BY AREA

Sum of Total time per week (hours)	
AREA	Total
Alconbury	0.02
Bluntisham	0.02
Brampton	1.10
Brington	0.01
Buckden	0.02
Bury	0.04
Earith	0.06
Ellington	0.01
Farcet	0.01
Fenstanton	0.04
Godmanchester	0.71
Great Gidding	0.00
Great Gransden	0.00
Great Staughton	0.02
Great Stukeley	0.05
Hartford	0.01
Hemingford Grey	0.22
Hemingford Grey & Fenstanton	0.06
Hinchingbrooke	0.08
Houghton	0.07
Houghton & Wytton	0.15
Huntingdon	41.43
Kimbolton	0.03
Little Paxton	0.01
Offord Cluny	0.01
Perry	0.01
Ramsey	10.98
Sawtry	0.12
Sibson-cum-Stibbington	0.03
Somersham	0.54
Southoe	0.01
St Ives	21.86
St Neots	26.92
Stibbington	0.03
Stilton	0.03
Warboys	0.01
Waresley	0.02
Yaxley	0.28
Grand Total	105.02

REGULATIONS BY TYPE

Sum of METRES	
RESTRICTION DESCRIPTION	Total
DBH	284
LW 1 hr NR 2hrs M-Sat 8am-6pm	170
LW 1hr NR 1hr M-Sat 8am-6pm	1,058
LW 2hrs NR 2hrs M-Sat 8am-6pm	150
LW 2hrs NR 4hrs M-Sat 8am-6pm	157
LW 30mins NR 1hr M-Sat 8am-6pm	50
LW 30mins NR 30mins M-Sat 8am-6pm	425
LW 3hrs NR 3hrs M-Sat 8am-6pm	108
NW 8am-6pm	2,921
NW M-F 8.30am-9.30am & 2.30pm-3.30pm	410
NW M-F 8.30am-9.30am & 2.45pm-3.45pm	693
NW M-F 8.30am-9.30am & 3pm-4pm	16
NW M-Sat 8am-6pm	683
NWAAT	44,187
NWAAT/NLAAT	391
NWAAT except for wedding and funeral vehicles	179
BSC 7am-7pm	252
SPP	124
NWAAT/NL 7am-10am & 4pm-7pm	29
NW M-Sat 8am-6pm except for wedding and funeral vehicles	60
NW M-F 8.30am-9.15am & 3pm-3.45pm	19
NW M-F 8.30am-9am & 3pm-3.30pm	155
NW M-F 8.30am-9.20am & 2.45pm-3.45pm	197
NW M-F 8.30am-9.30am & 2.45pm-3.45pm	60
NW M-F 8.40am-9.20am & 2.50pm-3.30pm	143
LW 20mins NR 20mins M-Sat 8am-6pm	39
NW M-F 2.45pm-3.15pm	35
NW Sat, Sun & BH 1st May to 30th Sept	421
NW M-F 8.30am-9.15am & 2.30pm-3.30pm	56
RPH Zone A	227
RPH Zone B	80
NW M-F 11am-12noon	300
SPP M-Sat 7am-6pm	80
LW 1hr NR 2hrs M-F 8am-6pm & Sat 7am-6pm	20
NW M-F 8.15am-9.15am & 2.45pm-3.45pm	265
LW 30mins NR 30mins M-F 9am-5.30pm	56
LW 1hr NR 2hrs M-Sat 7am-6pm	725
LW 1hr NR 2hrs M-Sat 7am-6pm except Market days	340
NW M-Sat 6pm-7am	480
NW M-Sat 7am-6pm	158
LW 1hr NR 2hrs M-F 8am-6pm	37
RPH	81
Coaches Only	24
Coaches Only Th	24
NWAAT/NL M-Sat 8am-9am & 4pm-5.30pm	304
NWAAT/NL M-Sat 8am-6pm	470
Loading Bay M-Sat 7am-7pm	188
Loading Bay Market Day 5am-8am & 3pm-6pm	40
BSC 7am-7pm/Taxis 7pm-7am	14
Loading Bay M-Sat 7am-7pm/Taxis M-Sat 7pm-7am & Sundays	37
Taxis Only	28
NW M-F 8am-4pm	19
NW Th 8am-6pm	170
RPH M-Sat 8am-6pm	50
NW M-F 8am-5pm	52
NW M-F 9am-5pm	19
NW M-F 7.45am-9.30am & 2.30pm-4.30pm	122
NS 7am-7pm except buses	100
Grand Total	57,980

Sum of METRES2		
AREA	Total	
Alconbury	165	0%
Bluntisham	285	0%
Brampton	2,053	4%
Brington	176	0%
Buckden	236	0%
Bury	377	1%
Earith	607	1%
Ellington	70	0%
Farcet	161	0%
Fenstanton	376	1%
Godmanchester	999	2%
Great Gidding	6	0%
Great Gransden	19	0%
Great Staughton	205	0%
Great Stukeley	593	1%
Hartford	75	0%
Hemingford Grey	701	1%
Hemingford Grey & Fenstanton	610	1%
Hinchingbrooke	908	2%
Houghton	991	2%
Houghton & Wytton	1,640	3%
Huntingdon	14,236	25%
Kimbolton	222	0%
Little Paxton	143	0%
Offord Cluny	94	0%
Perry	118	0%
Ramsey	3,584	6%
Sawtry	645	1%
Sibson-cum-Stibbington	299	1%
Somersham	1,348	2%
Southoe	100	0%
St Ives	10,008	17%
St Neots	13,470	23%
Stibbington	293	1%
Stilton	302	1%
Warboys	80	0%
Waresley	217	0%
Yaxley	1,571	3%
Grand Total	57,980	100%

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION: July 2017 IH base
MODEL DATE: 27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 in house base model

OFF-STREET CAR park spaces - ENFORCEMENT RESOURCE EVALUATION

NUMBER	LOCATION AREA	CAR PARK NAME	PAYMENT METHOD	DURATION	SPACES	NO.OF VISITS	FREQUENCY	SPECIAL REQUIREMENTS	CEO Hours For Visits	Days/ Week	CEO Hours/ Week	
1	Huntingdon	Gt. Northern Street	P&D	Long stay	74	2	6 Days / Week		0.2	6	1.48	
2	Huntingdon	Ingram Street	P&D	Long stay	44	2	6 Days / Week		0.1	6	0.88	
3	Huntingdon	Mill Common	P&D	Short stay	52	3	6 Days / Week		0.3	6	1.56	
4	Huntingdon	Princes Street	P&D	Short stay	82	3	6 Days / Week		0.4	6	2.46	
5	Huntingdon	Riverside park	P&D	Short stay	190	3	6 Days / Week		1.0	6	5.70	
6	Huntingdon	St Germain Street Minor	P&D	Long stay	35	2	6 Days / Week		0.1	6	0.70	
7	Huntingdon	Sainsbury's	P&D	Short stay	290	3	6 Days / Week		1.5	6	8.70	
8	Huntingdon	Trinity Place	P&D	Short stay	43	0	6 Days / Week		0.0	0	0.00	
9	Huntingdon	Hinchingsbrooke Country park	P&D	Long stay	60	2	6 Days / Week		0.2	6	1.20	
10	Huntingdon	MSCP	P&D	Long stay	400	2	6 Days / Week		1.3	6	8.00	
11	Godmanchester	Bridge Place	P&D	Long stay	257	2	6 Days / Week		0.9	6	5.14	
12	St. Ives	Cattle Market (Long)	P&D	Long stay	196	2	6 Days / Week		0.7	6	3.92	
13	St. Ives	Cattle Market (Short)	P&D	Short stay	197	3	6 Days / Week		1.0	6	5.91	
14	St. Ives	Cattle Market (Waitrose)	P&D	Short stay	75	3	6 Days / Week		0.4	6	2.25	
15	St. Ives	Darwoods Pond	P&D	Long stay	83	2	6 Days / Week		0.3	6	1.66	
16	St. Ives	Globe Place	P&D	Long stay	162	2	6 Days / Week		0.5	6	3.24	
17	St.Neots	Brook Street	P&D	Short stay	13	3	6 Days / Week		0.1	6	0.39	
18	St.Neots	Priory Centre	P&D	Long stay	49	2	6 Days / Week		0.2	6	0.98	
19	St.Neots	Priory Lane	P&D	Short stay	35	3	6 Days / Week		0.2	6	1.05	
20	St.Neots	Tan Yard	P&D	Short stay	37	3	6 Days / Week		0.2	6	1.11	
21	St.Neots	Tebbutts Road	P&D	Long stay	241	2	6 Days / Week		0.8	6	4.82	
22	St.Neots	Riverside park	P&D	Long stay	276	2	6 Days / Week		0.9	6	5.52	
23	St.Neots	Waitrose	P&D	Short stay	188	3	6 Days / Week		0.9	6	5.64	
					3,079				12.05			72.31

NUMBER	LOCATION AREA	CAR PARK NAME	PAYMENT METHOD	DURATION	SPACES	NO.OF VISITS	FREQUENCY	SPECIAL REQUIREMENTS	CEO Hours For Visits	Days/ Week	CEO Hours/ Week	
1	Huntingdon	Butts Grove Way	Free	Long stay	68	0.16	Monthly		0.02	0.231	0.00	
2	Godmanchester	park Lane	Free	Long stay	25	0.16	Monthly		0.01	0.231	0.00	
3	Godmanchester	Post Street	Free	Long stay	31	0.16	Monthly		0.01	0.231	0.00	
4	Ramsey	Mews Close	Free Long/Short	Long stay	60	2	Weekly		0.20	1.000	0.20	
5	Earith	Village Hall	Free	Long stay	26	0.16	Monthly		0.01	0.231	0.00	
6	Fenstanton	Church Street	Free	Long stay	22	0.16	Monthly		0.01	0.231	0.00	
7	Somersham	Church Street	Free	Long stay	17	0.16	Monthly		0.00	0.231	0.00	
8	Warboys	Village Hall	Free	Long stay	20	0.16	Monthly		0.01	0.231	0.00	
9	Huntingdon	Sapley park Kings Ripton Road	Free	Long stay	30	0.16	Monthly		0.01	0.231	0.00	
10	Huntingdon	Sapley park Stoney Close	Free	Long stay	39	0.16	Monthly		0.01	0.231	0.00	
11	Hartford	Church Lane	Free	Long stay	8	0.16	Monthly		0.00	0.231	0.00	
12	St.Neots	Priory park	Free	Long stay	37	0.16	Monthly		0.01	0.231	0.00	
13	St Ives	Ivo Indoor	Free	Long stay	208	0.16	Monthly		0.06	0.231	0.01	
14	St Ives	Ivo Outdoor	Free	Long stay	96	0.16	Monthly		0.03	0.231	0.01	
15	St Ives	Ivo Overflow	Free	Long stay	91	0.16	Monthly		0.02	0.231	0.01	
16	St Ives	Hill Rise Park	Free	Long stay	21	0.16	Monthly		0.01	0.231	0.00	
spaces with Option to Charge					799							
New P&D M/cs required					0							
spaces to remain Free					0							
					799				0.40			0.25
GRAND TOTAL					3,878				12.45			72.56

Assumptions:

Average time/sCEOCe = 6 Seconds

Number of New Charged spaces / P&D M/c 40

Period	Days / Week
5 Days / Week	5
6 Days / Week	6
7 Days / Week	7
Weekly	1.000
Fortnightly	0.500
Monthly	0.231

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION: July 2017 IH base
 MODEL DATE: 27-Jul-17
 CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL
 VERSION: July 2017 in house base model

CASH FLOW ANALYSIS

START-UP

PCNs ISSUED PER YEAR 8,975
 PCNs ISSUED PER MONTH 748
 being: ON-STREET 443
 OFF-STREET 305

MONTH NUMBER	-3	-2	-1	START-UP
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START UP % OF PCNs ISSUED	0%	0%	0%
Growth Rate			
No. Growth Periods			

MONTHLY PCN ISSUE	ON-STREET	6%	6	0	0	0	
	OFF-STREET	6%	0	0	0	0	
	TOTAL:			0	0	0	0
MONTHLY ECN ISSUE	ECNs			362	362	362	1,086

MARGINAL REVENUE

ECNs REVENUE EXCLUDED	PER YEAR	(£149,620)			
ECNs REVENUE EXCLUDED	PER MONTH	(£12,468)			
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR	£148,587			
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH	£12,382	£0	£0	£0
PCNs FULL PAYMENT LEVEL	PER YEAR	£79,247			
PCNs FULL PAYMENT LEVEL	PER MONTH	£6,604	£0	£0	£0
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR	£29,717			
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH	£2,476	£0	£0	£0
	Per Year:	£107,931			
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE				
ECNs	3 (RANGE 0 - 3)	£0	£0	£0	£0
DISCOUNT	1 (RANGE 0 - 2)	£0	£0	£0	£0
NORMAL	2 (RANGE 0 - 3)	£0	£0	£0	£0
INCREMENTED	6 (RANGE 0 - 6)	£0	£0	£0	£0

TOTAL ECN / PCN PAYMENTS RECEIVED	£0	£0	£0	£0
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PERMITS

NEW PERMIT ISSUE DISTRIBUTION	10%	20%	30%
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PERMIT VOLUMES

NEW PERMIT ISSUE VOLUMES	0	0	0	0
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PERMIT REVENUE

NEW PERMIT ISSUE INCOME	PER YEAR	£0	£0	£0	£0
TOTAL PERMIT ISSUE PAYMENTS RECEIVED		£0	£0	£0	£0

CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY

ON STREET CHARGING - ADDITIONAL REVENUE ONLY	£0	£0	£0	£0
CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE	£0	£0	£0	£0
NET COUNTY COURT PROCEEDS	£0	£0	£0	£0

EXPENSES

ADDITIONAL EXPENSES	START UP =	1			
	PER YEAR	(£150,610)			
ONE-OFF SET-UP EXPENSES	PER MONTH	(£12,551)	£0	£0	(£12,551)
	ONE-OFF COST	(£37,581)	£0	£0	(£37,581)

MONTHLY SURPLUS / (DEFICIT)	£0	£0	(£50,131)	(£50,131)
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CUMULATIVE MONTHLY BALANCE	£0	£0	(£50,131)
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The cashflow assumes that the additional expenses of the new operations will be incurred immediately.
 The marginal impact of Pay & Display revenue is accounted for after implementation.

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION: July 2017 IH base
 MODEL DATE: 27-Jul-17
 CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL
 VERSION: July 2017 in house base model

CASH FLOW ANALYSIS

FIRST 12 MONTHS OF OPERATION

PCNs ISSUED PER YEAR 8,975
 PCNs ISSUED PER MONTH 748
 being: ON-STREET 443
 OFF-STREET 305

MONTH NUMBER			1	2	3	4	5	6	7	8	9	10	11	12	12 MTHS
	START UP % OF PCNs ISSUED														
	Growth Rate	No. Growth Periods													
MONTHLY PCN ISSUE	ON-STREET	6%	319	337	356	376	397	419	443	443	443	443	443	443	
	OFF-STREET	6%	305	305	305	305	305	305	305	305	305	305	305	305	
	TOTAL:	PCNs	624	642	661	681	702	724	748	748	748	748	748	748	8,521
MONTHLY ECN ISSUE	ECNs		0	0	0	0	0	0	0	0	0	0	0	0	0
MARGINAL REVENUE															
ECNs REVENUE EXCLUDED	PER YEAR	(£149,620)													
ECNs REVENUE EXCLUDED	PER MONTH	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR	£148,587													
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH	£12,382	£10,325	£10,623	£10,937	£11,270	£11,621	£11,992	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384
PCNs FULL PAYMENT LEVEL	PER YEAR	£79,247													
PCNs FULL PAYMENT LEVEL	PER MONTH	£6,604	£5,507	£5,666	£5,833	£6,011	£6,198	£6,396	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR	£29,717													
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH	£2,476	£2,065	£2,125	£2,187	£2,254	£2,324	£2,398	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477
	Per Year:	£107,931													
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE														
ECNs	3 (RANGE 0 - 3)		£0	£0	£0	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£112,215)
DISCOUNT	1 (RANGE 0 - 2)		£0	£10,325	£10,623	£10,937	£11,270	£11,621	£11,992	£12,384	£12,384	£12,384	£12,384	£12,384	£128,686
NORMAL	2 (RANGE 0 - 3)		£0	£0	£5,507	£5,666	£5,833	£6,011	£6,198	£6,396	£6,605	£6,605	£6,605	£6,605	£62,028
INCREMENTED	6 (RANGE 0 - 6)		£0	£0	£0	£0	£0	£0	£2,065	£2,125	£2,187	£2,254	£2,324	£2,398	£13,354
TOTAL ECN / PCN PAYMENTS RECEIVED			£0	£10,325	£16,130	£4,135	£4,635	£5,163	£7,786	£8,436	£8,707	£8,774	£8,844	£8,918	£91,853
PERMITS															
NEW PERMIT ISSUE DISTRIBUTION			25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES															
NEW PERMIT ISSUE VOLUMES		0	0	0	0	0	0	0	0	0	0	0	0	0	0
PERMIT REVENUE															
NEW PERMIT ISSUE INCOME	PER YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL PERMIT ISSUE PAYMENTS RECEIVED			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY			£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£20,130
ON STREET CHARGING - ADDITIONAL REVENUE ONLY			£108	£108	£108	£108	£108	£108	£108	£108	£108	£108	£108	£108	£1,290
CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
NET COUNTY COURT PROCEEDS			£0	£0	£0	£0	£0	£0	£0	£0	£0	£1,631	£1,631	£1,631	£4,893
EXPENSES															
ADDITIONAL EXPENSES	START UP =	1													
	PER YEAR	(£150,610)													
	PER MONTH	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£150,610)
ONE-OFF SET-UP EXPENSES	ONE-OFF COST	(£37,581)													£0
MONTHLY SURPLUS / (DEFICIT)			(£10,766)	(£441)	£5,364	(£6,631)	(£6,131)	(£5,603)	(£2,979)	(£2,330)	(£2,058)	(£361)	(£291)	(£216)	(£32,444)
CUMULATIVE MONTHLY BALANCE			(£60,897)	(£61,338)	(£55,974)	(£62,605)	(£68,736)	(£74,339)	(£77,318)	(£79,649)	(£81,707)	(£82,068)	(£82,359)	(£82,575)	

The cashflow assumes that the additional expenses of the new operations will be incurred immediately.
 The marginal impact of Pay & Display revenue is accounted for after implementation.

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION: July 2017 IH base
 MODEL DATE: 27-Jul-17
 CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL
 VERSION: July 2017 in house base model

CASH FLOW ANALYSIS

SECOND 12 MONTHS OF OPERATION

PCNs ISSUED PER YEAR 8,975
 PCNs ISSUED PER MONTH 748
 being: ON-STREET 443
 OFF-STREET 305

MONTH NUMBER			13	14	15	16	17	18	19	20	21	22	23	24	24 MTHS
	START UP % OF PCNs ISSUED														
	Growth Rate	No. Growth Periods													
MONTHLY PCN ISSUE	ON-STREET	6%	443	443	443	443	443	443	443	443	443	443	443	443	
	OFF-STREET	6%	305	305	305	305	305	305	305	305	305	305	305	305	
	TOTAL:		748	748	748	748	748	748	748	748	748	748	748	748	8,976
MONTHLY ECN ISSUE	ECNs		0	0	0	0	0	0	0	0	0	0	0	0	0
MARGINAL REVENUE															
ECNs REVENUE EXCLUDED	PER YEAR	(£149,620)													
ECNs REVENUE EXCLUDED	PER MONTH	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR	£148,587													
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH	£12,382	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	
PCNs FULL PAYMENT LEVEL	PER YEAR	£79,247													
PCNs FULL PAYMENT LEVEL	PER MONTH	£6,604	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR	£29,717													
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH	£2,476	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	
	Per Year:	£107,931													
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE														
ECNs	3 (RANGE 0 - 3)		(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£149,620)
DISCOUNT	1 (RANGE 0 - 2)		£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£148,604
NORMAL	2 (RANGE 0 - 3)		£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£79,255
INCREMENTED	6 (RANGE 0 - 6)		£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£29,721
TOTAL ECN / PCN PAYMENTS RECEIVED			£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£107,960
PERMITS															
NEW PERMIT ISSUE DISTRIBUTION			25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES															
NEW PERMIT ISSUE VOLUMES		0	0	0	0	0	0	0	0	0	0	0	0	0	
PERMIT REVENUE															
NEW PERMIT ISSUE INCOME	PER YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
TOTAL PERMIT ISSUE PAYMENTS RECEIVED			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY			£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£20,130
ON STREET CHARGING - ADDITIONAL REVENUE ONLY			£108	£108	£108	£108	£108	£108	£108	£108	£108	£108	£108	£108	£1,290
CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
NET COUNTY COURT PROCEEDS			£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£19,572
EXPENSES															
ADDITIONAL EXPENSES	START UP =	1													
	PER YEAR	(£150,610)													
	PER MONTH	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£150,610)
ONE-OFF SET-UP EXPENSES	ONE-OFF COST	(£37,581)													£0
MONTHLY SURPLUS / (DEFICIT)			(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£1,658)
CUMULATIVE MONTHLY BALANCE			(£82,713)	(£82,852)	(£82,990)	(£83,128)	(£83,266)	(£83,404)	(£83,542)	(£83,680)	(£83,818)	(£83,957)	(£84,095)	(£84,233)	

The cashflow assumes that the additional expenses of the new operations will be incurred immediately.
 The marginal impact of Pay & Display revenue is accounted for after implementation.

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION: July 2017 IH base
 MODEL DATE: 27-Jul-17
 CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL
 VERSION: July 2017 in house base model

CASH FLOW ANALYSIS

THIRD 12 MONTHS OF OPERATION

PCNs ISSUED PER YEAR 8,975
 PCNs ISSUED PER MONTH 748
 being: ON-STREET 443
 OFF-STREET 305

MONTH NUMBER			25	26	27	28	29	30	31	32	33	34	35	36	36 MTHS
	START UP % OF PCNs ISSUED														
	Growth Rate	No. Growth Periods													
MONTHLY PCN ISSUE	ON-STREET	6%	443	443	443	443	443	443	443	443	443	443	443	443	443
	OFF-STREET	6%	305	305	305	305	305	305	305	305	305	305	305	305	305
	TOTAL:		748	748	748	748	748	748	748	748	748	748	748	748	8,976
MONTHLY ECN ISSUE	ECNs		0	0	0	0	0	0	0	0	0	0	0	0	0
MARGINAL REVENUE															
ECNs REVENUE EXCLUDED	PER YEAR		(£149,620)												
ECNs REVENUE EXCLUDED	PER MONTH		(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)
PCNs AT DISCOUNT PAYMENT LEVEL	PER YEAR		£148,587												
PCNs DISCOUNT PAYMENT LEVEL	PER MONTH		£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384
PCNs FULL PAYMENT LEVEL	PER YEAR		£79,247												
PCNs FULL PAYMENT LEVEL	PER MONTH		£6,604	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605
PCNs INCREMENTED PAYMENT LEVEL	PER YEAR		£29,717												
PCNs INCREMENTED PAYMENT LEVEL	PER MONTH		£2,476	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477
	Per Year:		£107,931												
TIME DELAY IN PAYMENTS	MONTHS FROM ISSUE														
ECNs	3 (RANGE 0 - 3)		(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£12,468)	(£149,620)
DISCOUNT	1 (RANGE 0 - 2)		£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£12,384	£148,604
NORMAL	2 (RANGE 0 - 3)		£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£6,605	£79,255
INCREMENTED	6 (RANGE 0 - 6)		£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£2,477	£29,721
TOTAL ECN / PCN PAYMENTS RECEIVED			£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£8,997	£107,960
PERMITS															
NEW PERMIT ISSUE DISTRIBUTION			25%	10%	5%	0%	0%	0%	0%	0%	0%	10%	20%	30%	
PERMIT VOLUMES															
NEW PERMIT ISSUE VOLUMES		0	0	0	0	0	0	0	0	0	0	0	0	0	0
PERMIT REVENUE															
NEW PERMIT ISSUE INCOME	PER YEAR	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
TOTAL PERMIT ISSUE PAYMENTS RECEIVED			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
CAR PARK RECEIPTS - ADDITIONAL REVENUE ONLY			£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£1,678	£20,130
ON STREET CHARGING - ADDITIONAL REVENUE ONLY			£108	£108	£108	£108	£108	£108	£108	£108	£108	£108	£108	£108	£1,290
CLAMP & REMOVAL OPERATIONS - ADDITIONAL REVENUE			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
NET COUNTY COURT PROCEEDS			£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£1,631	£19,572
EXPENSES															
ADDITIONAL EXPENSES	START UP =	1													
	PER YEAR	(£150,610)													
	PER MONTH	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£12,551)	(£150,610)
ONE-OFF SET-UP EXPENSES	ONE-OFF COST	(£37,581)													£0
MONTHLY SURPLUS / (DEFICIT)			(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£138)	(£1,658)
CUMULATIVE MONTHLY BALANCE			(£84,371)	(£84,509)	(£84,647)	(£84,785)	(£84,923)	(£85,062)	(£85,200)	(£85,338)	(£85,476)	(£85,614)	(£85,752)	(£85,890)	

The cashflow assumes that the additional expenses of the new operations will be incurred immediately.
 The marginal impact of Pay & Display revenue is accounted for after implementation.

ENFORCEMENT OF ENFORCEMENT BY REGULATION

Table with columns: WEDNESDAY - SATURDAY, TYPE OF REGULATION, INDEX, DAYS, and various council wards (Alcester to Yaxley). Rows include regulations like B2C2, B2C3, C2B1, etc., with enforcement dates and methods (e.g., 1 Week, 4 weeks).

SUNDAY

Table with columns: SUNDAY, TYPE OF REGULATION, INDEX, DAYS, and various council wards (Alcester to Yaxley). Rows include regulations like B2C2, B2C3, C2B1, etc., with enforcement dates and methods (e.g., 0 Dav, 1 Week).

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TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION: July 2017 IH base
 MODEL DATE: 27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL
 VERSION: July 2017 in house base model

PATROL CODE TABLE - BY RESTRICTION

REGULATION DESCRIPTION	Patrol Code	Index
BSC 7am-7pm	1	1
BSC 7am-7pm/Taxis 7pm-7am	1	2
Coaches Only	3	3
Coaches Only Th	3	4
DBH	3	5
Loading Bay Market Day 5am-8am & 3pm-6pm	2	6
Loading Bay M-Sat 7am-7pm	2	7
Loading Bay M-Sat 7am-7pm/Taxis M-Sat 7pm-7am & Sundays	2	8
LW 1 hr NR 2hrs M-Sat 8am-6pm	4	9
LW 1hr NR 1hr M-Sat 8am-6pm	4	10
LW 1hr NR 2hrs M-F 8am-6pm	4	11
LW 1hr NR 2hrs M-F 8am-6pm & Sat 7am-6pm	4	12
LW 1hr NR 2hrs M-Sat 7am-6pm	4	13
LW 1hr NR 2hrs M-Sat 7am-6pm except Market days	4	14
LW 20mins NR 20mins M-Sat 8am-6pm	4	15
LW 2hrs NR 2hrs M-Sat 8am-6pm	4	16
LW 2hrs NR 4hrs M-Sat 8am-6pm	4	17
LW 30mins NR 1hr M-Sat 8am-6pm	4	18
LW 30mins NR 30mins M-F 9am-5.30pm	4	19
LW 30mins NR 30mins M-Sat 8am-6pm	4	20
LW 3hrs NR 3hrs M-Sat 8am-6pm	4	21
NS 7am-7pm except buses	1	22
NW 8am-6pm	1	23
NW M-F 11am-12noon	1	24
NW M-F 2.45pm-3.15pm	1	25
NW M-F 7.45am-9.30am & 2.30pm-4.30pm	1	26
NW M-F 8.15am-9.15am & 2.45pm-3.45pm	1	27
NW M-F 8.30am-9.15am & 2.30pm-3.30pm	1	28
NW M-F 8.30am-9.15am & 3pm-3.45pm	1	29
NW M-F 8.30am-9.20am & 2.45pm-3.45pm	1	30
NW M-F 8.30am-9.30am & 2.30pm-3.30pm	1	31
NW M-F 8.30am-9.30am & 2.45pm-3.45pm	1	32
NW M-F 8.30am-9.30am & 2.45pm-3.45pm	1	33
NW M-F 8.30am-9.30am & 3pm-4pm	1	34
NW M-F 8.30am-9am & 3pm-3.30pm	1	35
NW M-F 8.40am-9.20am & 2.50pm-3.30pm	1	36
NW M-F 8am-4pm	1	37
NW M-F 8am-5pm	1	38
NW M-F 9am-5pm	1	39
NW M-Sat 6pm-7am	1	40
NW M-Sat 7am-6pm	1	41
NW M-Sat 8am-6pm	1	42
NW M-Sat 8am-6pm except for wedding and funeral vehicles	1	43
NW Sat, Sun & BH 1st May to 30th Sept	1	44
NW Th 8am-6pm	1	45
NWAAT	1	46
NWAAT except for wedding and funeral vehicles	1	47
NWAAT/NL 7am-10am & 4pm-7pm	1	48
NWAAT/NL M-Sat 8am-6pm	1	49
NWAAT/NL M-Sat 8am-9am & 4pm-5.30pm	1	50
NWAAT/NLAAT	1	51
RPH	3	52
RPH M-Sat 8am-6pm	3	53
RPH Zone A	3	54
RPH Zone B	3	55
SPP	3	56
SPP M-Sat 7am-6pm	3	57
Taxis Only	3	58

PATROL FREQUENCY FACTORS

PATROL FREQUENCY	Visit Factor Mon to Sat - Weekly	Visit Factor Sunday - Weekly	Visit Factor Mon to Sat - Daily	Visit Factor Sunday - Daily
DAY	1.0000	1.0000	1.0000	1.0000
FORTNIGHT	0.5000	0.5000	0.1000	0.5000
MONTH	0.2308	0.2308	0.0476	0.2308
WEEK	1.0000	n/a	0.1429	n/a

NOTE *

* Day factor set to 1 for Mon-Sat and multiplied by days of enforcement required per type of restriction (See Streets)

PATROL SPEED TABLE

PATROL CODE / SPEED	CODE	PA SPEED M/hr
NO RESTRICTIONS	0	4,900
YELLOW LINES	1	4,690
LOADING RESTRICTIONS	2	3,000
PERMITTED PARKING BAYS	3	1,420
LIMITED WAITING	4	900
MOBILE PATROLS	5	9,250
OTHER RESTRICTIONS	6	4,690
PAY & DISPLAY	7	1,420
AVERAGE (ALL RESTNS)	8	2,500

MOBILE PATROLS

Count of AREA	Total	Mobile?
AREA		
Aiconbury	3	Y
Bluntingsham	6	Y
Brampton	55	N
Brington	4	Y
Buckden	12	Y
Bury	12	Y
Earith	16	Y
Ellington	3	Y
Farcet	7	Y
Fenstanton	11	Y
Godmanchester	30	N
Great Gidding	1	Y
Great Gransden	1	Y
Great Staughton	8	Y
Great Stukeley	9	Y
Hartford	1	Y
Hemingford Grey	19	N
Hemingford Grey & Fenstanton	2	Y
Hinchingbrooke	8	Y
Houghton	8	Y
Houghton & Wyton	2	Y
Huntingdon	323	N
Kimbolton	8	Y
Little Paxton	5	Y
Offord Cluny	2	Y
Perry	4	Y
Ramsey	74	N
Sawtry	14	N
Sibson-cum-Stibbington	4	Y
Somersham	31	N
Southoe	2	Y
St Ives	219	N
St Neots	319	N
Stibbington	2	Y
Stilton	12	Y
Warboys	2	Y
Waresley	3	Y
Yaxley	33	N
Grand Total	1275	

TRO review calculations

- FINANCIAL MODEL OF IMPLEMENTATION
HUNTINGDONSHIRE DISTRICT COUNCIL
July 2017 in house base model
Estimates for TRO Review

MODEL VERSION: July 2017 IH base
MODEL DATE: 27 July 2017

Base data	Items	Basis	Source
Number of TRO items	1274		Number given by Cambs County Council
Number of signs	1274	1	TRO items x 1
Number of survey tiles	255	0.2	TRO items x 0.2
Number of queries generated	764	0.6	60% of TRO items
Effective working hours per day	7		
Length of lines	57,980		From TRO database
Signs to be replaced	127	10%	10% of signs
Sign posts to be replaced	127	10%	10% of signs
Lines to be repainted	14,495	25%	25% of lines

Reference in tender and task list	Basis (items)	Items per day	Day rate	Days required	Task cost	Notes
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Surveying

Set-up OS data on RTAA server (days)	1	1	£275	1.0	£275	
Cost of on-site survey (per surveyed item)	1274	25	£325	51.0	£16,562	Signs, lines and digital photographs
drive remaining roads to complete the surveys (per km)	150	50	£300	3.0	£900	2 person team
prepare pre survey tiles and grids and print	255	100	£275	2.5	£701	
Total on-site survey costs:					£17,737	

Data Entry for TROs

PC Initial setup (days)	1	1	£275	1.0	£275	
Sign input into mapping database (with photo of each sign provided and located on plan)	1274	200	£275	6.4	£1,752	
Build restrictions in mapping database (text information in workspace)	1274	50	£275	25.5	£7,007	Restrictions mapped as polygons (inc. input of restriction codes and restriction descriptions in attribute table)
Provide query locations Pdfs (per query)	255	125	£275	2.0	£561	provided as a layer
Provide AAT removal Pdfs (per plate)	255	150	£275	1.7	£467	includes mounting type and photo
Provide photo location layer Pdfs (per photo)	1274	400	£275	3.2	£876	all signs (except AAT photos) plus query ph
provide non TRO information Pdf layer: eg Ped X and Bus stops (per pdf)	26	20	£275	1.3	£358	at 10% estimated of total tiles
Total Data entry costs:					£11,295	

Mapping and remedial query lists for TROs

Preparation of excel query lists for mapping and remedials (per query)	764	50	£350	15.3	£5,351	Queries @ 60% of TRO items. X ref to pdfs
Re mapping resolved queries (per query)	764	75	£275	10.2	£2,803	on receipt of instruction from client
Total mapping queries:					£8,154	

Final modifications, consolidation orders and training

Completion of map layout and labelling (1 label per restriction type per map) (per item)	1274	300	£275	4.2	£1,168	
Preparation of data CD	1	1	£275	1.0	£275	
Creation of final book of PDFs of TRO mapped schedules (per tile)	255	120	£275	2.1	£584	
Printing of one book of TRO mapped schedules (per tile)	255	120	£275	2.1	£584	1 set of plans for TRO mapped schedules
Data installation (days)	1	1	£350	1.0	£350	
Total finishing:					£2,962	

Project planning and management

Project meetings (days)	4	1	£695	4.0	£2,780	allows 1.3 days per meeting.
Project supervision & quality checking (per item)	1274	400	£595	3.2	£1,895	
Project management (days) per 1274 items	1274	400	£595	3.2	£1,895	
Total project management:					£6,570	

Remedial works

	Item cost		
Signs to be replaced	127	£75	£9,555
Signposts to be replaced	127	£250	£31,850
Lines to be repainted	14,495	£1.00	£14,495
Total remedial works:			£55,900

Summary:	Unit cost	Capital
On-site survey costs	13.71	£17,737
Data entry costs	8.65	£11,295
Queries costs	12.80	£8,154
Finishing costs	0.67	£2,962
Project management costs	2.98	£6,570
Remedial works	43.88	£55,900
Total estimate for TRO review	82.68	£102,617

£46,717

Notes:

Assumes:
OS data provided by the client with authority licence agreement.
GIS software - to be confirmed by client
Use of map based schedules, text database behind schedules is the workspace data.
The existing orders are not being checked as part of the above quotation. TROs will be mapped to survey
A TRO item is defined as a single section of TRO. Both sides of a road count as 2 items
Off-street car park outline plan survey and preparation of off-street mapped schedules is an additional option at £75 per car park.
Prices are exclusive of VAT
quotation is based on estimates of numbers of TRO items to be confirmed
at the end of the surveys. 1274 TRO items have been used for this
estimated price.
Council to provide a copy of the adopted highway plan and the
administrative boundary of Council and OS licence user permission

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL
VERSION: July 2017 in house base model
SHEET: DATABASE OF TROs TO BE ENFORCED

TOTAL

105.02

STREET	AREA	RESTRICTION DESCRIPTION	METRES	Patrol Code	Mobile Patrol?	Enforcement Speed per hour	Patrols Mon-Sats	No. Of Days Mon - Sat	Frequency Mon-Sats	Patrols Sundays	Frequency Sundays	Total time per week (hours)
High Street	Alconbury	NWAAT	25	5	Y	9,250	1	6	Week	0	Day	0.00
Rusts Lane	Alconbury	NWAAT	70	5	Y	9,250	1	6	Week	0	Day	0.01
Rusts Lane	Alconbury	NWAAT	70	5	Y	9,250	1	6	Week	0	Day	0.01
Colne Road	Bluntisham	NW M-F 8.30am-9am & 3pm-3.30pm	20	5	Y	9,250	1	5	Week	0	Day	0.00
Colne Road	Bluntisham	NW M-F 8.30am-9am & 3pm-3.30pm	135	5	Y	9,250	1	5	Week	0	Day	0.01
Colne Road	Bluntisham	NWAAT	60	5	Y	9,250	1	6	Week	0	Day	0.01
Colne Road	Bluntisham	NWAAT	40	5	Y	9,250	1	6	Week	0	Day	0.00
The Poplars	Bluntisham	NWAAT	15	5	Y	9,250	1	6	Week	0	Day	0.00
The Poplars	Bluntisham	NWAAT	15	5	Y	9,250	1	6	Week	0	Day	0.00
Bernard Road	Brampton	NWAAT	50	1	N	4,690	3	6	week	0	Day	0.03
Bernard Road	Brampton	NWAAT	50	1	N	4,690	3	6	week	0	Day	0.03
Buckden Road	Brampton	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
Church Street	Brampton	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
Crane Street	Brampton	NWAAT	33	1	N	4,690	3	6	week	0	Day	0.02
Crane Street	Brampton	NWAAT	19	1	N	4,690	3	6	week	0	Day	0.01
Green Lane	Brampton	NWAAT	45	1	N	4,690	3	6	week	0	Day	0.02
Grove Lane	Brampton	NWAAT	20	1	N	4,690	3	6	week	0	Day	0.01
Grove Lane	Brampton	NWAAT	20	1	N	4,690	3	6	week	0	Day	0.01
Grove Lane	Brampton	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Grove Lane	Brampton	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
High Street	Brampton	NW 8am-6pm	45	1	N	4,690	3	6	week	0	Day	0.02
High Street	Brampton	NW 8am-6pm	45	1	N	4,690	3	6	week	0	Day	0.02
High Street	Brampton	NWAAT	46	1	N	4,690	3	6	week	0	Day	0.03
High Street	Brampton	NWAAT	59	1	N	4,690	3	6	week	0	Day	0.03
High Street	Brampton	NWAAT	25	1	N	4,690	3	6	week	0	Day	0.01
High Street	Brampton	NWAAT	25	1	N	4,690	3	6	week	0	Day	0.01
High Street	Brampton	NWAAT	46	1	N	4,690	3	6	week	0	Day	0.03
High Street	Brampton	NWAAT	13	1	N	4,690	3	6	week	0	Day	0.01
High Street	Brampton	NWAAT	94	1	N	4,690	3	6	week	0	Day	0.05
High Street	Brampton	NWAAT	32	1	N	4,690	3	6	week	0	Day	0.02
High Street	Brampton	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Horseshoe Way	Brampton	NWAAT	20	1	N	4,690	3	6	week	0	Day	0.01
Horseshoe Way	Brampton	NWAAT	20	1	N	4,690	3	6	week	0	Day	0.01
Horseshoe Way	Brampton	NWAAT	40	1	N	4,690	3	6	week	0	Day	0.02
Horseshoe Way	Brampton	NWAAT	40	1	N	4,690	3	6	week	0	Day	0.02
Miller Way	Brampton	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
Miller Way	Brampton	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
Miller Way	Brampton	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
Miller Way	Brampton	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
Miller Way	Brampton	NWAAT	20	1	N	4,690	3	6	week	0	Day	0.01
Miller Way	Brampton	NWAAT	20	1	N	4,690	3	6	week	0	Day	0.01
Miller Way	Brampton	NWAAT	30	1	N	4,690	3	6	week	0	Day	0.02
Miller Way	Brampton	NWAAT	30	1	N	4,690	3	6	week	0	Day	0.02
Miller Way	Brampton	NWAAT	30	1	N	4,690	3	6	week	0	Day	0.02
Park Road	Brampton	NW M-F 8.30am-9.20am & 2.45pm-3.45pm	49	1	N	4,690	3	5	week	0	Day	0.02
Park Road	Brampton	NW M-F 8.30am-9.20am & 2.45pm-3.45pm	49	1	N	4,690	3	5	week	0	Day	0.02
Park Road	Brampton	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	20	1	N	4,690	3	5	week	0	Day	0.01
Park Road	Brampton	NWAAT	50	1	N	4,690	3	6	week	0	Day	0.03
Park Road	Brampton	NWAAT	50	1	N	4,690	3	6	week	0	Day	0.03
The Green	Brampton	NW M-F 8.30am-9.20am & 2.45pm-3.45pm	58	1	N	4,690	3	5	week	0	Day	0.03
The Green	Brampton	NW M-F 8.30am-9.20am & 2.45pm-3.45pm	41	1	N	4,690	3	5	week	0	Day	0.02
The Green	Brampton	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	20	1	N	4,690	3	5	week	0	Day	0.01
The Green	Brampton	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	20	1	N	4,690	3	5	week	0	Day	0.01
The Green	Brampton	NWAAT	18	1	N	4,690	3	6	week	0	Day	0.01
The Green	Brampton	NWAAT	20	1	N	4,690	3	6	week	0	Day	0.01
The Green	Brampton	NWAAT	100	1	N	4,690	3	6	week	0	Day	0.05
The Green	Brampton	NWAAT	112	1	N	4,690	3	6	week	0	Day	0.06
The Green	Brampton	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
The Green	Brampton	NWAAT	87	1	N	4,690	3	6	week	0	Day	0.05

			Streets									
The Green	Brampton	NWAAT	29	1	N	4,690	3	6	week	0	Day	0.02
West End	Brampton	NWAAT	50	1	N	4,690	3	6	week	0	Day	0.03
West End	Brampton	NWAAT	50	1	N	4,690	3	6	week	0	Day	0.03
Willow Close	Brampton	NWAAT	18	1	N	4,690	3	6	week	0	Day	0.01
Willow Close	Brampton	NWAAT	18	1	N	4,690	3	6	week	0	Day	0.01
Church Lane	Brington	NW M-F 8.30am-9.30am & 2.30pm-3.30pm	48	5	Y	9,250	1	5	Week	0	Day	0.00
Church Lane	Brington	NW M-F 8.30am-9.30am & 2.30pm-3.30pm	48	5	Y	9,250	1	5	Week	0	Day	0.00
High Street	Brington	NW M-F 8.30am-9.30am & 2.30pm-3.30pm	40	5	Y	9,250	1	5	Week	0	Day	0.00
High Street	Brington	NW M-F 8.30am-9.30am & 2.30pm-3.30pm	40	5	Y	9,250	1	5	Week	0	Day	0.00
Church Street	Buckden	NW M-F 8.40am-9.20am & 2.50pm-3.30pm	40	5	Y	9,250	1	5	Week	0	Day	0.00
Church Street	Buckden	NWAAT	13	5	Y	9,250	1	6	Week	0	Day	0.00
Church Street	Buckden	NWAAT	13	5	Y	9,250	1	6	Week	0	Day	0.00
George Lane	Buckden	NWAAT	6	5	Y	9,250	1	6	Week	0	Day	0.00
Greenway	Buckden	NW M-F 8.40am-9.20am & 2.50pm-3.30pm	29	5	Y	9,250	1	5	Week	0	Day	0.00
High Street	Buckden	NWAAT	29	5	Y	9,250	1	6	Week	0	Day	0.00
High Street	Buckden	NWAAT	19	5	Y	9,250	1	6	Week	0	Day	0.00
School Lane	Buckden	DBH	13	5	Y	9,250	1	6	Week	0	Day	0.00
School Lane	Buckden	NW M-F 8.40am-9.20am & 2.50pm-3.30pm	24	5	Y	9,250	1	5	Week	0	Day	0.00
School Lane	Buckden	NW M-F 8.40am-9.20am & 2.50pm-3.30pm	6	5	Y	9,250	1	5	Week	0	Day	0.00
School Lane	Buckden	NW M-F 8.40am-9.20am & 2.50pm-3.30pm	20	5	Y	9,250	1	5	Week	0	Day	0.00
School Lane	Buckden	NW M-F 8.40am-9.20am & 2.50pm-3.30pm	24	5	Y	9,250	1	5	Week	0	Day	0.00
Grenfell Road	Bury	NWAAT	15	5	Y	9,250	1	6	Week	0	Day	0.00
Grenfell Road	Bury	NWAAT	15	5	Y	9,250	1	6	Week	0	Day	0.00
High Street	Bury	LW 30mins NR 30mins M-Sat 8am-6pm	25	5	Y	9,250	2	6	Week	0	Day	0.00
High Street	Bury	NWAAT	30	5	Y	9,250	1	6	Week	0	Day	0.00
High Street	Bury	NWAAT	20	5	Y	9,250	1	6	Week	0	Day	0.00
High Street	Bury	NWAAT	32	5	Y	9,250	1	6	Week	0	Day	0.00
Owls End	Bury	NWAAT	30	5	Y	9,250	1	6	Week	0	Day	0.00
Owls End	Bury	NWAAT	50	5	Y	9,250	1	6	Week	0	Day	0.00
Upwood Road	Bury	LW 30mins NR 30mins M-Sat 8am-6pm	15	5	Y	9,250	2	6	Week	0	Day	0.00
Upwood Road	Bury	NWAAT	80	5	Y	9,250	1	6	Week	0	Day	0.01
Upwood Road	Bury	NWAAT	25	5	Y	9,250	1	6	Week	0	Day	0.00
Upwood Road	Bury	NWAAT	40	5	Y	9,250	1	6	Week	0	Day	0.00
Bridge End	Earith	NWAAT	47	5	Y	9,250	1	6	week	0	Day	0.00
Bridge End	Earith	NWAAT	42	5	Y	9,250	1	6	week	0	Day	0.00
Bridge End	Earith	NWAAT	47	5	Y	9,250	1	6	week	0	Day	0.00
Chapel Lane	Earith	NWAAT	21	5	Y	9,250	1	6	week	0	Day	0.00
Chapel Lane	Earith	NWAAT	21	5	Y	9,250	1	6	week	0	Day	0.00
Cook's Drove	Earith	NWAAT	26	5	Y	9,250	1	6	week	0	Day	0.00
Cook's Drove	Earith	NWAAT	26	5	Y	9,250	1	6	week	0	Day	0.00
Cook's Drove	Earith	NWAAT	30	5	Y	9,250	1	6	week	0	Day	0.00
Cook's Drove	Earith	NWAAT	47	5	Y	9,250	1	6	week	0	Day	0.00
Cook's Drove	Earith	NWAAT	47	5	Y	9,250	1	6	week	0	Day	0.00
Cook's Drove	Earith	NWAAT	37	5	Y	9,250	1	6	week	0	Day	0.00
High Street	Earith	NWAAT	61	5	Y	9,250	1	6	week	0	Day	0.01
High Street	Earith	NWAAT	61	5	Y	9,250	1	6	week	0	Day	0.01
High Street	Earith	NWAAT	65	5	Y	9,250	1	6	week	0	Day	0.01
Vermuyden	Earith	NWAAT	15	5	Y	9,250	1	6	week	0	Day	0.00
Vermuyden	Earith	NWAAT	15	5	Y	9,250	1	6	week	0	Day	0.00
Grafham Road	Ellington	NWAAT	20	5	Y	9,250	1	6	Week	0	Day	0.00
Grafham Road	Ellington	NWAAT	20	5	Y	9,250	1	6	Week	0	Day	0.00
High Street	Ellington	NWAAT	30	5	Y	9,250	1	6	Week	0	Day	0.00
Cross Street	Farcet	NWAAT	62	5	Y	9,250	1	6	Week	0	Day	0.01
Cross Street	Farcet	NWAAT	47	5	Y	9,250	1	6	Week	0	Day	0.00
Main Street	Farcet	DBH	6	5	Y	9,250	1	6	Week	0	Day	0.00
Middle Street	Farcet	NWAAT	10	5	Y	9,250	1	6	Week	0	Day	0.00
St Marys Street	Farcet	NWAAT	12	5	Y	9,250	1	6	Week	0	Day	0.00
St Marys Street	Farcet	NWAAT	18	5	Y	9,250	1	6	Week	0	Day	0.00
Winston Way	Farcet	DBH	7	5	Y	9,250	1	6	Week	0	Day	0.00
Bell Lane	Fenstanton	NWAAT	21	5	Y	9,250	1	6	Week	0	Day	0.00
Bell Lane	Fenstanton	NWAAT	21	5	Y	9,250	1	6	Week	0	Day	0.00
High Street	Fenstanton	LW 20mins NR 20mins M-Sat 8am-6pm	32	5	Y	9,250	2	6	Week	0	Day	0.01
High Street	Fenstanton	NWAAT	28	5	Y	9,250	1	6	Week	0	Day	0.00
Hilton Road	Fenstanton	LW 20mins NR 20mins M-Sat 8am-6pm	7	5	Y	9,250	2	6	Week	0	Day	0.00
Honey Hill	Fenstanton	NW M-F 8.30am-9.30am & 3pm-4pm	8	5	Y	9,250	1	5	Week	0	Day	0.00
Honey Hill	Fenstanton	NWAAT	36	5	Y	9,250	1	6	Week	0	Day	0.00
Honey Hill	Fenstanton	NWAAT	47	5	Y	9,250	1	6	Week	0	Day	0.00
Honey Hill	Fenstanton	NWAAT	57	5	Y	9,250	1	6	Week	0	Day	0.01
Honey Hill	Fenstanton	NWAAT	72	5	Y	9,250	1	6	Week	0	Day	0.01
Honey Hill	Fenstanton	NWAAT	47	5	Y	9,250	1	6	Week	0	Day	0.00

			Streets									
Cambridge Road	Godmanchester	NWAAT	30	1	N	4,690	3	6	week	0	Day	0.02
Causeway	Godmanchester	LW 1hr NR 1hr M-Sat 8am-6pm	15	4	N	900	4	6	week	0	Day	0.06
Causeway	Godmanchester	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
Chadley Lane	Godmanchester	NWAAT	63	1	N	4,690	3	6	week	0	Day	0.03
Church Place	Godmanchester	NWAAT	10	1	N	4,690	3	6	week	0	Day	0.01
Church Place	Godmanchester	NWAAT	10	1	N	4,690	3	6	week	0	Day	0.01
East Chadley Lane	Godmanchester	NWAAT	20	1	N	4,690	3	6	week	0	Day	0.01
East Chadley Lane	Godmanchester	NWAAT	35	1	N	4,690	3	6	week	0	Day	0.02
Linden Grove	Godmanchester	NWAAT	10	1	N	4,690	3	6	week	0	Day	0.01
Linden Grove	Godmanchester	NWAAT	10	1	N	4,690	3	6	week	0	Day	0.01
London Road	Godmanchester	NWAAT	180	1	N	4,690	3	6	week	0	Day	0.10
Meadow Way	Godmanchester	NWAAT	20	1	N	4,690	3	6	week	0	Day	0.01
Meadow Way	Godmanchester	NWAAT	20	1	N	4,690	3	6	week	0	Day	0.01
Orchard Way	Godmanchester	NWAAT	10	1	N	4,690	3	6	week	0	Day	0.01
Orchard Way	Godmanchester	NWAAT	11	1	N	4,690	3	6	week	0	Day	0.01
Orchard Way	Godmanchester	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Park Lane	Godmanchester	NWAAT	20	1	N	4,690	3	6	week	0	Day	0.01
Park Lane	Godmanchester	NWAAT	20	1	N	4,690	3	6	week	0	Day	0.01
Park Lane	Godmanchester	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Park Lane	Godmanchester	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Park Lane	Godmanchester	NWAAT	3	1	N	4,690	3	6	week	0	Day	0.00
Park Lane	Godmanchester	NWAAT	10	1	N	4,690	3	6	week	0	Day	0.01
Park Lane	Godmanchester	NWAAT	9	1	N	4,690	3	6	week	0	Day	0.00
Park Lane	Godmanchester	NWAAT	7	1	N	4,690	3	6	week	0	Day	0.00
Pinfold Lane	Godmanchester	NWAAT	72	1	N	4,690	3	6	week	0	Day	0.04
Pinfold Lane	Godmanchester	NWAAT	44	1	N	4,690	3	6	week	0	Day	0.02
Post Street	Godmanchester	LW 30mins NR 30mins M-Sat 8am-6pm	35	4	N	900	4	6	week	0	Day	0.13
Post Street	Godmanchester	NWAAT	20	1	N	4,690	3	6	week	0	Day	0.01
St Ann's Lane	Godmanchester	NWAAT	130	1	N	4,690	3	6	week	0	Day	0.07
The Avenue	Godmanchester	NWAAT	30	1	N	4,690	3	6	week	0	Day	0.02
Main Street	Great Gidding	DBH	6	5	Y	9,250	1	6	Week	0	Day	0.00
Middle Street	Great Gransden	NW M-F 8.30am-9.15am & 3pm-3.45pm	19	5	Y	9,250	1	5	Week	0	Day	0.00
Beachampstead Road	Great Staughton	NWAAT	15	5	Y	9,250	1	6	Week	0	Day	0.00
Beachampstead Road	Great Staughton	NWAAT	15	5	Y	9,250	1	6	Week	0	Day	0.00
Causeway	Great Staughton	NW M-F 2.45pm-3.15pm	35	5	Y	9,250	1	5	Week	0	Day	0.00
The Highway	Great Staughton	NWAAT	8	5	Y	9,250	1	6	Week	0	Day	0.00
The Highway	Great Staughton	NWAAT	12	5	Y	9,250	1	6	Week	0	Day	0.00
The Highway	Great Staughton	NWAAT	26	5	Y	9,250	1	6	Week	0	Day	0.00
The Town	Great Staughton	NWAAT	47	5	Y	9,250	1	6	Week	0	Day	0.00
The Town	Great Staughton	NWAAT	47	5	Y	9,250	1	6	Week	0	Day	0.00
Church Road	Great Stukeley	NWAAT	40	5	Y	9,250	1	6	Week	0	Day	0.00
Church Road	Great Stukeley	NWAAT	30	5	Y	9,250	1	6	Week	0	Day	0.00
Ermine Street	Great Stukeley	NWAAT	45	5	Y	9,250	1	6	Week	0	Day	0.00
Lancaster Way	Great Stukeley	NWAAT	47	5	Y	9,250	1	6	Week	0	Day	0.00
Lancaster Way	Great Stukeley	NWAAT	47	5	Y	9,250	1	6	Week	0	Day	0.00
Spitfire Close	Great Stukeley	NWAAT	120	5	Y	9,250	1	6	Week	0	Day	0.01
Spitfire Close	Great Stukeley	NWAAT	120	5	Y	9,250	1	6	Week	0	Day	0.01
Spitfire Close	Great Stukeley	NWAAT	72	5	Y	9,250	1	6	Week	0	Day	0.01
Spitfire Close	Great Stukeley	NWAAT	72	5	Y	9,250	1	6	Week	0	Day	0.01
Hall Close	Hartford	NWAAT	75	5	Y	9,250	1	6	Week	0	Day	0.01
Braggs Lane	Hemingford Grey	NWAAT	10	1	N	4,690	1	6	Week	0	Day	0.00
Braggs Lane	Hemingford Grey	NWAAT	10	1	N	4,690	1	6	Week	0	Day	0.00
Church Lane	Hemingford Grey	NWAAT	10	1	N	4,690	1	6	Week	0	Day	0.00
Church Lane	Hemingford Grey	NWAAT	10	1	N	4,690	1	6	Week	0	Day	0.00
Church Street	Hemingford Grey	NWAAT	58	1	N	4,690	1	6	Week	0	Day	0.01
Hemingford Road	Hemingford Grey	NWAAT	30	1	N	4,690	1	6	Week	0	Day	0.01
Hemingford Road	Hemingford Grey	NWAAT	30	1	N	4,690	1	6	Week	0	Day	0.01
High Street	Hemingford Grey	LW 30mins NR 30mins M-Sat 8am-6pm	12	4	N	900	2	6	Week	0	Day	0.02
High Street	Hemingford Grey	LW 30mins NR 30mins M-Sat 8am-6pm	40	4	N	900	2	6	Week	0	Day	0.08
High Street	Hemingford Grey	NWAAT	95	1	N	4,690	1	6	Week	0	Day	0.02
High Street	Hemingford Grey	NWAAT	45	1	N	4,690	1	6	Week	0	Day	0.01
High Street	Hemingford Grey	NWAAT	19	1	N	4,690	1	6	Week	0	Day	0.00
High Street	Hemingford Grey	NWAAT	45	1	N	4,690	1	6	Week	0	Day	0.01
High Street	Hemingford Grey	NWAAT	180	1	N	4,690	1	6	Week	0	Day	0.03
High Street	Hemingford Grey	NWAAT	37	1	N	4,690	1	6	Week	0	Day	0.01
Madeley Court	Hemingford Grey	NWAAT	20	1	N	4,690	1	6	Week	0	Day	0.00
Madeley Court	Hemingford Grey	NWAAT	20	1	N	4,690	1	6	Week	0	Day	0.00
Pound Road	Hemingford Grey	NWAAT	15	1	N	4,690	1	6	Week	0	Day	0.00
Pound Road	Hemingford Grey	NWAAT	15	1	N	4,690	1	6	Week	0	Day	0.00
New Bridge & London Road	Hemingford Grey & Fenstanton	NWAAT	310	5	Y	9,250	1	6	Week	0	Day	0.03

			Streets										
New Bridge & London Road	Hemingford Grey & Fenstanton	NWAAT	300	5	Y	9,250	1	6	Week	0	Day	0.03	
Access road to Hinchingsbrooke County Park	Hinchingsbrooke	NWAAT	48	5	Y	9,250	1	6	week	0	Day	0.00	
Access road to Hinchingsbrooke County Park	Hinchingsbrooke	NWAAT	48	5	Y	9,250	1	6	week	0	Day	0.00	
Layby on the south-west side of Hinchingsbrooke Park Road	Hinchingsbrooke	NWAAT	45	5	Y	9,250	1	6	week	0	Day	0.00	
Layby on the south-west side of Hinchingsbrooke Park Road	Hinchingsbrooke	NWAAT	45	5	Y	9,250	1	6	week	0	Day	0.00	
New Access road to Cromwell Park School	Hinchingsbrooke	NWAAT	47	5	Y	9,250	1	6	week	0	Day	0.00	
New Access road to Cromwell Park School	Hinchingsbrooke	NWAAT	47	5	Y	9,250	1	6	week	0	Day	0.00	
Parkway	Hinchingsbrooke	NWAAT	314	5	Y	9,250	1	6	week	0	Day	0.03	
Parkway	Hinchingsbrooke	NWAAT	314	5	Y	9,250	1	6	week	0	Day	0.03	
Hill Estate	Houghton	NWAAT	50	5	Y	9,250	1	6	Week	0	Day	0.00	
Hill Estate	Houghton	NWAAT	50	5	Y	9,250	1	6	Week	0	Day	0.00	
Huntingdon Road	Houghton	NWAAT	74	5	Y	9,250	1	6	Week	0	Day	0.01	
Mill Street	Houghton	NW Sat, Sun & BH 1st May to 30th Sept	210	5	Y	9,250	1	2	Week	0	Day	0.01	
Mill Street	Houghton	NW Sat, Sun & BH 1st May to 30th Sept	210	5	Y	9,250	1	2	Week	0	Day	0.01	
Mill Street	Houghton	NWAAT	214	5	Y	9,250	1	6	Week	0	Day	0.02	
Mill Street	Houghton	NWAAT	91	5	Y	9,250	1	6	Week	0	Day	0.01	
Mill Street	Houghton	NWAAT	91	5	Y	9,250	1	6	Week	0	Day	0.01	
Rings End to Buckden Road A141	Houghton & Wyton	NWAAT	820	5	Y	9,250	1	6	Week	0	Day	0.08	
Rings End to Buckden Road A141	Houghton & Wyton	NWAAT	820	5	Y	9,250	1	6	Week	0	Day	0.08	
Access road off Ambury Road	Huntingdon	LW 2hrs NR 4hrs M-Sat 8am-6pm	20	4	N	900	2	6	Day	0	Day	0.27	
Access road off Ambury Road	Huntingdon	LW 2hrs NR 4hrs M-Sat 8am-6pm	10	4	N	900	2	6	Day	0	Day	0.13	
Access road off Ambury Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Access road off Ambury Road	Huntingdon	NWAAT	27	1	N	4,690	1	6	Day	0	Day	0.03	
Access road off Ambury Road	Huntingdon	NWAAT	11	1	N	4,690	1	6	Day	0	Day	0.01	
Access road off Princes Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Access road off Princes Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Access Road to the Walks	Huntingdon	NWAAT	2	1	N	4,690	1	6	Day	0	Day	0.00	
Access Road to the Walks	Huntingdon	NWAAT	2	1	N	4,690	1	6	Day	0	Day	0.00	
Access road to The Walks East	Huntingdon	LW 30mins NR 30mins M-Sat 8am-6pm	11	4	N	900	4	6	Day	0	Day	0.29	
Access road to The Walks East	Huntingdon	LW 30mins NR 30mins M-Sat 8am-6pm	11	4	N	900	4	6	Day	0	Day	0.29	
Ambury Hill	Huntingdon	DBH	10	3	N	1,420	1	6	Day	0	Day	0.04	
Ambury Road	Huntingdon	LW 2hrs NR 4hrs M-Sat 8am-6pm	29	4	N	900	2	6	Day	0	Day	0.39	
Ambury Road	Huntingdon	LW 2hrs NR 4hrs M-Sat 8am-6pm	29	4	N	900	2	6	Day	0	Day	0.39	
Ambury Road	Huntingdon	LW 2hrs NR 4hrs M-Sat 8am-6pm	20	4	N	900	2	6	Day	0	Day	0.27	
Ambury Road	Huntingdon	LW 2hrs NR 4hrs M-Sat 8am-6pm	10	4	N	900	2	6	Day	0	Day	0.13	
Ambury Road	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02	
Ambury Road	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02	
Ambury Road	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03	
Ambury Road	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03	
Ambury Road	Huntingdon	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01	
Ambury Road	Huntingdon	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01	
Ambury Road	Huntingdon	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03	
Ambury Road	Huntingdon	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03	
Ambury Road	Huntingdon	NWAAT	35	1	N	4,690	1	6	Day	0	Day	0.04	
Ambury Road	Huntingdon	NWAAT	7	1	N	4,690	1	6	Day	0	Day	0.01	
Ambury Road	Huntingdon	NWAAT	78	1	N	4,690	1	6	Day	0	Day	0.10	
Ambury Road	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02	
Ambury Road	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03	
Ambury Road	Huntingdon	NWAAT	24	1	N	4,690	1	6	Day	0	Day	0.03	
Ambury Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06	
Ambury Road	Huntingdon	NWAAT	55	1	N	4,690	1	6	Day	0	Day	0.07	
Bernard Close	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03	
Bernard Close	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03	
Brampton Road	Huntingdon	LW 1hr NR 1hr M-Sat 8am-6pm	23	4	N	900	4	6	Day	0	Day	0.61	
Brampton Road	Huntingdon	LW 30mins NR 30mins M-Sat 8am-6pm	140	4	N	900	4	6	Day	0	Day	3.73	
Brampton Road	Huntingdon	NWAAT	241	1	N	4,690	1	6	Day	0	Day	0.31	
Brampton Road	Huntingdon	NWAAT	67	1	N	4,690	1	6	Day	0	Day	0.09	
Brampton Road	Huntingdon	NWAAT	70	1	N	4,690	1	6	Day	0	Day	0.09	
Brampton Road	Huntingdon	NWAAT	19	1	N	4,690	1	6	Day	0	Day	0.02	
Brampton Road	Huntingdon	NWAAT	191	1	N	4,690	1	6	Day	0	Day	0.24	
Brampton Road	Huntingdon	NWAAT	50	1	N	4,690	1	6	Day	0	Day	0.06	
Brampton Road	Huntingdon	NWAAT	160	1	N	4,690	1	6	Day	0	Day	0.20	
Brookside	Huntingdon	NWAAT	35	1	N	4,690	1	6	Day	0	Day	0.04	
Brookside	Huntingdon	NWAAT	35	1	N	4,690	1	6	Day	0	Day	0.04	
Butts Grove Way	Huntingdon	NW M-F 8.30am-9.15am & 2.30pm-3.30pm	34	1	N	4,690	1	5	Day	0	Day	0.04	
Butts Grove Way	Huntingdon	NW M-F 8.30am-9.15am & 2.30pm-3.30pm	22	1	N	4,690	1	5	Day	0	Day	0.02	

			Streets									
Butts Grove Way	Huntingdon	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Butts Grove Way	Huntingdon	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Butts Grove Way	Huntingdon	NWAAT	44	1	N	4,690	1	6	Day	0	Day	0.06
Butts Grove Way	Huntingdon	NWAAT	14	1	N	4,690	1	6	Day	0	Day	0.02
Butts Grove Way	Huntingdon	NWAAT	80	1	N	4,690	1	6	Day	0	Day	0.10
Butts Grove Way	Huntingdon	NWAAT	42	1	N	4,690	1	6	Day	0	Day	0.05
California Road/Sallowbush Road	Huntingdon	NWAAT	213	1	N	4,690	1	6	Day	0	Day	0.27
California Road/Sallowbush Road	Huntingdon	NWAAT	224	1	N	4,690	1	6	Day	0	Day	0.29
Cambridge Road and Cambridge Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Cambridge Road and Cambridge Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Causeway	Huntingdon	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05
Causeway	Huntingdon	LW 1hr NR 1hr M-Sat 8am-6pm	112	4	N	900	4	6	Day	0	Day	2.99
Causeway	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Causeway	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Causeway	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Causeway	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Causeway	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Chequers Way and access roads	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Chequers Way and access roads	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Coneygear Road	Huntingdon	NWAAT	103	1	N	4,690	1	6	Day	0	Day	0.13
Coneygear Road	Huntingdon	NWAAT	100	1	N	4,690	1	6	Day	0	Day	0.13
Cowper Road	Huntingdon	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Cowper Road	Huntingdon	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Cowper Road	Huntingdon	NWAAT	42	1	N	4,690	1	6	Day	0	Day	0.05
Cowper Road	Huntingdon	NWAAT	42	1	N	4,690	1	6	Day	0	Day	0.05
Cromwell Walk	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Cromwell Walk	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Dartmoor Drive	Huntingdon	NWAAT	105	1	N	4,690	1	6	Day	0	Day	0.13
Dartmoor Drive	Huntingdon	NWAAT	105	1	N	4,690	1	6	Day	0	Day	0.13
Earning Street	Huntingdon	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Earning Street	Huntingdon	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Earning Street	Huntingdon	NWAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
Earning Street	Huntingdon	NWAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
Elm Close	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Elm Close	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Ermine Street	Huntingdon	LW 30mins NR 30mins M-Sat 8am-6pm	25	4	N	900	4	6	Day	0	Day	0.67
Ermine Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ermine Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ermine Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ermine Street/Stukely Road	Huntingdon	NWAAT	139	1	N	4,690	1	6	Day	0	Day	0.18
Ermine Street/Stukely Road	Huntingdon	NWAAT	139	1	N	4,690	1	6	Day	0	Day	0.18
Euston Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Euston Street	Huntingdon	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Euston Street	Huntingdon	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Euston Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Euston Street	Huntingdon	RPH Zone A	20	3	N	1,420	1	6	Day	0	Day	0.08
Euston Street	Huntingdon	RPH Zone A	22	3	N	1,420	1	6	Day	0	Day	0.09
Euston Street	Huntingdon	RPH Zone A	28	3	N	1,420	1	6	Day	0	Day	0.12
Euston Street	Huntingdon	RPH Zone A	20	3	N	1,420	1	6	Day	0	Day	0.08
Ferrar's Road	Huntingdon	LW 2hrs NR 4hrs M-Sat 8am-6pm	6	4	N	900	2	6	Day	0	Day	0.08
Ferrar's Road	Huntingdon	LW 2hrs NR 4hrs M-Sat 8am-6pm	6	4	N	900	2	6	Day	0	Day	0.08
Ferrar's Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ferrar's Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ferrar's Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Ferrar's Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Ferrar's Road	Huntingdon	NWAAT	48	1	N	4,690	1	6	Day	0	Day	0.06
Ferrar's Road	Huntingdon	NWAAT	66	1	N	4,690	1	6	Day	0	Day	0.08
Ferrar's Road	Huntingdon	RPH Zone B	30	3	N	1,420	1	6	Day	0	Day	0.13
Fishbournes Court	Huntingdon	NWAAT	45	1	N	4,690	1	6	Day	0	Day	0.06
Fishbournes Court	Huntingdon	NWAAT	45	1	N	4,690	1	6	Day	0	Day	0.06
George Street	Huntingdon	LW 30mins NR 30mins M-Sat 8am-6pm	23	4	N	900	4	6	Day	0	Day	0.61
George Street	Huntingdon	LW 30mins NR 30mins M-Sat 8am-6pm	23	4	N	900	4	6	Day	0	Day	0.61
George Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
George Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
George Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
George Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
George Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Great Northern Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Great Northern Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Hall Close	Huntingdon	NWAAT	75	1	N	4,690	1	6	Day	0	Day	0.10
Hall Close	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03

Streets												
Hall Close	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Hardy Close	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Hardy Close	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Hartford Road	Huntingdon	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05
Hartford Road	Huntingdon	NW 8am-6pm	85	1	N	4,690	1	6	Day	0	Day	0.11
Hartford Road	Huntingdon	NW 8am-6pm	85	1	N	4,690	1	6	Day	0	Day	0.11
Hartford Road	Huntingdon	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Hartford Road	Huntingdon	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Hartford Road	Huntingdon	NW 8am-6pm	10	1	N	4,690	1	6	Day	0	Day	0.01
Hartford Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Hartford Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Hartford Road	Huntingdon	NWAAT	27	1	N	4,690	1	6	Day	0	Day	0.03
Hartford Road	Huntingdon	NWAAT	177	1	N	4,690	1	6	Day	0	Day	0.23
Hartford Road	Huntingdon	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Hartford Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Hartford Road	Huntingdon	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Hartford Road	Huntingdon	RPH Zone A	28	3	N	1,420	1	6	Day	0	Day	0.12
Headlands	Huntingdon	NW M-F 11am-12noon	50	1	N	4,690	1	5	Day	0	Day	0.05
Headlands	Huntingdon	NW M-F 11am-12noon	50	1	N	4,690	1	5	Day	0	Day	0.05
High Street	Huntingdon	DBH	24	3	N	1,420	1	6	Day	0	Day	0.10
High Street	Huntingdon	DBH	6	3	N	1,420	1	6	Day	0	Day	0.03
High Street	Huntingdon	LW 1hr NR 1hr M-Sat 8am-6pm	38	4	N	900	4	6	Day	0	Day	1.01
High Street	Huntingdon	LW 1hr NR 1hr M-Sat 8am-6pm	10	4	N	900	4	6	Day	0	Day	0.27
High Street	Huntingdon	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05
High Street	Huntingdon	LW 1hr NR 1hr M-Sat 8am-6pm	130	4	N	900	4	6	Day	0	Day	3.47
High Street	Huntingdon	LW 1hr NR 1hr M-Sat 8am-6pm	22	4	N	900	4	6	Day	0	Day	0.59
High Street	Huntingdon	LW 2hrs NR 4hrs M-Sat 8am-6pm	9	4	N	900	2	6	Day	0	Day	0.12
High Street	Huntingdon	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
High Street	Huntingdon	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
High Street	Huntingdon	NW 8am-6pm	65	1	N	4,690	1	6	Day	0	Day	0.08
High Street	Huntingdon	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
High Street	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
High Street	Huntingdon	NWAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
High Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
High Street	Huntingdon	NWAAT	72	1	N	4,690	1	6	Day	0	Day	0.09
High Street	Huntingdon	NWAAT	16	1	N	4,690	1	6	Day	0	Day	0.02
High Street	Huntingdon	NWAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
High Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
High Street	Huntingdon	NWAAT	120	1	N	4,690	1	6	Day	0	Day	0.15
High Street	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
High Street	Huntingdon	SPP M-Sat 7am-6pm	40	3	N	1,420	4	6	Day	0	Day	0.68
High Street	Huntingdon	SPP M-Sat 7am-6pm	40	3	N	1,420	4	6	Day	0	Day	0.68
Hinchingbrooke Park Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Hinchingbrooke Park Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Humber Road	Huntingdon	NWAAT	17	1	N	4,690	1	6	Day	0	Day	0.02
Humber Road	Huntingdon	NWAAT	17	1	N	4,690	1	6	Day	0	Day	0.02
Huntingdon Road	Huntingdon	NWAAT	46	1	N	4,690	1	6	Day	0	Day	0.06
Ingram Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ingram Street	Huntingdon	NWAAT	35	1	N	4,690	1	6	Day	0	Day	0.04
Ingram Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ingram Street	Huntingdon	RPH Zone A	60	3	N	1,420	1	6	Day	0	Day	0.25
Lake Way	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Lake Way	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Link road between Great Northern Street and Cromwell Walk	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Link road between Great Northern Street and Cromwell Walk	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Link road between Merritt Street and Sayers Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Link road between Merritt Street and Sayers Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Lodge Close	Huntingdon	NW M-F 11am-12noon	50	1	N	4,690	1	5	Day	0	Day	0.05
Lodge Close	Huntingdon	NW M-F 11am-12noon	50	1	N	4,690	1	5	Day	0	Day	0.05
London Road	Huntingdon	NWAAT	50	1	N	4,690	1	6	Day	0	Day	0.06
London Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
London Street	Huntingdon	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
London Street	Huntingdon	NWAAT	80	1	N	4,690	1	6	Day	0	Day	0.10
London Street	Huntingdon	NWAAT	108	1	N	4,690	1	6	Day	0	Day	0.14
London Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Main Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Main Street	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03

			Streets									
Main Street	Huntingdon	NWAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
Main Street	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Market Hill	Huntingdon	LW 1hr NR 2hrs M-F 8am-6pm & Sat 7am-6pm	10	4	N	900	2	5	Day	0	Day	0.11
Market Hill	Huntingdon	LW 1hr NR 2hrs M-F 8am-6pm & Sat 7am-6pm	10	4	N	900	2	5	Day	0	Day	0.11
Market Hill	Huntingdon	NWAAT	5	1	N	4,690	1	6	Day	0	Day	0.01
Market Hill	Huntingdon	NWAAT except for wedding and funeral vehicles	35	1	N	4,690	1	6	Day	0	Day	0.04
Maule Close	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Maule Close	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Mayfield Crescent	Huntingdon	NW M-F 8.15am-9.15am & 2.45pm-3.45pm	40	1	N	4,690	1	5	Day	0	Day	0.04
Mayfield Crescent	Huntingdon	NW M-F 8.15am-9.15am & 2.45pm-3.45pm	80	1	N	4,690	1	5	Day	0	Day	0.09
Mayfield Crescent	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Mayfield Crescent	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Mayfield Road	Huntingdon	NW M-F 8.15am-9.15am & 2.45pm-3.45pm	145	1	N	4,690	1	5	Day	0	Day	0.15
Mayfield Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Mayfield Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Mayfield Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Mayfield Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Medway Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Medway Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Merritt Street	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Merritt Street	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Merritt Street	Huntingdon	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Merritt Street	Huntingdon	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Mill Common	Huntingdon	LW 3hrs NR 3hrs M-Sat 8am-6pm	54	4	N	900	2	6	Day	0	Day	0.72
Mill Common	Huntingdon	LW 3hrs NR 3hrs M-Sat 8am-6pm	54	4	N	900	2	6	Day	0	Day	0.72
Mill Common	Huntingdon	NWAAT	48	1	N	4,690	1	6	Day	0	Day	0.06
Mill Common	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Mill Common	Huntingdon	NWAAT	34	1	N	4,690	1	6	Day	0	Day	0.04
Mill Common	Huntingdon	NWAAT	180	1	N	4,690	1	6	Day	0	Day	0.23
Montagu Road	Huntingdon	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Montagu Road	Huntingdon	RPH Zone A	20	3	N	1,420	1	6	Day	0	Day	0.08
Montagu Road	Huntingdon	RPH Zone A	28	3	N	1,420	1	6	Day	0	Day	0.12
Old Court Hall	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Old Court Hall	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
One way link road between Princes Street and St Marys Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
One way link road between Princes Street and St Marys Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ouse Walk	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ouse Walk	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Pinfold Lane	Huntingdon	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Pinfold Lane	Huntingdon	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Pipers Lane	Huntingdon	NWAAT	85	1	N	4,690	1	6	Day	0	Day	0.11
Pipers Lane	Huntingdon	NWAAT	60	1	N	4,690	1	6	Day	0	Day	0.08
Post Street	Huntingdon	NWAAT	96	1	N	4,690	1	6	Day	0	Day	0.12
Post Street	Huntingdon	NWAAT	96	1	N	4,690	1	6	Day	0	Day	0.12
Princes Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Princes Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Prince's Street	Huntingdon	DBH	14	3	N	1,420	1	6	Day	0	Day	0.06
Prince's Street	Huntingdon	DBH	34	3	N	1,420	1	6	Day	0	Day	0.14
Priory Road	Huntingdon	NWAAT	132	1	N	4,690	1	6	Day	0	Day	0.17
Priory Road	Huntingdon	NWAAT	132	1	N	4,690	1	6	Day	0	Day	0.17
Priory Road	Huntingdon	NWAAT	35	1	N	4,690	1	6	Day	0	Day	0.04
Priory Road	Huntingdon	NWAAT	35	1	N	4,690	1	6	Day	0	Day	0.04
Rear Service Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Rear Service Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Redwongs Way	Huntingdon	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Ring Road	Huntingdon	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Ring Road	Huntingdon	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Roscrea Terrace	Huntingdon	RPH Zone B	25	3	N	1,420	1	6	Day	0	Day	0.11
Sallowbush Road	Huntingdon	NWAAT	120	1	N	4,690	1	6	Day	0	Day	0.15
Sallowbush Road	Huntingdon	NWAAT	120	1	N	4,690	1	6	Day	0	Day	0.15
Sallowbush Road	Huntingdon	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Sallowbush Road	Huntingdon	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Sallowbush Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Sapley Road	Huntingdon	NWAAT	60	1	N	4,690	1	6	Day	0	Day	0.08
Sapley Road	Huntingdon	NWAAT	60	1	N	4,690	1	6	Day	0	Day	0.08
Saunders Close	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Saunders Close	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Sayers Street	Huntingdon	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Sayers Street	Huntingdon	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Sayers Street	Huntingdon	NWAAT	33	1	N	4,690	1	6	Day	0	Day	0.04

			Streets									
Sayers Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Scholars Avenue	Huntingdon	NW M-F 11am-12noon	50	1	N	4,690	1	5	Day	0	Day	0.05
Scholars Avenue	Huntingdon	NW M-F 11am-12noon	50	1	N	4,690	1	5	Day	0	Day	0.05
Scholars Avenue	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Scholars Avenue	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Snowdonia Way	Huntingdon	NWAAT	109	1	N	4,690	1	6	Day	0	Day	0.14
Snowdonia Way	Huntingdon	NWAAT	109	1	N	4,690	1	6	Day	0	Day	0.14
St Ann's Lane	Huntingdon	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
St Ann's Lane	Huntingdon	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
St Ann's Lane	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
St Ann's Lane	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
St Barnabas Church Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Barnabas Church Road	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Germain Street	Huntingdon	DBH	14	3	N	1,420	1	6	Day	0	Day	0.06
St Germain Street	Huntingdon	DBH	20	3	N	1,420	1	6	Day	0	Day	0.08
St Germain Street	Huntingdon	DBH	9	3	N	1,420	1	6	Day	0	Day	0.04
St Germain Street	Huntingdon	DBH	8	3	N	1,420	1	6	Day	0	Day	0.03
St Germain Street	Huntingdon	LW 2hrs NR 4hrs M-Sat 8am-6pm	18	4	N	900	2	6	Day	0	Day	0.24
St Germain Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Germain Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St John's Street	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
St John's Street	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
St John's Street	Huntingdon	NWAAT	14	1	N	4,690	1	6	Day	0	Day	0.02
St John's Street	Huntingdon	NWAAT	14	1	N	4,690	1	6	Day	0	Day	0.02
St John's Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St John's Street	Huntingdon	NWAAT	22	1	N	4,690	1	6	Day	0	Day	0.03
St John's Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St John's Street	Huntingdon	RPH Zone B	10	3	N	1,420	1	6	Day	0	Day	0.04
St John's Street	Huntingdon	RPH Zone B	15	3	N	1,420	1	6	Day	0	Day	0.06
St Mary's Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Mary's Street	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Peters Road	Huntingdon	NWAAT	50	1	N	4,690	1	6	Day	0	Day	0.06
St Peters Road	Huntingdon	NWAAT	50	1	N	4,690	1	6	Day	0	Day	0.06
St Peters Road	Huntingdon	NWAAT	130	1	N	4,690	1	6	Day	0	Day	0.17
St Peters Road	Huntingdon	NWAAT	90	1	N	4,690	1	6	Day	0	Day	0.12
St Peters Road	Huntingdon	NWAAT	90	1	N	4,690	1	6	Day	0	Day	0.12
St Peters Road	Huntingdon	NWAAT	110	1	N	4,690	1	6	Day	0	Day	0.14
Temple Close	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Temple Close	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Tennis Court Avenue	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Tennis Court Avenue	Huntingdon	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
The un-named cul-de-sac leading from Chequers Way to the rear of Chequers Court	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
The un-named cul-de-sac leading from Chequers Way to the rear of Chequers Court	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
The Walks East	Huntingdon	NWAAT	5	1	N	4,690	1	6	Day	0	Day	0.01
The Walks East	Huntingdon	NWAAT	5	1	N	4,690	1	6	Day	0	Day	0.01
The Walks East	Huntingdon	NWAAT	3	1	N	4,690	1	6	Day	0	Day	0.00
The Walks East	Huntingdon	NWAAT	3	1	N	4,690	1	6	Day	0	Day	0.00
The Whaddons	Huntingdon	DBH	7	3	N	1,420	1	6	Day	0	Day	0.03
Thongsley	Huntingdon	NWAAT	17	1	N	4,690	1	6	Day	0	Day	0.02
Thongsley	Huntingdon	NWAAT	17	1	N	4,690	1	6	Day	0	Day	0.02
Trinity Place and rear service roads	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Trinity Place and rear service roads	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Tudor Road	Huntingdon	NWAAT	32	1	N	4,690	1	6	Day	0	Day	0.04
Tudor Road	Huntingdon	NWAAT	32	1	N	4,690	1	6	Day	0	Day	0.04
Un-named service road south east of Hartford County Infants School	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Un-named service road south east of Hartford County Infants School	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Victoria Square	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Victoria Square	Huntingdon	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Victoria Square	Huntingdon	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Walden Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Walden Road	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Wertheim Way	Huntingdon	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	69	1	N	4,690	1	5	Day	0	Day	0.07
Wertheim Way	Huntingdon	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	69	1	N	4,690	1	5	Day	0	Day	0.07
Wertheim Way	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Wertheim Way	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04

			Streets									
Wertheim Way	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Wertheim Way	Huntingdon	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
West Street	Huntingdon	NWAAT	96	1	N	4,690	1	6	Day	0	Day	0.12
Wood Street	Huntingdon	NW M-Sat 8am-6pm	94	1	N	4,690	1	6	Day	0	Day	0.12
Wood Street	Huntingdon	NW M-Sat 8am-6pm	14	1	N	4,690	1	6	Day	0	Day	0.02
Wood Street	Huntingdon	NW M-Sat 8am-6pm	76	1	N	4,690	1	6	Day	0	Day	0.10
East Street	Kimbolton	NWAAT	14	5	Y	9,250	1	6	week	0	Day	0.00
East Street	Kimbolton	NWAAT	12	5	Y	9,250	1	6	week	0	Day	0.00
East Street	Kimbolton	NWAAT	47	5	Y	9,250	1	6	week	0	Day	0.00
High Street	Kimbolton	LW 30mins NR 30mins M-F 9am-5.30pm	30	5	Y	9,250	4	5	week	0	Day	0.01
High Street	Kimbolton	LW 30mins NR 30mins M-F 9am-5.30pm	16	5	Y	9,250	4	5	week	0	Day	0.00
High Street	Kimbolton	LW 30mins NR 30mins M-F 9am-5.30pm	10	5	Y	9,250	4	5	week	0	Day	0.00
St Andrews Lane	Kimbolton	NWAAT	47	5	Y	9,250	1	6	week	0	Day	0.00
St Andrews Lane	Kimbolton	NWAAT	47	5	Y	9,250	1	6	week	0	Day	0.00
Gordon Road	Little Paxton	NW M-F 8.30am-9.30am & 3pm-4pm	8	5	Y	9,250	1	5	Week	0	Day	0.00
Gordon Road	Little Paxton	NWAAT	43	5	Y	9,250	1	6	Week	0	Day	0.00
Gordon Road	Little Paxton	NWAAT	41	5	Y	9,250	1	6	Week	0	Day	0.00
Gordon Road	Little Paxton	NWAAT	26	5	Y	9,250	1	6	Week	0	Day	0.00
Gordon Road	Little Paxton	NWAAT	25	5	Y	9,250	1	6	Week	0	Day	0.00
Mill Road	Offord Cluny	NWAAT	47	5	Y	9,250	1	6	Week	0	Day	0.00
Mill Road	Offord Cluny	NWAAT	47	5	Y	9,250	1	6	Week	0	Day	0.00
Chichester Way	Perry	LW 1hr NR 1hr M-Sat 8am-6pm	20	5	Y	9,250	1	6	Week	0	Day	0.00
Chichester Way	Perry	NWAAT	36	5	Y	9,250	1	6	Week	0	Day	0.00
Chichester Way	Perry	NWAAT	20	5	Y	9,250	1	6	Week	0	Day	0.00
West Perry and East Perry	Perry	NWAAT	42	5	Y	9,250	1	6	Week	0	Day	0.00
Benwick Road	Ramsey	NWAAT	25	1	N	4,690	3	6	week	0	Day	0.01
Benwick Road	Ramsey	NWAAT	25	1	N	4,690	3	6	week	0	Day	0.01
Forty Foot Bank	Ramsey	NWAAT	160	1	N	4,690	3	6	week	0	Day	0.09
Forty Foot Bank	Ramsey	NWAAT	160	1	N	4,690	3	6	week	0	Day	0.09
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm	73	4	N	900	8	6	week	0	Day	0.55
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm	73	4	N	900	8	6	week	0	Day	0.55
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm	73	4	N	900	8	6	week	0	Day	0.55
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm	73	4	N	900	8	6	week	0	Day	0.55
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm	45	4	N	900	8	6	week	0	Day	0.34
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm	45	4	N	900	8	6	week	0	Day	0.34
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm	73	4	N	900	8	6	week	0	Day	0.55
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm	73	4	N	900	8	6	week	0	Day	0.55
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm	95	4	N	900	8	6	week	0	Day	0.72
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm	105	4	N	900	8	6	week	0	Day	0.80
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm except Market days	85	4	N	900	8	6	week	0	Day	0.65
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm except Market days	85	4	N	900	8	6	week	0	Day	0.65
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm except Market days	85	4	N	900	8	6	week	0	Day	0.65
Great Whyte	Ramsey	LW 1hr NR 2hrs M-Sat 7am-6pm except Market days	85	4	N	900	8	6	week	0	Day	0.65
Great Whyte	Ramsey	NW M-Sat 6pm-7am	80	1	N	4,690	3	6	week	0	Day	0.04
Great Whyte	Ramsey	NW M-Sat 6pm-7am	80	1	N	4,690	3	6	week	0	Day	0.04
Great Whyte	Ramsey	NW M-Sat 6pm-7am	80	1	N	4,690	3	6	week	0	Day	0.04
Great Whyte	Ramsey	NW M-Sat 6pm-7am	80	1	N	4,690	3	6	week	0	Day	0.04
Great Whyte	Ramsey	NW M-Sat 6pm-7am	80	1	N	4,690	3	6	week	0	Day	0.04
Great Whyte	Ramsey	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Great Whyte	Ramsey	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Great Whyte	Ramsey	NWAAT	17	1	N	4,690	3	6	week	0	Day	0.01
Great Whyte	Ramsey	NWAAT	17	1	N	4,690	3	6	week	0	Day	0.01
Great Whyte	Ramsey	NWAAT	14	1	N	4,690	3	6	week	0	Day	0.01
Great Whyte	Ramsey	NWAAT	14	1	N	4,690	3	6	week	0	Day	0.01
Great Whyte	Ramsey	NWAAT	21	1	N	4,690	3	6	week	0	Day	0.01
Great Whyte	Ramsey	NWAAT	21	1	N	4,690	3	6	week	0	Day	0.01
Great Whyte	Ramsey	NWAAT	34	1	N	4,690	3	6	week	0	Day	0.02
Great Whyte	Ramsey	NWAAT	10	1	N	4,690	3	6	week	0	Day	0.01
Great Whyte	Ramsey	NWAAT	30	1	N	4,690	3	6	week	0	Day	0.02
Great Whyte	Ramsey	NWAAT	40	1	N	4,690	3	6	week	0	Day	0.02
High Street	Ramsey	LW 30mins NR 30mins M-Sat 8am-6pm	33	4	N	900	8	6	week	0	Day	0.25
High Street	Ramsey	LW 30mins NR 30mins M-Sat 8am-6pm	33	4	N	900	8	6	week	0	Day	0.25
High Street	Ramsey	NWAAT	102	1	N	4,690	3	6	week	0	Day	0.06
High Street	Ramsey	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
High Street	Ramsey	NWAAT	46	1	N	4,690	3	6	week	0	Day	0.03
High Street	Ramsey	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Hollow Lane	Ramsey	NWAAT	38	1	N	4,690	3	6	week	0	Day	0.02
Hollow Lane	Ramsey	NWAAT	40	1	N	4,690	3	6	week	0	Day	0.02
Little Whyte	Ramsey	LW 2hrs NR 2hrs M-Sat 8am-6pm	50	4	N	900	4	6	week	0	Day	0.19

			Streets									
Little Whyte	Ramsey	NWAAT	30	1	N	4,690	3	6	week	0	Day	0.02
Little Whyte	Ramsey	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Mews Close	Ramsey	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Mews Close	Ramsey	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Mews Close	Ramsey	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
Mews Close	Ramsey	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
New Road	Ramsey	DBH	7	3	N	1,420	3	6	week	0	Day	0.01
New Road	Ramsey	LW 1hr NR 1hr M-Sat 8am-6pm	70	4	N	900	8	6	week	0	Day	0.53
New Road	Ramsey	NWAAT	90	1	N	4,690	3	6	week	0	Day	0.05
Orchard Way	Ramsey	NWAAT	18	1	N	4,690	3	6	week	0	Day	0.01
Orchard Way	Ramsey	NWAAT	18	1	N	4,690	3	6	week	0	Day	0.01
School Lane	Ramsey	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
School Lane	Ramsey	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
School Lane	Ramsey	NWAAT	24	1	N	4,690	3	6	week	0	Day	0.01
School Lane	Ramsey	NWAAT	24	1	N	4,690	3	6	week	0	Day	0.01
Slade Close	Ramsey	DBH	7	3	N	1,420	3	6	week	0	Day	0.01
Station Road	Ramsey	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
Station Road	Ramsey	NWAAT	15	1	N	4,690	3	6	week	0	Day	0.01
Station Road	Ramsey	NWAAT	30	1	N	4,690	3	6	week	0	Day	0.02
Unnamed link road between Little Whyte and High Street	Ramsey	NWAAT	9	1	N	4,690	3	6	week	0	Day	0.00
Whytefield Road	Ramsey	LW 1hr NR 1hr M-Sat 8am-6pm	50	4	N	900	8	6	week	0	Day	0.38
Whytefield Road	Ramsey	NW M-F 8.30am-9.30am & 2.30pm-3.30pm	46	1	N	4,690	3	5	week	0	Day	0.02
Whytefield Road	Ramsey	NW M-F 8.30am-9.30am & 2.30pm-3.30pm	46	1	N	4,690	3	5	week	0	Day	0.02
Whytefield Road	Ramsey	NWAAT	56	1	N	4,690	3	6	week	0	Day	0.03
Whytefield Road	Ramsey	NWAAT	30	1	N	4,690	3	6	week	0	Day	0.02
Whytefield Road	Ramsey	NWAAT	30	1	N	4,690	3	6	week	0	Day	0.02
Whytefield Road	Ramsey	NWAAT	47	1	N	4,690	3	6	week	0	Day	0.03
Whytefield Road	Ramsey	NWAAT	45	1	N	4,690	3	6	week	0	Day	0.02
Whytefield Road	Ramsey	NWAAT	17	1	N	4,690	3	6	week	0	Day	0.01
Gidding Road	Sawtry	NWAAT	47	1	N	4,690	1	6	Week	0	Day	0.01
Gidding Road	Sawtry	NWAAT	47	1	N	4,690	1	6	Week	0	Day	0.01
Green End Road	Sawtry	DBH	7	3	N	1,420	1	6	Week	0	Day	0.00
Green End Road	Sawtry	NWAAT	78	1	N	4,690	1	6	Week	0	Day	0.01
Green End Road	Sawtry	NWAAT	78	1	N	4,690	1	6	Week	0	Day	0.01
Green End Road	Sawtry	NWAAT	47	1	N	4,690	1	6	Week	0	Day	0.01
Green End Road	Sawtry	NWAAT	47	1	N	4,690	1	6	Week	0	Day	0.01
High Street	Sawtry	NWAAT	16	1	N	4,690	1	6	Week	0	Day	0.00
High Street	Sawtry	NWAAT	40	1	N	4,690	1	6	Week	0	Day	0.01
The Green	Sawtry	NWAAT	47	1	N	4,690	1	6	Week	0	Day	0.01
The Green	Sawtry	NWAAT	47	1	N	4,690	1	6	Week	0	Day	0.01
The Green	Sawtry	NWAAT	52	1	N	4,690	1	6	Week	0	Day	0.01
The Green	Sawtry	NWAAT	47	1	N	4,690	1	6	Week	0	Day	0.01
The Green	Sawtry	NWAAT	47	1	N	4,690	1	6	Week	0	Day	0.01
Old Great North Road	Sibson-cum-Stibbington	NW 8am-6pm	64	5	Y	9,250	1	6	Week	0	Day	0.01
Old Great North Road	Sibson-cum-Stibbington	NW 8am-6pm	135	5	Y	9,250	1	6	Week	0	Day	0.01
Old Great North Road	Sibson-cum-Stibbington	NW 8am-6pm	58	5	Y	9,250	1	6	Week	0	Day	0.01
Old Great North Road	Sibson-cum-Stibbington	NW 8am-6pm	42	5	Y	9,250	1	6	Week	0	Day	0.00
Church Street	Somersham	NWAAT	20	1	N	4,690	1	6	Week	0	Day	0.00
Colne Road	Somersham	NWAAT	20	1	N	4,690	1	6	Week	0	Day	0.00
Feoffees Road	Somersham	NWAAT	58	1	N	4,690	1	6	Week	0	Day	0.01
Feoffees Road	Somersham	NWAAT	30	1	N	4,690	1	6	Week	0	Day	0.01
High Street	Somersham	LW 1 hr NR 2hrs M-Sat 8am-6pm	43	4	N	900	2	6	Week	0	Day	0.08
High Street	Somersham	LW 1 hr NR 2hrs M-Sat 8am-6pm	40	4	N	900	2	6	Week	0	Day	0.08
High Street	Somersham	LW 1 hr NR 2hrs M-Sat 8am-6pm	45	4	N	900	2	6	Week	0	Day	0.09
High Street	Somersham	LW 1 hr NR 2hrs M-Sat 8am-6pm	43	4	N	900	2	6	Week	0	Day	0.08
High Street	Somersham	NWAAT	47	1	N	4,690	1	6	Week	0	Day	0.01
High Street	Somersham	NWAAT	21	1	N	4,690	1	6	Week	0	Day	0.00
High Street	Somersham	NWAAT	20	1	N	4,690	1	6	Week	0	Day	0.00
High Street	Somersham	NWAAT	67	1	N	4,690	1	6	Week	0	Day	0.01
High Street	Somersham	NWAAT	155	1	N	4,690	1	6	Week	0	Day	0.03
High Street	Somersham	NWAAT	28	1	N	4,690	1	6	Week	0	Day	0.01
High Street	Somersham	NWAAT	20	1	N	4,690	1	6	Week	0	Day	0.00
High Street	Somersham	NWAAT	35	1	N	4,690	1	6	Week	0	Day	0.01
High Street	Somersham	NWAAT	26	1	N	4,690	1	6	Week	0	Day	0.00
High Street	Somersham	NWAAT	226	1	N	4,690	1	6	Week	0	Day	0.04
High Street	Somersham	NWAAT	34	1	N	4,690	1	6	Week	0	Day	0.01
High Street	Somersham	NWAAT	28	1	N	4,690	1	6	Week	0	Day	0.01
High Street	Somersham	NWAAT	77	1	N	4,690	1	6	Week	0	Day	0.01

			Streets									
King Street	Somersham	NWAAT	27	1	N	4,690	1	6	Week	0	Day	0.00
King Street	Somersham	NWAAT	27	1	N	4,690	1	6	Week	0	Day	0.00
Norwood Road	Somersham	NWAAT	10	1	N	4,690	1	6	Week	0	Day	0.00
Norwood Road	Somersham	NWAAT	10	1	N	4,690	1	6	Week	0	Day	0.00
Parkhall Road	Somersham	NWAAT	23	1	N	4,690	1	6	Week	0	Day	0.00
Parkhall Road	Somersham	NWAAT	17	1	N	4,690	1	6	Week	0	Day	0.00
Parkhall Road	Somersham	NWAAT	58	1	N	4,690	1	6	Week	0	Day	0.01
Parkhall Road	Somersham	NWAAT	66	1	N	4,690	1	6	Week	0	Day	0.01
Rectory Lane	Somersham	NWAAT	14	1	N	4,690	1	6	Week	0	Day	0.00
Rectory Lane	Somersham	NWAAT	14	1	N	4,690	1	6	Week	0	Day	0.00
Lees Lane	Southoe	NWAAT	50	5	Y	9,250	1	6	Week	0	Day	0.00
Lees Lane	Southoe	NWAAT	50	5	Y	9,250	1	6	Week	0	Day	0.00
Abbots Crescent	St Ives	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Abbots Crescent	St Ives	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Access road to Keln Leas	St Ives	NWAAT	16	1	N	4,690	1	6	Day	0	Day	0.02
Access road to Keln Leas	St Ives	NWAAT	16	1	N	4,690	1	6	Day	0	Day	0.02
Albemarle Road	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Albemarle Road	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Bridge Street	St Ives	NW 8am-6pm	44	1	N	4,690	1	6	Day	0	Day	0.06
Bridge Street	St Ives	NW 8am-6pm	44	1	N	4,690	1	6	Day	0	Day	0.06
Bridge Street	St Ives	NWAAT	39	1	N	4,690	1	6	Day	0	Day	0.05
Bridge Street	St Ives	NWAAT	39	1	N	4,690	1	6	Day	0	Day	0.05
Bridge Street	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Bridge Street	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Broad Leas	St Ives	NW 8am-6pm	75	1	N	4,690	1	6	Day	0	Day	0.10
Broad Leas	St Ives	NW 8am-6pm	45	1	N	4,690	1	6	Day	0	Day	0.06
Broad Leas	St Ives	NW 8am-6pm	164	1	N	4,690	1	6	Day	0	Day	0.21
Broad Leas	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	53	1	N	4,690	1	5	Day	0	Day	0.06
Broad Leas	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	22	1	N	4,690	1	5	Day	0	Day	0.02
Broad Leas	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	32	1	N	4,690	1	5	Day	0	Day	0.03
Broad Leas	St Ives	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Broad Leas	St Ives	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Burstellars	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	12	1	N	4,690	1	5	Day	0	Day	0.01
Burstellars	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	53	1	N	4,690	1	5	Day	0	Day	0.06
California Road	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	21	1	N	4,690	1	5	Day	0	Day	0.02
California Road	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	21	1	N	4,690	1	5	Day	0	Day	0.02
Carlisle Terrace	St Ives	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05
Carlisle Terrace	St Ives	NW 8am-6pm	25	1	N	4,690	1	6	Day	0	Day	0.03
Cemetery Road	St Ives	NW 8am-6pm	143	1	N	4,690	1	6	Day	0	Day	0.18
Cemetery Road	St Ives	NWAAT	63	1	N	4,690	1	6	Day	0	Day	0.08
Cemetery Road	St Ives	NWAAT	63	1	N	4,690	1	6	Day	0	Day	0.08
Cemetery Road	St Ives	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Chapel Lane	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Chapel Lane	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Chestnut Road	St Ives	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Chestnut Road	St Ives	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Cootes Meadow	St Ives	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Cootes Meadow	St Ives	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Cromwell Place	St Ives	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05
Cromwell Place	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Cromwell Place	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Cromwell Place	St Ives	NWAAT	35	1	N	4,690	1	6	Day	0	Day	0.04
Cromwell Place	St Ives	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Cromwell Place	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Crown Walk	St Ives	NWAAT	125	1	N	4,690	1	6	Day	0	Day	0.16
Crown Walk	St Ives	NWAAT	125	1	N	4,690	1	6	Day	0	Day	0.16
East Street	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
East Street	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
East Street	St Ives	NW 8am-6pm	52	1	N	4,690	1	6	Day	0	Day	0.07
East Street	St Ives	NWAAT	50	1	N	4,690	1	6	Day	0	Day	0.06
Edinburgh Drive	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Edinburgh Drive	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Elm Drive	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Elm Drive	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Fairfields	St Ives	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Fairfields	St Ives	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Globe Place	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Globe Place	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Heron Way	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Heron Way	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02

			Streets									
Hill Rise	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	152	1	N	4,690	1	5	Day	0	Day	0.16
Hill Rise	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	152	1	N	4,690	1	5	Day	0	Day	0.16
Hill Rise	St Ives	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Houghton Road	St Ives	NWAAT	80	1	N	4,690	1	6	Day	0	Day	0.10
Houghton Road	St Ives	NWAAT	80	1	N	4,690	1	6	Day	0	Day	0.10
Kings Hedges	St Ives	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Kings Hedges	St Ives	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Kings Hedges	St Ives	NWAAT	110	1	N	4,690	1	6	Day	0	Day	0.14
Kings Hedges	St Ives	NWAAT	110	1	N	4,690	1	6	Day	0	Day	0.14
Market Hill	St Ives	BSC 7am-7pm	28	1	N	4,690	1	6	Day	0	Day	0.04
Market Hill	St Ives	BSC 7am-7pm	28	1	N	4,690	1	6	Day	0	Day	0.04
Market Hill	St Ives	LW 30mins NR 1hr M-Sat 8am-6pm	50	4	N	900	6	6	Day	0	Day	2.00
Market Hill	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Market Hill	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Market Hill	St Ives	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Market Hill	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Market Hill/The Pavement	St Ives	NW M-Sat 7am-6pm	27	1	N	4,690	1	6	Day	0	Day	0.03
Market Hill/The Pavement	St Ives	NW M-Sat 7am-6pm	27	1	N	4,690	1	6	Day	0	Day	0.03
Market Hill/The Pavement	St Ives	NW M-Sat 7am-6pm	52	1	N	4,690	1	6	Day	0	Day	0.07
Market Hill/The Pavement	St Ives	NW M-Sat 7am-6pm	52	1	N	4,690	1	6	Day	0	Day	0.07
Market Hill/The Pavement	St Ives	SPP	27	3	N	1,420	4	6	Day	0	Day	0.46
Market Hill/The Pavement	St Ives	SPP	27	3	N	1,420	4	6	Day	0	Day	0.46
Market Hill/The Pavement	St Ives	SPP	22	3	N	1,420	4	6	Day	0	Day	0.37
Market Hill/The Pavement	St Ives	SPP	22	3	N	1,420	4	6	Day	0	Day	0.37
Market Lane	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Market Lane	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Market Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Market Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Meadow Lane	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Meadow Lane	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Meadow Lane	St Ives	NWAAT	82	1	N	4,690	1	6	Day	0	Day	0.10
Meadow Lane	St Ives	NWAAT	74	1	N	4,690	1	6	Day	0	Day	0.09
Merryland	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Merryland	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Needingworth Road	St Ives	NWAAT	37	1	N	4,690	1	6	Day	0	Day	0.05
Needingworth Road	St Ives	NWAAT	37	1	N	4,690	1	6	Day	0	Day	0.05
New Road	St Ives	DBH	7	3	N	1,420	1	6	Day	0	Day	0.03
New Road	St Ives	NW M-Sat 8am-6pm	166	1	N	4,690	1	6	Day	0	Day	0.21
New Road	St Ives	NW M-Sat 8am-6pm	35	1	N	4,690	1	6	Day	0	Day	0.04
New Road	St Ives	NWAAT	13	1	N	4,690	1	6	Day	0	Day	0.02
New Road	St Ives	NWAAT	13	1	N	4,690	1	6	Day	0	Day	0.02
New Road	St Ives	NWAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
New Road	St Ives	NWAAT	24	1	N	4,690	1	6	Day	0	Day	0.03
New Road	St Ives	NWAAT	43	1	N	4,690	1	6	Day	0	Day	0.05
Norris Road	St Ives	NW 8am-6pm	18	1	N	4,690	1	6	Day	0	Day	0.02
Norris Road	St Ives	NW 8am-6pm	18	1	N	4,690	1	6	Day	0	Day	0.02
North Road	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
North Road	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
North Road	St Ives	NWAAT	116	1	N	4,690	1	6	Day	0	Day	0.15
North Road	St Ives	NWAAT	116	1	N	4,690	1	6	Day	0	Day	0.15
North Road	St Ives	NWAAT	45	1	N	4,690	1	6	Day	0	Day	0.06
North Road	St Ives	NWAAT	45	1	N	4,690	1	6	Day	0	Day	0.06
Oliver Road	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Oliver Road	St Ives	NWAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
Oliver Road	St Ives	NWAAT	26	1	N	4,690	1	6	Day	0	Day	0.03
Oliver Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Oliver Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Oxford Road	St Ives	NW 8am-6pm	18	1	N	4,690	1	6	Day	0	Day	0.02
Oxford Road	St Ives	NW 8am-6pm	18	1	N	4,690	1	6	Day	0	Day	0.02
Paragon Road	St Ives	NWAAT	19	1	N	4,690	1	6	Day	0	Day	0.02
Paragon Road	St Ives	NWAAT	19	1	N	4,690	1	6	Day	0	Day	0.02
Pig Lane	St Ives	NWAAT	28	1	N	4,690	1	6	Day	0	Day	0.04
Pig Lane	St Ives	NWAAT	28	1	N	4,690	1	6	Day	0	Day	0.04
Priory Road	St Ives	LW 1hr NR 2hrs M-F 8am-6pm	16	4	N	900	4	5	Day	0	Day	0.36
Priory Road	St Ives	LW 1hr NR 2hrs M-F 8am-6pm	21	4	N	900	4	5	Day	0	Day	0.47
Priory Road	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Priory Road	St Ives	NWAAT	12	1	N	4,690	1	6	Day	0	Day	0.02
Priory Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Priory Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Priory Road	St Ives	NWAAT	35	1	N	4,690	1	6	Day	0	Day	0.04

			Streets									
Priory Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Priory Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Priory Road	St Ives	NWAAT	38	1	N	4,690	1	6	Day	0	Day	0.05
Ramsey Road	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Ramsey Road	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Ramsey Road	St Ives	NWAAT	57	1	N	4,690	1	6	Day	0	Day	0.07
Ramsey Road	St Ives	NWAAT	57	1	N	4,690	1	6	Day	0	Day	0.07
Ramsey Road	St Ives	NWAAT	170	1	N	4,690	1	6	Day	0	Day	0.22
Ramsey Road	St Ives	NWAAT	170	1	N	4,690	1	6	Day	0	Day	0.22
Ramsey Road	St Ives	NWAAT	55	1	N	4,690	1	6	Day	0	Day	0.07
Ramsey Road	St Ives	NWAAT	55	1	N	4,690	1	6	Day	0	Day	0.07
Ramsey Road	St Ives	NWAAT	38	1	N	4,690	1	6	Day	0	Day	0.05
Ramsey Road	St Ives	NWAAT	38	1	N	4,690	1	6	Day	0	Day	0.05
Ramsey Road	St Ives	NWAAT	150	1	N	4,690	1	6	Day	0	Day	0.19
Ramsey Road	St Ives	NWAAT	150	1	N	4,690	1	6	Day	0	Day	0.19
Ramsey Road	St Ives	NWAAT	24	1	N	4,690	1	6	Day	0	Day	0.03
Ramsey Road	St Ives	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Ramsey Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ramsey Road	St Ives	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Ramsey Road	St Ives	NWAAT	45	1	N	4,690	1	6	Day	0	Day	0.06
Ramsey Road	St Ives	NWAAT	12	1	N	4,690	1	6	Day	0	Day	0.02
Ramsey Road	St Ives	NWAAT	112	1	N	4,690	1	6	Day	0	Day	0.14
Ramsey Road	St Ives	NWAAT	28	1	N	4,690	1	6	Day	0	Day	0.04
Ramsey Road	St Ives	NWAAT	118	1	N	4,690	1	6	Day	0	Day	0.15
Ramsey Road	St Ives	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Ramsey Road	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Ramsey Road	St Ives	NWAAT	63	1	N	4,690	1	6	Day	0	Day	0.08
Ramsey Road	St Ives	NWAAT	64	1	N	4,690	1	6	Day	0	Day	0.08
Ramsey Road	St Ives	NWAAT	48	1	N	4,690	1	6	Day	0	Day	0.06
Ramsey Road	St Ives	NWAAT	110	1	N	4,690	1	6	Day	0	Day	0.14
Shakespeare Road	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Shakespeare Road	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Sheep Market	St Ives	BSC 7am-7pm	28	1	N	4,690	1	6	Day	0	Day	0.04
Sheep Market	St Ives	BSC 7am-7pm	28	1	N	4,690	1	6	Day	0	Day	0.04
Sheep Market	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Audrey Lane	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Audrey Lane	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Audrey Lane	St Ives	NWAAT	80	1	N	4,690	1	6	Day	0	Day	0.10
St Audrey Lane	St Ives	NWAAT	80	1	N	4,690	1	6	Day	0	Day	0.10
St Georges Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Georges Road	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Station Road	St Ives	NW 8am-6pm	12	1	N	4,690	1	6	Day	0	Day	0.02
Station Road	St Ives	NWAAT	173	1	N	4,690	1	6	Day	0	Day	0.22
Station Road	St Ives	NWAAT	103	1	N	4,690	1	6	Day	0	Day	0.13
Station Road	St Ives	NWAAT	43	1	N	4,690	1	6	Day	0	Day	0.06
Station Road	St Ives	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
The Broadway	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
The Broadway	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
The Broadway	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
The Broadway	St Ives	NWAAT	23	1	N	4,690	1	6	Day	0	Day	0.03
The Broadway	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
The Broadway	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
The Broadway	St Ives	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
The Broadway	St Ives	NWAAT	16	1	N	4,690	1	6	Day	0	Day	0.02
The Crescent	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
The Crescent	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
The Furrows	St Ives	NWAAT	19	1	N	4,690	1	6	Day	0	Day	0.02
The Furrows	St Ives	NWAAT	17	1	N	4,690	1	6	Day	0	Day	0.02
The Pavement	St Ives	BSC 7am-7pm	28	1	N	4,690	1	6	Day	0	Day	0.04
The Pavement	St Ives	BSC 7am-7pm	28	1	N	4,690	1	6	Day	0	Day	0.04
The Pavement	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
The Pavement	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
The Pound	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
The Pound	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
The Quadrant	St Ives	LW 1hr NR 1hr M-Sat 8am-6pm	60	4	N	900	4	6	Day	0	Day	1.60
The Quadrant	St Ives	LW 1hr NR 1hr M-Sat 8am-6pm	16	4	N	900	4	6	Day	0	Day	0.43
The Quadrant	St Ives	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05
The Quadrant	St Ives	NW 8am-6pm	54	1	N	4,690	1	6	Day	0	Day	0.07
The Quadrant	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
The Quadrant	St Ives	NWAAT	77	1	N	4,690	1	6	Day	0	Day	0.10

			Streets									
The Quadrant	St Ives	NWAAT	24	1	N	4,690	1	6	Day	0	Day	0.03
The Quadrant	St Ives	NWAAT	24	1	N	4,690	1	6	Day	0	Day	0.03
The Quadrant	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
The Quadrant	St Ives	NWAAT	8	1	N	4,690	1	6	Day	0	Day	0.01
The Quadrant	St Ives	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
The Quadrant	St Ives	NWAAT	9	1	N	4,690	1	6	Day	0	Day	0.01
The Quadrant	St Ives	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
The Waits	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
The Waits	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
The Waits	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Warners Grove	St Ives	NW 8am-6pm	18	1	N	4,690	1	6	Day	0	Day	0.02
Warners Grove	St Ives	NW 8am-6pm	18	1	N	4,690	1	6	Day	0	Day	0.02
West Street	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
West Street	St Ives	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
West Street	St Ives	NWAAT	67	1	N	4,690	1	6	Day	0	Day	0.09
Wheatfields	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	18	1	N	4,690	1	5	Day	0	Day	0.02
Wheatfields	St Ives	NW M-F 8.30am-9.30am & 2.45pm-3.45pm	18	1	N	4,690	1	5	Day	0	Day	0.02
Wheatfields	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Wheatfields	St Ives	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
White Hart Lane	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
White Hart Lane	St Ives	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Access road to Bargroves Centre	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Access road to Bargroves Centre	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ackerman Gardens	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Ackerman Gardens	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Ackerman Street	St Neots	NWAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
Ackerman Street	St Neots	NWAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
Ackerman Street	St Neots	NWAAT	28	1	N	4,690	1	6	Day	0	Day	0.04
Ackerman Street	St Neots	NWAAT	28	1	N	4,690	1	6	Day	0	Day	0.04
Akerman Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Akerman Street	St Neots	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Almond Road	St Neots	DBH	7	3	N	1,420	2	6	Day	0	Day	0.06
Almond Road	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Almond Road	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Avenue Road	St Neots	DBH	6	3	N	1,420	2	6	Day	0	Day	0.05
Avenue Road	St Neots	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05
Avenue Road	St Neots	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Avenue Road	St Neots	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Avenue Road	St Neots	NWAAT	34	1	N	4,690	1	6	Day	0	Day	0.04
Avenue Road	St Neots	NWAAT	34	1	N	4,690	1	6	Day	0	Day	0.04
Avenue Road	St Neots	NWAAT	60	1	N	4,690	1	6	Day	0	Day	0.08
Avenue Road	St Neots	NWAAT	60	1	N	4,690	1	6	Day	0	Day	0.08
Bean Close	St Neots	NWAAT	14	1	N	4,690	1	6	Day	0	Day	0.02
Bean Close	St Neots	NWAAT	14	1	N	4,690	1	6	Day	0	Day	0.02
Bean Close	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Bec Road	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Bedford Street	St Neots	DBH	7	3	N	1,420	2	6	Day	0	Day	0.05
Bedford Street	St Neots	LW 1hr NR 1hr M-Sat 8am-6pm	23	4	N	900	4	6	Day	0	Day	0.61
Bedford Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Bedford Street	St Neots	NWAAT	64	1	N	4,690	1	6	Day	0	Day	0.08
Bedford Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Bedford Street	St Neots	RPH	49	3	N	1,420	1	6	Day	0	Day	0.20
Bedford Street	St Neots	RPH	32	3	N	1,420	1	6	Day	0	Day	0.14
Beeson Road	St Neots	NWAAT	7	1	N	4,690	1	6	Day	0	Day	0.01
Beeson Road	St Neots	NWAAT	7	1	N	4,690	1	6	Day	0	Day	0.01
Berkeley Street	St Neots	NWAAT	22	1	N	4,690	1	6	Day	0	Day	0.03
Berkley Court	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Berkley Court	St Neots	NWAAT	8	1	N	4,690	1	6	Day	0	Day	0.01
Berkley Court	St Neots	NWAAT	12	1	N	4,690	1	6	Day	0	Day	0.02
Berkley Court	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Berkley Court	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Berkley Court	St Neots	SPP	15	3	N	1,420	4	6	Day	0	Day	0.25
Berkley Road	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Berkley Road	St Neots	NWAAT	52	1	N	4,690	1	6	Day	0	Day	0.07
Berkley Street	St Neots	NWAAT except for wedding and funeral vehicles	30	1	N	4,690	1	6	Day	0	Day	0.04
Brook Street	St Neots	LW 1hr NR 1hr M-Sat 8am-6pm	12	4	N	900	4	6	Day	0	Day	0.32
Brook Street	St Neots	LW 1hr NR 1hr M-Sat 8am-6pm	12	4	N	900	4	6	Day	0	Day	0.32
Brook Street	St Neots	LW 1hr NR 1hr M-Sat 8am-6pm	14	4	N	900	4	6	Day	0	Day	0.37
Brook Street	St Neots	NWAAT	113	1	N	4,690	1	6	Day	0	Day	0.14
Brook Street	St Neots	NWAAT	7	1	N	4,690	1	6	Day	0	Day	0.01

			Streets									
Brook Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Brook Street	St Neots	NWAAT	42	1	N	4,690	1	6	Day	0	Day	0.05
Brook Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Buckden to Perry Road	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Buckden to Perry Road	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Cambridge Gardens North	St Neots	NWAAT	48	1	N	4,690	1	6	Day	0	Day	0.06
Cambridge Gardens North	St Neots	NWAAT	48	1	N	4,690	1	6	Day	0	Day	0.06
Cambridge Gardens North	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Cambridge Gardens South	St Neots	NWAAT	24	1	N	4,690	1	6	Day	0	Day	0.03
Cambridge Gardens South	St Neots	NWAAT	24	1	N	4,690	1	6	Day	0	Day	0.03
Cambridge Gardens South	St Neots	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Cambridge Gardens South	St Neots	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Cambridge Road	St Neots	NWAAT	108	1	N	4,690	1	6	Day	0	Day	0.14
Cambridge Road	St Neots	NWAAT	110	1	N	4,690	1	6	Day	0	Day	0.14
Cambridge Street	St Neots	Coaches Only	24	3	N	1,420	2	6	Day	0	Day	0.20
Cambridge Street	St Neots	Coaches Only Th	24	3	N	1,420	2	1	Day	0	Day	0.03
Cambridge Street	St Neots	NWAAT	242	1	N	4,690	1	6	Day	0	Day	0.31
Cambridge Street	St Neots	NWAAT	21	1	N	4,690	1	6	Day	0	Day	0.03
Cambridge Street	St Neots	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Cambridge Street	St Neots	NWAAT	299	1	N	4,690	1	6	Day	0	Day	0.38
Cambridge Street	St Neots	NWAAT	131	1	N	4,690	1	6	Day	0	Day	0.17
Cambridge Street	St Neots	NWAAT/NL M-Sat 8am-9am & 4pm-5.30pm	44	1	N	4,690	1	6	Day	0	Day	0.06
Cambridge Street	St Neots	NWAAT/NL M-Sat 8am-9am & 4pm-5.30pm	44	1	N	4,690	1	6	Day	0	Day	0.06
Child's Pond Road	St Neots	DBH	7	3	N	1,420	2	6	Day	0	Day	0.06
Child's Pond Road	St Neots	NWAAT	21	1	N	4,690	1	6	Day	0	Day	0.03
Child's Pond Road	St Neots	NWAAT	21	1	N	4,690	1	6	Day	0	Day	0.03
Child's Pond Road	St Neots	NWAAT	12	1	N	4,690	1	6	Day	0	Day	0.02
Child's Pond Road	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Child's Pond Road	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Child's Pond Road	St Neots	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Child's Pond Road	St Neots	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Child's Pond Road	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Church Street	St Neots	NW M-Sat 8am-6pm except for wedding and funeral vehicles	60	1	N	4,690	1	6	Day	0	Day	0.08
Church Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Church Street	St Neots	NWAAT	126	1	N	4,690	1	6	Day	0	Day	0.16
Church Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Cromwell Gardens	St Neots	NWAAT	7	1	N	4,690	1	6	Day	0	Day	0.01
Cromwell Gardens	St Neots	NWAAT	7	1	N	4,690	1	6	Day	0	Day	0.01
Cromwell Gardens	St Neots	NWAAT	23	1	N	4,690	1	6	Day	0	Day	0.03
Cromwell Gardens	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Cromwell Gardens	St Neots	NWAAT	11	1	N	4,690	1	6	Day	0	Day	0.01
Cromwell Gardens	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Cromwell Road	St Neots	NWAAT	61	1	N	4,690	1	6	Day	0	Day	0.08
Cromwell Road	St Neots	NWAAT	99	1	N	4,690	1	6	Day	0	Day	0.13
Cunningham Way	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Cunningham Way	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Dewpond Close	St Neots	NWAAT	12	1	N	4,690	1	6	Day	0	Day	0.02
Dewpond Close	St Neots	NWAAT	12	1	N	4,690	1	6	Day	0	Day	0.02
Dovehouse Close	St Neots	NWAAT	145	1	N	4,690	1	6	Day	0	Day	0.19
Dovehouse Close	St Neots	NWAAT	145	1	N	4,690	1	6	Day	0	Day	0.19
Dovehouse Close	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Dovehouse Close	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Dovehouse Close	St Neots	NWAAT	17	1	N	4,690	1	6	Day	0	Day	0.02
Dovehouse Close	St Neots	NWAAT	17	1	N	4,690	1	6	Day	0	Day	0.02
East Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
East Street	St Neots	NWAAT	50	1	N	4,690	1	6	Day	0	Day	0.06
Fox Close	St Neots	NWAAT	7	1	N	4,690	1	6	Day	0	Day	0.01
Fox Close	St Neots	NWAAT	7	1	N	4,690	1	6	Day	0	Day	0.01
Great North Road	St Neots	DBH	7	3	N	1,420	2	6	Day	0	Day	0.06
Great North Road	St Neots	NWAAT	11	1	N	4,690	1	6	Day	0	Day	0.01
Great North Road	St Neots	NWAAT	22	1	N	4,690	1	6	Day	0	Day	0.03
Great North Road	St Neots	NWAAT	22	1	N	4,690	1	6	Day	0	Day	0.03
Great North Road	St Neots	NWAAT	39	1	N	4,690	1	6	Day	0	Day	0.05
Great North Road	St Neots	NWAAT	84	1	N	4,690	1	6	Day	0	Day	0.11
Great North Road	St Neots	NWAAT/NL M-Sat 8am-6pm	220	1	N	4,690	1	6	Day	0	Day	0.28
Great North Road	St Neots	NWAAT/NL M-Sat 8am-6pm	250	1	N	4,690	1	6	Day	0	Day	0.32
Green End Road	St Neots	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Green End Road	St Neots	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Greenfields	St Neots	NWAAT	17	1	N	4,690	1	6	Day	0	Day	0.02
Greenfields	St Neots	NWAAT	17	1	N	4,690	1	6	Day	0	Day	0.02

			Streets									
Hawkesden Road	St Neots	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Hawkesden Road	St Neots	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
High Street	St Neots	DBH	25	3	N	1,420	2	6	Day	0	Day	0.21
High Street	St Neots	Loading Bay M-Sat 7am-7pm	17	2	N	3,000	2	6	Day	0	Day	0.07
High Street	St Neots	Loading Bay M-Sat 7am-7pm	17	2	N	3,000	2	6	Day	0	Day	0.07
High Street	St Neots	NWAAT/NL M-Sat 8am-9am & 4pm-5.30pm	44	1	N	4,690	1	6	Day	0	Day	0.06
High Street	St Neots	NWAAT/NL M-Sat 8am-9am & 4pm-5.30pm	44	1	N	4,690	1	6	Day	0	Day	0.06
Howitt's Gardens	St Neots	DBH	7	3	N	1,420	2	6	Day	0	Day	0.06
Huntingdon Street	St Neots	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05
Huntingdon Street	St Neots	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Huntingdon Street	St Neots	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Huntingdon Street	St Neots	NWAAT	28	1	N	4,690	1	6	Day	0	Day	0.04
Huntingdon Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Huntingdon Street	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Huntingdon Street	St Neots	NWAAT	60	1	N	4,690	1	6	Day	0	Day	0.08
Huntingdon Street	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Huntingdon Street	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Huntingdon Street	St Neots	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Huntingdon Street	St Neots	NWAAT	23	1	N	4,690	1	6	Day	0	Day	0.03
Huntingdon Street	St Neots	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Huntingdon Street	St Neots	NWAAT	12	1	N	4,690	1	6	Day	0	Day	0.02
Huntingdon Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Huntingdon Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
King's Lane	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
King's Lane	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
King's Lane	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
King's Lane	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
King's Lane	St Neots	NWAAT	58	1	N	4,690	1	6	Day	0	Day	0.07
King's Lane	St Neots	NWAAT	58	1	N	4,690	1	6	Day	0	Day	0.07
King's Lane	St Neots	NWAAT	33	1	N	4,690	1	6	Day	0	Day	0.04
King's Lane	St Neots	NWAAT	28	1	N	4,690	1	6	Day	0	Day	0.04
King's Lane	St Neots	NWAAT	29	1	N	4,690	1	6	Day	0	Day	0.04
King's Lane	St Neots	NWAAT	45	1	N	4,690	1	6	Day	0	Day	0.06
King's Lane	St Neots	NWAAT	38	1	N	4,690	1	6	Day	0	Day	0.05
Kings Road	St Neots	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Kings Road	St Neots	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Kings Road	St Neots	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Kings Road	St Neots	NWAAT	18	1	N	4,690	1	6	Day	0	Day	0.02
Layby outside Shortsands Home for the Elderly, Cambridge Street	St Neots	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Layby outside Shortsands Home for the Elderly, Cambridge Street	St Neots	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Layby outside Shortsands Home for the Elderly, Cambridge Street	St Neots	NWAAT	120	1	N	4,690	1	6	Day	0	Day	0.15
Layby outside Shortsands Home for the Elderly, Cambridge Street	St Neots	NWAAT except for wedding and funeral vehicles	48	1	N	4,690	1	6	Day	0	Day	0.06
Little End Road	St Neots	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Little End Road	St Neots	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Little End Road	St Neots	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Longsands Road	St Neots	NWAAT	96	1	N	4,690	1	6	Day	0	Day	0.12
Longsands Road	St Neots	NWAAT	201	1	N	4,690	1	6	Day	0	Day	0.26
Longsands Road	St Neots	NWAAT	35	1	N	4,690	1	6	Day	0	Day	0.04
Longsands Road	St Neots	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Longsands Road	St Neots	NWAAT	57	1	N	4,690	1	6	Day	0	Day	0.07
Longsands Road	St Neots	NWAAT	143	1	N	4,690	1	6	Day	0	Day	0.18
Manor Farm Road	St Neots	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Manor Farm Road	St Neots	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Market Square	St Neots	NWAAT	33	1	N	4,690	1	6	Day	0	Day	0.04
Market Square	St Neots	NWAAT	8	1	N	4,690	1	6	Day	0	Day	0.01
Market Square	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Market Square	St Neots	NWAAT/NL M-Sat 8am-9am & 4pm-5.30pm	44	1	N	4,690	1	6	Day	0	Day	0.06
Market Square	St Neots	NWAAT/NL M-Sat 8am-9am & 4pm-5.30pm	44	1	N	4,690	1	6	Day	0	Day	0.06
Market Square	St Neots	NWAAT/NL M-Sat 8am-9am & 4pm-5.30pm	40	1	N	4,690	1	6	Day	0	Day	0.05
Market Square	St Neots	SPP	11	3	N	1,420	4	6	Day	0	Day	0.18
Market Square East	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Market Square North	St Neots	BSC 7am-7pm	30	1	N	4,690	1	6	Day	0	Day	0.04
Market Square North	St Neots	BSC 7am-7pm	29	1	N	4,690	1	6	Day	0	Day	0.04
Market Square North	St Neots	Loading Bay Market Day 5am-8am & 3pm-6pm	20	2	N	3,000	2	1	Day	0	Day	0.01
Market Square North	St Neots	Loading Bay Market Day 5am-8am & 3pm-6pm	20	2	N	3,000	2	1	Day	0	Day	0.01
Market Square North	St Neots	Loading Bay M-Sat 7am-7pm	21	2	N	3,000	2	6	Day	0	Day	0.08
Market Square North	St Neots	Loading Bay M-Sat 7am-7pm	20	2	N	3,000	2	6	Day	0	Day	0.08

			Streets									
Market Square North	St Neots	Loading Bay M-Sat 7am-7pm	21	2	N	3,000	2	6	Day	0	Day	0.08
Market Square North	St Neots	Loading Bay M-Sat 7am-7pm	20	2	N	3,000	2	6	Day	0	Day	0.08
Market Square North	St Neots	NWAAT/NL 7am-10am & 4pm-7pm	12	1	N	4,690	1	6	Day	0	Day	0.02
Market Square North	St Neots	NWAAT/NL 7am-10am & 4pm-7pm	3	1	N	4,690	1	6	Day	0	Day	0.00
Market Square North	St Neots	NWAAT/NL 7am-10am & 4pm-7pm	7	1	N	4,690	1	6	Day	0	Day	0.01
Market Square North	St Neots	NWAAT/NL 7am-10am & 4pm-7pm	7	1	N	4,690	1	6	Day	0	Day	0.01
Market Square North	St Neots	NWAAT/NLAAT	74	1	N	4,690	1	6	Day	0	Day	0.09
Market Square North	St Neots	NWAAT/NLAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
Market Square South	St Neots	BSC 7am-7pm/Taxis 7pm-7am	14	1	N	4,690	1	6	Day	0	Day	0.02
Market Square South	St Neots	Loading Bay M-Sat 7am-7pm	10	2	N	3,000	2	6	Day	0	Day	0.04
Market Square South	St Neots	Loading Bay M-Sat 7am-7pm	10	2	N	3,000	2	6	Day	0	Day	0.04
Market Square South	St Neots	Loading Bay M-Sat 7am-7pm	22	2	N	3,000	2	6	Day	0	Day	0.09
Market Square South	St Neots	Loading Bay M-Sat 7am-7pm/Taxis M-Sat 7pm-7am & Sundays	14	2	N	3,000	2	6	Day	0	Day	0.06
Market Square South	St Neots	NW 8am-6pm	88	1	N	4,690	1	6	Day	0	Day	0.11
Market Square South	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Market Square South	St Neots	NWAAT	67	1	N	4,690	1	6	Day	0	Day	0.09
Market Square South	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Market Square South	St Neots	NWAAT/NLAAT	67	1	N	4,690	1	6	Day	0	Day	0.09
Market Square South	St Neots	NWAAT/NLAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
Market Square South	St Neots	Taxis Only	28	3	N	1,420	1	6	Day	0	Day	0.12
Market Square West	St Neots	BSC 7am-7pm	25	1	N	4,690	1	6	Day	0	Day	0.03
Market Square West	St Neots	Loading Bay M-Sat 7am-7pm	15	2	N	3,000	2	6	Day	0	Day	0.06
Market Square West	St Neots	Loading Bay M-Sat 7am-7pm	15	2	N	3,000	2	6	Day	0	Day	0.06
Market Square West	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Market Square West	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Market Square West	St Neots	NWAAT/NLAAT	9	1	N	4,690	1	6	Day	0	Day	0.01
Market Square West	St Neots	NWAAT/NLAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
Market Square West	St Neots	NWAAT/NLAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Market Square West	St Neots	NWAAT/NLAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
Mill Lane	St Neots	NWAAT	448	1	N	4,690	1	6	Day	0	Day	0.57
Mill Lane	St Neots	NWAAT	448	1	N	4,690	1	6	Day	0	Day	0.57
Montagu Street	St Neots	NW M-F 8am-4pm	19	1	N	4,690	1	5	Day	0	Day	0.02
Montagu Street	St Neots	NWAAT	37	1	N	4,690	1	6	Day	0	Day	0.05
Montagu Street	St Neots	NWAAT	66	1	N	4,690	1	6	Day	0	Day	0.08
Montagu Street	St Neots	NWAAT except for wedding and funeral vehicles	66	1	N	4,690	1	6	Day	0	Day	0.08
Navigation Wharf	St Neots	NW M-Sat 8am-6pm	76	1	N	4,690	1	6	Day	0	Day	0.10
Navigation Wharf	St Neots	NW M-Sat 8am-6pm	76	1	N	4,690	1	6	Day	0	Day	0.10
Navigation Wharf	St Neots	NWAAT	51	1	N	4,690	1	6	Day	0	Day	0.07
Navigation Wharf	St Neots	NWAAT	51	1	N	4,690	1	6	Day	0	Day	0.07
Nelson Road	St Neots	NWAAT	65	1	N	4,690	1	6	Day	0	Day	0.08
Nelson Road	St Neots	NWAAT	65	1	N	4,690	1	6	Day	0	Day	0.08
New Street	St Neots	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05
New Street	St Neots	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05
New Street	St Neots	LW 1hr NR 1hr M-Sat 8am-6pm	39	4	N	900	4	6	Day	0	Day	1.05
New Street	St Neots	NW Th 8am-6pm	70	1	N	4,690	1	1	Day	0	Day	0.01
New Street	St Neots	NW Th 8am-6pm	100	1	N	4,690	1	1	Day	0	Day	0.02
New Street	St Neots	NWAAT	75	1	N	4,690	1	6	Day	0	Day	0.10
New Street	St Neots	NWAAT	55	1	N	4,690	1	6	Day	0	Day	0.07
New Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
New Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
New Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
New Street	St Neots	RPH M-Sat 8am-6pm	50	3	N	1,420	1	6	Day	0	Day	0.21
Old Great North Road	St Neots	NW M-F 8.30am-9.30am & 2.30pm-3.30pm	50	1	N	4,690	1	5	Day	0	Day	0.05
Old Great North Road	St Neots	NW M-F 8.30am-9.30am & 2.30pm-3.30pm	35	1	N	4,690	1	5	Day	0	Day	0.04
Old Great North Road	St Neots	NW M-F 8.30am-9.30am & 2.30pm-3.30pm	58	1	N	4,690	1	5	Day	0	Day	0.06
Old Great North Road	St Neots	NWAAT	175	1	N	4,690	1	6	Day	0	Day	0.22
Old Great North Road	St Neots	NWAAT	65	1	N	4,690	1	6	Day	0	Day	0.08
Old Great North Road	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Old Great North Road	St Neots	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Parkway	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Parkway	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Princes Drive	St Neots	NWAAT	22	1	N	4,690	1	6	Day	0	Day	0.03
Princes Drive	St Neots	NWAAT	14	1	N	4,690	1	6	Day	0	Day	0.02
Priory Lane and The Priory	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Priory Lane and The Priory	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Priory Road	St Neots	NW M-F 8am-5pm	26	1	N	4,690	1	5	Day	0	Day	0.03
Priory Road	St Neots	NW M-F 8am-5pm	26	1	N	4,690	1	5	Day	0	Day	0.03
Priory Road	St Neots	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Priory Road	St Neots	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Queens Gardens	St Neots	DBH	7	3	N	1,420	2	6	Day	0	Day	0.06

			Streets									
Queens Gardens	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Queens Gardens	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
River Terrace	St Neots	NWAAT	62	1	N	4,690	1	6	Day	0	Day	0.08
River Terrace	St Neots	NWAAT	62	1	N	4,690	1	6	Day	0	Day	0.08
River Terrace	St Neots	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
River Terrace	St Neots	NWAAT	40	1	N	4,690	1	6	Day	0	Day	0.05
Rowley Road	St Neots	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Rowley Road	St Neots	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
Russell Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Russell Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Ryecroft Avenue	St Neots	DBH	7	3	N	1,420	2	6	Day	0	Day	0.06
Ryecroft Avenue	St Neots	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Ryecroft Avenue	St Neots	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Sandfields Road	St Neots	NWAAT	38	1	N	4,690	1	6	Day	0	Day	0.05
Sandfields Road	St Neots	NWAAT	38	1	N	4,690	1	6	Day	0	Day	0.05
Sandwich Road	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Sandwich Road	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Sandwich Road	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Sandwich Road	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Sandwich Road	St Neots	NWAAT	16	1	N	4,690	1	6	Day	0	Day	0.02
Sandwich Road	St Neots	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
School Lane	St Neots	NWAAT	30	1	N	4,690	1	6	Day	0	Day	0.04
School Lane	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Shaftesbury Avenue	St Neots	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Shaftesbury Avenue	St Neots	NWAAT	25	1	N	4,690	1	6	Day	0	Day	0.03
Shaftesbury Avenue	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Shirdley Road	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Shirdley Road	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Simpkin Close	St Neots	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Simpkin Close	St Neots	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
South Street	St Neots	Loading Bay M-Sat 7am-7pm/Taxis M-Sat 7pm-7am & Sundays	23	2	N	3,000	2	6	Day	0	Day	0.09
South Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
South Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
South Street	St Neots	NWAAT/NLAAT	36	1	N	4,690	1	6	Day	0	Day	0.05
South Street	St Neots	NWAAT/NLAAT	28	1	N	4,690	1	6	Day	0	Day	0.04
South Street	St Neots	NWAAT/NLAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
St Anselm Place	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Anselm Place	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Anselm Place	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Anselm Place	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Anselm Place	St Neots	NWAAT	140	1	N	4,690	1	6	Day	0	Day	0.18
St Anselm Place	St Neots	NWAAT	130	1	N	4,690	1	6	Day	0	Day	0.17
St Marys Street	St Neots	LW 2hrs NR 2hrs M-Sat 8am-6pm	50	4	N	900	2	6	Day	0	Day	0.67
St Marys Street	St Neots	LW 2hrs NR 2hrs M-Sat 8am-6pm	50	4	N	900	2	6	Day	0	Day	0.67
St Marys Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Marys Street	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
St Marys Street	St Neots	NWAAT	34	1	N	4,690	1	6	Day	0	Day	0.04
St Marys Street	St Neots	NWAAT	24	1	N	4,690	1	6	Day	0	Day	0.03
Station Road	St Neots	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Station Road	St Neots	NW 8am-6pm	55	1	N	4,690	1	6	Day	0	Day	0.07
Tan Yard	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Tan Yard	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Tan Yard	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Tan Yard	St Neots	NWAAT	21	1	N	4,690	1	6	Day	0	Day	0.03
Tan Yard	St Neots	NWAAT	20	1	N	4,690	1	6	Day	0	Day	0.03
Tan Yard	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Tebbutts Road and rear service road	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Tebbutts Road and rear service road	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
The Crescent	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
The Crescent	St Neots	NWAAT	10	1	N	4,690	1	6	Day	0	Day	0.01
Unnamed link road between Akerman Street and School Lane	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Unnamed link road between Akerman Street and School Lane	St Neots	NWAAT	15	1	N	4,690	1	6	Day	0	Day	0.02
Unnamed link road between Akerman Street and School Lane	St Neots	NWAAT	47	1	N	4,690	1	6	Day	0	Day	0.06
Old Great North Road	Stibbington	NWAAT	146	5	Y	9,250	1	6	Week	0	Day	0.01
Old Great North Road	Stibbington	NWAAT	146	5	Y	9,250	1	6	Week	0	Day	0.01
Church Street	Stilton	NWAAT	35	5	Y	9,250	1	6	Week	0	Day	0.00

			Streets										
Church Street	Stilton	NWAAT	35	5	Y	9,250	1	6	Week	0	Day	0.00	
Fen Street	Stilton	NW M-F 9am-5pm	19	5	Y	9,250	1	5	Week	0	Day	0.00	
Fen Street	Stilton	NWAAT	27	5	Y	9,250	1	6	Week	0	Day	0.00	
Fen Street	Stilton	NWAAT	36	5	Y	9,250	1	6	Week	0	Day	0.00	
High Street	Stilton	NWAAT	20	5	Y	9,250	1	6	Week	0	Day	0.00	
High Street	Stilton	NWAAT	30	5	Y	9,250	1	6	Week	0	Day	0.00	
High Street	Stilton	NWAAT	20	5	Y	9,250	1	6	Week	0	Day	0.00	
North Street	Stilton	NWAAT	15	5	Y	9,250	1	6	Week	0	Day	0.00	
North Street	Stilton	NWAAT	20	5	Y	9,250	1	6	Week	0	Day	0.00	
Oak Road	Stilton	NWAAT	30	5	Y	9,250	1	6	Week	0	Day	0.00	
Oak Road	Stilton	NWAAT	15	5	Y	9,250	1	6	Week	0	Day	0.00	
High Street	Warboys	NWAAT	40	5	Y	9,250	1	6	Week	0	Day	0.00	
Ramsey Road	Warboys	NWAAT	40	5	Y	9,250	1	6	Week	0	Day	0.00	
Eltisley Road	Waresley	NWAAT	50	5	Y	9,250	1	6	Week	0	Day	0.00	
Gamlingay Road	Waresley	NWAAT	74	5	Y	9,250	1	6	Week	0	Day	0.01	
Gamlingay Road	Waresley	NWAAT	93	5	Y	9,250	1	6	Week	0	Day	0.01	
Askew's Lane	Yaxley	NWAAT	45	1	N	4,690	1	6	week	0	Day	0.01	
Askew's Lane	Yaxley	NWAAT	45	1	N	4,690	1	6	week	0	Day	0.01	
Beauvoir Place	Yaxley	NWAAT	10	1	N	4,690	1	6	week	0	Day	0.00	
Beauvoir Place	Yaxley	NWAAT	10	1	N	4,690	1	6	week	0	Day	0.00	
Blenheim Way	Yaxley	NWAAT	30	1	N	4,690	1	6	week	0	Day	0.01	
Blenheim Way	Yaxley	NWAAT	30	1	N	4,690	1	6	week	0	Day	0.01	
Broadway	Yaxley	NWAAT	30	1	N	4,690	1	6	week	0	Day	0.01	
Chapel Street	Yaxley	NWAAT	15	1	N	4,690	1	6	week	0	Day	0.00	
Chapel Street	Yaxley	NWAAT	9	1	N	4,690	1	6	week	0	Day	0.00	
Chapel Street	Yaxley	NWAAT	183	1	N	4,690	1	6	week	0	Day	0.03	
Church Street	Yaxley	NWAAT	125	1	N	4,690	1	6	week	0	Day	0.02	
Church Street	Yaxley	NWAAT	52	1	N	4,690	1	6	week	0	Day	0.01	
Church Street	Yaxley	NWAAT	207	1	N	4,690	1	6	week	0	Day	0.04	
Landsdowne Road	Yaxley	NWAAT	47	1	N	4,690	1	6	week	0	Day	0.01	
Landsdowne Road	Yaxley	NWAAT	47	1	N	4,690	1	6	week	0	Day	0.01	
Main Street	Yaxley	NW M-Sat 8am-6pm	36	1	N	4,690	1	6	Week	0	Day	0.01	
Main Street	Yaxley	NW M-Sat 8am-6pm	110	1	N	4,690	1	6	Week	0	Day	0.02	
Main Street	Yaxley	NWAAT	35	1	N	4,690	1	6	week	0	Day	0.01	
Main Street	Yaxley	NWAAT	35	1	N	4,690	1	6	week	0	Day	0.01	
Main Street	Yaxley	NWAAT	36	1	N	4,690	1	6	week	0	Day	0.01	
Main Street	Yaxley	NWAAT	30	1	N	4,690	1	6	week	0	Day	0.01	
Main Street	Yaxley	NWAAT	30	1	N	4,690	1	6	week	0	Day	0.01	
Main Street	Yaxley	NWAAT	35	1	N	4,690	1	6	week	0	Day	0.01	
Mere View	Yaxley	NWAAT	23	1	N	4,690	1	6	week	0	Day	0.00	
Middletons Road	Yaxley	NWAAT	22	1	N	4,690	1	6	week	0	Day	0.00	
Middletons Road	Yaxley	NWAAT	22	1	N	4,690	1	6	week	0	Day	0.00	
Queen Street	Yaxley	NW M-F 7.45am-9.30am & 2.30pm-4.30pm	34	1	N	4,690	1	5	Week	0	Day	0.01	
Queen Street	Yaxley	NW M-F 7.45am-9.30am & 2.30pm-4.30pm	46	1	N	4,690	1	5	Week	0	Day	0.01	
Queen Street	Yaxley	NW M-F 7.45am-9.30am & 2.30pm-4.30pm	42	1	N	4,690	1	5	Week	0	Day	0.01	
The Broadway	Yaxley	NS 7am-7pm except buses	50	1	N	4,690	1	6	Week	0	Day	0.01	
The Broadway	Yaxley	NS 7am-7pm except buses	50	1	N	4,690	1	6	Week	0	Day	0.01	
The Broadway	Yaxley	NWAAT	48	1	N	4,690	1	6	week	0	Day	0.01	
Wykes Road	Yaxley	DBH	3	3	N	1,420	1	6	Week	0	Day	0.00	
			<u>57,980</u>									<u>105.02</u>	

APPENDIX F**Summary sheets of the model variations including the split between CCC and HDC.**

- V1 Off street enforcement In House. On street enforcement and ALL notice processing by CCC.
- V2A HDC off street only. Enforcement and notice processing.
- V2B CCC on street only. Enforcement and notice processing.
- V3 All services provided by CCC
- V4 The Base model with 10% less PCNs on street.
- V5 As for V3 with all services provided by a Contractor

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 V1
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V1

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

MODEL OPTIONS SELECTED:

Civil Enforcement Officer TIME ALLOCATION:

If the Civil Enforcement Officers have duties which reduce the effective time they will spend enforcing the parking regulations, this will be reflected by a proportional split being entered for the Other Duties (Enforcement Duties will adjust automatically).
 Actions: Enter required percentages under On-Street and/or Off-Street

Non-Parking Enforcement Duties		Parking Enforcement	
	Options:	Selected Option	Balance
On-Street	0 - 100%	0%	100%
Off-Street	0 - 100%	0%	100%

ON-STREET PAY & DISPLAY CHARGING:

The model has three possible options which can be selected as follows: -
 Current Select for no-change to the current status on implementation of CPE
 New P&D-1 Includes the income and expenses derived from schedule "P&D-1"
 New P&D- 1&2 Includes the income and expenses derived from schedule "P&D-1" and schedule "P&D-2".
 Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option	Option Number
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

OFF-STREET CAR PARK CHARGING

The model has three possible options which can be selected as follows: -
 Current Select for no change to tariffs or transaction volumes
 Option 1 Considers revised tariffs, transaction volumes and distributions of transaction by tariff.
 Option 2 Considers same changes as Option 1 but for alternative tariff structure.
 Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option
Current	Current
Option 1	
Option 2	

OFF-STREET CAR PARK TRANSACTION VOLUMES INCREASE

This is the estimated increase in transaction volumes experienced in Off-Street Car Parks post CPE.
 Apply percentage volume increase to "Current" Income
 Actions: Select the required option to apply or not apply the percentage change to "Current Income"; then Enter required percentage volume increase under "Selected Option"

Options:	Selected Option
Yes or No	Yes
0 - 100%	1%

OFF-STREET CAR PARK CHARGING IN FREE CAR PARKS

Selecting the "Yes" Option will include an estimated volume of transactions from Free Car Parks to be included in the calculation of "Off-Street Car Park Charging". It will also modify the Enforcement required now these Car Parks are charged for.
 Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option
Yes	No
No	

CURRENT VAT RATE

The model will use this rate for all calculations involving VAT
 Actions: Enter current VAT rate under "VAT Rate"

Range	VAT Rate
0 - 100%	20.0%

LEASING RATES

The model uses 3 or 5 year periods for leasing items, as selected per item. Enter current rates per £1,000 per annum:

Rate for 3 year leases:	£310
Rate for 5 year leases:	£230

SUMMARY

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 V1
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V1

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

SUMMARY OF MARGINAL INCOME & EXPENDITURE

START-UP =	Enter 1 - 3 1 MONTHS	SCH REF	START-UP PERIOD (months)	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
<u>INCOME</u>										
	PCNs ISSUED				0	8,521	8,976	8,976	8,976	8,976
	PCN PAYMENTS	1	NB includes impact of differential PCNs	£0	£91,853	£107,960	£107,960	£107,960	£107,960	£107,960
	CLAMP & REMOVAL PAYMENTS			£0	£0	£0	£0	£0	£0	£0
	PERMIT PAYMENTS	2		£0	£0	£0	£0	£0	£0	£0
	CAR PARK RECEIPTS	3		£0	£20,130	£20,130	£20,130	£20,130	£20,130	£20,130
	ON STREET CHARGING	3		£0	£1,290	£1,290	£1,290	£1,290	£1,290	£1,290
	NET C.COURT PROCEEDS	4		£0	£4,893	£19,572	£19,572	£19,572	£19,572	£19,572
	TOTAL PAYMENTS			£0	£118,166	£148,952	£148,952	£148,952	£148,952	£148,952
<u>EXPENSES:</u>							3%	3%	3%	3%
	OPERATIONAL MANAGEMENT	5	1	£110,617	£20,671	£1,458	£1,501	£1,546	£1,593	£1,640
	ON-STREET ENFORCEMENT	6	1	£20,030	£17,439	£129,870	£133,767	£137,780	£141,913	£146,170
	OFF-STREET ENFORCEMENT	7	1	£15,330	£1,688	(£19,523)	(£20,109)	(£20,712)	(£21,334)	(£21,974)
	CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1	£0	£3,762	£45,149	£46,503	£47,898	£49,335	£50,815
	PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES			£145,977	£43,560	£156,953	£161,662	£166,512	£171,507	£176,652
	ANNUAL NET SURPLUS OR (DEFICIT)			(£145,977)	(£43,560)	(£38,787)	(£12,710)	(£17,559)	(£22,555)	(£27,700)
	CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL				(£43,560)	(£82,347)	(£95,057)	(£112,616)	(£135,171)	(£162,871)
	CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL				(£189,537)	(£228,324)	(£241,034)	(£258,593)	(£281,148)	(£308,848)
	NPV INTEREST RATE	6%								
	YEAR END NPVs (EXCLUDING CAPITAL)				(£80,152)	(£91,463)	(£106,206)	(£124,072)	(£144,771)	
	NPV INTEREST RATE	6%								
	YEAR END NPVs (INCLUDING CAPITAL)				(£226,129)	(£237,440)	(£252,184)	(£270,049)	(£290,748)	

Notes:-

- 1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V1

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT POST-CPE.

			START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
		% SPLIT							
	PCNs ISSUED:				8,521	8,976	8,976	8,976	8,976
	ON-STREET:	59.3%			5,049	5,318	5,318	5,318	5,318
	OFF-STREET:	40.8%			3,473	3,659	3,659	3,659	3,659
		BASIS OF SPLIT							
INCOME									
	PCN PAYMENTS				£ 91,853	£ 107,931	£ 107,931	£ 107,931	£ 107,931
	ON-STREET:				£ 109,573	£ 125,651	£ 125,651	£ 125,651	£ 125,651
	OFF-STREET:				(£ 17,720)	(£ 17,720)	(£ 17,720)	(£ 17,720)	(£ 17,720)
	PERMIT PAYMENTS			£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	CAR PARK RECEIPTS				£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
	ON-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%			£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
	ON STREET CHARGING				£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	ON-STREET:	100%			£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	OFF-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
	NET C.COURT PROCEEDS				£ 4,893	£ 19,572	£ 19,572	£ 19,572	£ 19,572
	ON-STREET:	59.3%			£ 2,899	£ 11,597	£ 11,597	£ 11,597	£ 11,597
	OFF-STREET:	40.8%			£ 1,994	£ 7,978	£ 7,978	£ 7,978	£ 7,978
EXPENSES:									
	OPERATIONAL MANAGEMENT		£ 110,617	£ 20,671	£ 1,458	£ 1,501	£ 1,546	£ 1,593	£ 1,640
	ON-STREET:	59.3%	£ 102,617	£ 12,248	£ 864	£ 890	£ 916	£ 944	£ 972
	OFF-STREET:	40.8%	£ 8,000	£ 8,426	£ 594	£ 612	£ 630	£ 649	£ 669
	ON-STREET ENFORCEMENT		£ 20,030	£ 17,439	£ 129,870	£ 133,767	£ 137,780	£ 141,913	£ 146,170
	ON-STREET:	100%	£ 20,030	£ 17,439	£ 129,870	£ 133,767	£ 137,780	£ 141,913	£ 146,170
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET ENFORCEMENT		£ 15,330	£ 1,688	(£ 19,523)	(£ 20,109)	(£ 20,712)	(£ 21,334)	(£ 21,974)
	ON-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%	£ 15,330	£ 1,688	(£ 19,523)	(£ 20,109)	(£ 20,712)	(£ 21,334)	(£ 21,974)
	TICKET & PERMITS PROCESSING		£ 0	£ 3,762	£ 45,149	£ 46,503	£ 47,898	£ 49,335	£ 50,815
	ON-STREET:	59.3%	£ 0	£ 2,229	£ 33,204	£ 34,201	£ 35,227	£ 36,283	£ 37,372
	OFF-STREET:	40.8%	£ 0	£ 1,534	£ 11,944	£ 12,302	£ 12,672	£ 13,052	£ 13,443
	PAY & DISPLAY		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	INCOME				£ 0	£ 113,762	£ 138,538	£ 138,538	£ 138,538
	ON-STREET:				£ 0	£ 4,404	£ 10,387	£ 10,387	£ 10,387
	OFF-STREET:				£ 0	£ 118,166	£ 148,926	£ 148,926	£ 148,926
	TOTAL INCOME:				£ 0	£ 118,166	£ 148,926	£ 148,926	£ 148,926
	EXPENSES		£ 122,647	£ 31,916	£ 163,938	£ 168,857	£ 173,922	£ 179,140	£ 184,514
	ON-STREET:	59.3%	£ 23,330	£ 11,647	(£ 6,985)	(£ 7,195)	(£ 7,410)	(£ 7,633)	(£ 7,862)
	OFF-STREET:	40.8%	£ 99,317	£ 20,269	£ 170,923	£ 161,662	£ 166,512	£ 171,507	£ 176,652
	TOTAL EXPENSES:		£ 122,647	£ 31,916	£ 163,938	£ 168,857	£ 173,922	£ 179,140	£ 184,514
	ANNUAL NET SURPLUS OR (DEFICIT):		(£ 122,647)	(£ 31,916)	(£ 50,176)	(£ 30,318)	(£ 35,384)	(£ 40,602)	(£ 45,976)
	ON-STREET:		(£ 23,330)	(£ 11,647)	(£ 11,389)	(£ 17,582)	(£ 17,798)	(£ 18,020)	(£ 18,249)
	OFF-STREET:		(£ 99,317)	(£ 20,269)	(£ 38,787)	(£ 12,736)	(£ 17,586)	(£ 22,581)	(£ 27,727)
	CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL			(£ 31,916)	(£ 82,092)	(£ 112,410)	(£ 147,794)	(£ 188,396)	(£ 234,372)
	ON-STREET:			(£ 11,647)	(£ 257)	£ 17,325	£ 35,122	£ 53,142	£ 71,392
	OFF-STREET:		£ 0	(£ 43,563)	(£ 82,350)	(£ 95,086)	(£ 112,672)	(£ 135,253)	(£ 162,980)
	CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL		(£ 122,647)	(£ 154,563)	(£ 204,739)	(£ 235,058)	(£ 270,441)	(£ 311,043)	(£ 357,019)
	ON-STREET:		(£ 23,330)	(£ 34,977)	(£ 23,587)	(£ 6,005)	£ 11,792	£ 29,812	£ 48,062
	OFF-STREET:		(£ 99,317)	(£ 189,540)	(£ 228,327)	(£ 241,063)	(£ 258,649)	(£ 281,231)	(£ 308,957)

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION: July 2017 V2A
MODEL DATE: 27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V2A

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

MODEL OPTIONS SELECTED:

Civil Enforcement Officer TIME ALLOCATION:

If the Civil Enforcement Officers have duties which reduce the effective time they will spend enforcing the parking regulations, this will be reflected by a proportional split being entered for the Other Duties (Enforcement Duties will adjust automatically).
 Actions: Enter required percentages under On-Street and/or Off-Street

Non-Parking Enforcement Duties		Parking Enforcement	
	Options:	Selected Option	Balance
On-Street	0 - 100%	0%	100%
Off-Street	0 - 100%	0%	100%

ON-STREET PAY & DISPLAY CHARGING:

The model has three possible options which can be selected as follows: -
 Current Select for no-change to the current status on implementation of CPE
 New P&D-1 Includes the income and expenses derived from schedule "P&D-1"
 New P&D- 1&2 Includes the income and expenses derived from schedule "P&D-1" and schedule "P&D-2".
 Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option	Option Number
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

OFF-STREET CAR PARK CHARGING

The model has three possible options which can be selected as follows: -
 Current Select for no change to tariffs or transaction volumes
 Option 1 Considers revised tariffs, transaction volumes and distributions of transaction by tariff.
 Option 2 Considers same changes as Option 1 but for alternative tariff structure.
 Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option
Current	Current
Option 1	
Option 2	

OFF-STREET CAR PARK TRANSACTION VOLUMES INCREASE

This is the estimated increase in transaction volumes experienced in Off-Street Car Parks post CPE.
 Apply percentage volume increase to "Current" Income
 Actions: Select the required option to apply or not apply the percentage change to "Current Income"; then Enter required percentage volume increase under "Selected Option"

Options:	Selected Option
Yes or No	Yes
0 - 100%	1%

OFF-STREET CAR PARK CHARGING IN FREE CAR PARKS

Selecting the "Yes" Option will include an estimated volume of transactions from Free Car Parks to be included in the calculation of "Off-Street Car Park Charging". It will also modify the Enforcement required now these Car Parks are charged for.
 Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option
Yes	No
No	

CURRENT VAT RATE

The model will use this rate for all calculations involving VAT
 Actions: Enter current VAT rate under "VAT Rate"

Range	VAT Rate
0 - 100%	20.0%

LEASING RATES

The model uses 3 or 5 year periods for leasing items, as selected per item. Enter current rates per £1,000 per annum:

Rate for 3 year leases:	£310
Rate for 5 year leases:	£230

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SUMMARY

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 V2A
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V2A

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

SUMMARY OF MARGINAL INCOME & EXPENDITURE

START-UP =	Enter 1 - 3 1 MONTHS	SCH REF	START-UP PERIOD (months)	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
<u>INCOME</u>										
	PCNs ISSUED				0	3,659	3,659	3,659	3,659	3,659
	PCN PAYMENTS	1	NB includes impact of differential PCNs	£0	(£4,749)	(£17,695)	(£17,695)	(£17,695)	(£17,695)	(£17,695)
	CLAMP & REMOVAL PAYMENTS			£0	£0	£0	£0	£0	£0	£0
	PERMIT PAYMENTS	2		£0	£0	£0	£0	£0	£0	£0
	CAR PARK RECEIPTS	3		£0	£20,130	£20,130	£20,130	£20,130	£20,130	£20,130
	ON STREET CHARGING	3		£0	£0	£0	£0	£0	£0	£0
	NET C.COURT PROCEEDS	4		£0	£1,600	£6,399	£6,399	£6,399	£6,399	£6,399
	TOTAL PAYMENTS			£0	£16,980	£8,834	£8,834	£8,834	£8,834	£8,834
<u>EXPENSES:</u>							3%	3%	3%	3%
	OPERATIONAL MANAGEMENT	5	1	£8,000	£20,671	£1,458	£1,501	£1,546	£1,593	£1,640
	ON-STREET ENFORCEMENT	6	1	£0	£0	£0	£0	£0	£0	£0
	OFF-STREET ENFORCEMENT	7	1	£15,330	£1,688	(£19,523)	(£20,109)	(£20,712)	(£21,334)	(£21,974)
	CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1	£6,000	£6,356	£7,097	£7,310	£7,529	£7,755	£7,988
	PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES			£29,330	£28,716	(£10,969)	(£11,298)	(£11,637)	(£11,986)	(£12,345)
	ANNUAL NET SURPLUS OR (DEFICIT)			(£29,330)	(£28,716)	£27,949	£20,131	£20,470	£20,819	£21,179
	CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL				(£28,716)	(£767)	£19,365	£39,835	£60,654	£81,833
	CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL				(£58,046)	(£30,097)	(£9,965)	£10,505	£31,324	£52,503
	NPV INTEREST RATE	6%								
	YEAR END NPVs (EXCLUDING CAPITAL)				(£2,349)	£15,568	£32,755	£49,246	£65,072	
	NPV INTEREST RATE	6%								
	YEAR END NPVs (INCLUDING CAPITAL)				(£31,679)	(£13,762)	£3,425	£19,916	£35,742	

Notes:-

- 1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V2A

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT POST-CPE.

			START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
		% SPLIT							
	PCNs ISSUED:				3,659	3,659	3,659	3,659	3,659
	ON-STREET:	0.0%			-	-	-	-	-
	OFF-STREET:	100.0%			3,660	3,660	3,660	3,660	3,660
INCOME		BASIS OF SPLIT							
	PCN PAYMENTS				(£ 4,749)	(£ 17,720)	(£ 17,720)	(£ 17,720)	(£ 17,720)
	ON-STREET:				£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:				(£ 4,749)	(£ 17,720)	(£ 17,720)	(£ 17,720)	(£ 17,720)
	PERMIT PAYMENTS			£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	CAR PARK RECEIPTS				£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
	ON-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%			£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
	ON STREET CHARGING				£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%			£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
	NET C.COURT PROCEEDS				£ 1,600	£ 6,399	£ 6,399	£ 6,399	£ 6,399
	ON-STREET:	0.0%			£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100.0%			£ 1,600	£ 6,400	£ 6,400	£ 6,400	£ 6,400
EXPENSES:									
	OPERATIONAL MANAGEMENT		£ 8,000	£ 20,671	£ 1,458	£ 1,501	£ 1,546	£ 1,593	£ 1,640
	ON-STREET:	0.0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100.0%	£ 8,000	£ 20,677	£ 1,458	£ 1,502	£ 1,547	£ 1,593	£ 1,641
	ON-STREET ENFORCEMENT		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET ENFORCEMENT		£ 15,330	£ 1,688	(£ 19,523)	(£ 20,109)	(£ 20,712)	(£ 21,334)	(£ 21,974)
	ON-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%	£ 15,330	£ 1,688	(£ 19,523)	(£ 20,109)	(£ 20,712)	(£ 21,334)	(£ 21,974)
	TICKET & PERMITS PROCESSING		£ 6,000	£ 6,356	£ 7,097	£ 7,310	£ 7,529	£ 7,755	£ 7,988
	ON-STREET:	0.0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100.0%	£ 6,002	£ 6,358	£ 7,097	£ 7,310	£ 7,529	£ 7,755	£ 7,988
	PAY & DISPLAY		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	INCOME				£ 0	£ 0	£ 0	£ 0	£ 0
	INCOME				£ 0	£ 16,981	£ 8,810	£ 8,810	£ 8,810
	TOTAL INCOME:				£ 0	£ 16,981	£ 8,810	£ 8,810	£ 8,810
	EXPENSES				£ 0	£ 0	£ 0	£ 0	£ 0
	EXPENSES		£ 29,332	£ 28,723	(£ 10,968)	(£ 11,297)	(£ 11,636)	(£ 11,985)	(£ 12,345)
	TOTAL EXPENSES:		£ 29,332	£ 28,723	(£ 10,968)	(£ 11,297)	(£ 11,636)	(£ 11,985)	(£ 12,345)
	ANNUAL NET SURPLUS OR (DEFICIT):		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:		(£ 29,332)	(£ 28,723)	£ 27,949	£ 20,108	£ 20,446	£ 20,796	£ 21,155
	OFF-STREET:		(£ 29,332)	(£ 28,723)	£ 27,949	£ 20,108	£ 20,446	£ 20,796	£ 21,155
	CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL				£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:				(£ 28,723)	(£ 774)	£ 19,334	£ 39,780	£ 60,576
	OFF-STREET:		£ 0	(£ 28,723)	(£ 774)	£ 19,334	£ 39,780	£ 60,576	£ 81,731
	CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL				£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:		(£ 29,332)	(£ 58,055)	(£ 30,105)	(£ 9,998)	£ 10,449	£ 31,244	£ 52,399
	OFF-STREET:		(£ 29,332)	(£ 58,055)	(£ 30,105)	(£ 9,998)	£ 10,449	£ 31,244	£ 52,399

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V2B

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

MODEL OPTIONS SELECTED:

Civil Enforcement Officer TIME ALLOCATION:

If the Civil Enforcement Officers have duties which reduce the effective time they will spend enforcing the parking regulations, this will be reflected by a proportional split being entered for the Other Duties (Enforcement Duties will adjust automatically).

Actions: Enter required percentages under On-Street and/or Off-Street

Non-Parking Enforcement Duties		Parking Enforcement	
	Options:	Selected Option	Balance
On-Street	0 - 100%	0%	100%
Off-Street	0 - 100%	0%	100%

ON-STREET PAY & DISPLAY CHARGING:

The model has three possible options which can be selected as follows: -

- Current Select for no-change to the current status on implementation of CPE
- New P&D-1 Includes the income and expenses derived from schedule "P&D-1"
- New P&D- 1&2 Includes the income and expenses derived from schedule "P&D-1" and schedule "P&D-2".

Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option	Option Number
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

OFF-STREET CAR PARK CHARGING

The model has three possible options which can be selected as follows: -

- Current Select for no change to tariffs or transaction volumes
- Option 1 Considers revised tariffs, transaction volumes and distributions of transaction by tariff.
- Option 2 Considers same changes as Option 1 but for alternative tariff structure.

Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option
Current	Current
Option 1	
Option 2	

OFF-STREET CAR PARK TRANSACTION VOLUMES INCREASE

This is the estimated increase in transaction volumes experienced in Off-Street Car Parks post CPE.

Apply percentage volume increase to "Current" Income

Actions: Select the required option to apply or not apply the percentage change to "Current Income"; then

Enter required percentage volume increase under "Selected Option"

Options:	Selected Option
Yes or No	Yes
0 - 100%	1%

OFF-STREET CAR PARK CHARGING IN FREE CAR PARKS

Selecting the "Yes" Option will include an estimated volume of transactions from Free Car Parks to be included in the calculation of "Off-Street Car Park Charging". It will also modify the Enforcement required now these Car Parks are charged for.

Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option
Yes	No
No	

CURRENT VAT RATE

The model will use this rate for all calculations involving VAT

Actions: Enter current VAT rate under "VAT Rate"

Range	VAT Rate
0 - 100%	20.0%

LEASING RATES

The model uses 3 or 5 year periods for leasing items, as selected per item. Enter current rates per £1,000 per annum:

Rate for 3 year leases:	£310
Rate for 5 year leases:	£230

SUMMARY

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 V2B
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL**VERSION: July 2017 V2B**

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

SUMMARY OF MARGINAL INCOME & EXPENDITURE

START-UP =	Enter 1 - 3 1 MONTHS	SCH REF	START-UP PERIOD (months)	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME										
	PCNs ISSUED				0	4,863	5,318	5,318	5,318	5,318
	PCN PAYMENTS	1	NB includes impact of differential PCNs	£0	£95,486	£125,683	£125,683	£125,683	£125,683	£125,683
	CLAMP & REMOVAL PAYMENTS			£0	£0	£0	£0	£0	£0	£0
	PERMIT PAYMENTS	2		£0	£0	£0	£0	£0	£0	£0
	CAR PARK RECEIPTS	3		£0	£0	£0	£0	£0	£0	£0
	ON STREET CHARGING	3		£0	£1,290	£1,290	£1,290	£1,290	£1,290	£1,290
	NET C.COURT PROCEEDS	4		£0	£3,241	£12,965	£12,965	£12,965	£12,965	£12,965
	TOTAL PAYMENTS			£0	£100,017	£139,937	£139,937	£139,937	£139,937	£139,937
EXPENSES:							3%	3%	3%	3%
	OPERATIONAL MANAGEMENT	5	1	£102,617	£20,671	£1,458	£1,501	£1,546	£1,593	£1,640
	ON-STREET ENFORCEMENT	6	1	£20,030	£15,372	£109,940	£113,238	£116,635	£120,134	£123,738
	OFF-STREET ENFORCEMENT	7	1	£0	£0	£0	£0	£0	£0	£0
	CLAMP & REMOVAL CONTROL	1	1	£0	£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1	£6,000	£8,589	£27,584	£28,411	£29,264	£30,142	£31,046
	PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES			£128,647	£44,632	£138,981	£143,150	£147,445	£151,868	£156,424
	ANNUAL NET SURPLUS OR (DEFICIT)			(£128,647)	(£44,632)	(£38,964)	(£3,213)	(£7,508)	(£11,931)	(£16,487)
	CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL				(£44,632)	(£83,597)	(£86,810)	(£94,317)	(£106,248)	(£122,735)
	CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL				(£173,280)	(£212,244)	(£215,457)	(£222,965)	(£234,896)	(£251,383)
	NPV INTEREST RATE	6%								
	YEAR END NPVs (EXCLUDING CAPITAL)				(£81,391)	(£84,251)	(£90,554)	(£100,005)	(£112,325)	
	NPV INTEREST RATE	6%								
	YEAR END NPVs (INCLUDING CAPITAL)				(£210,038)	(£212,898)	(£219,201)	(£228,652)	(£240,972)	

Notes:-

- 1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V2B

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT POST-CPE.

			START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS		
		% SPLIT									
	PCNs ISSUED:				4,863	5,318	5,318	5,318	5,318		
	ON-STREET:	100.0%			4,864	5,319	5,319	5,319	5,319		
	OFF-STREET:	0.0%			-	-	-	-	-		
INCOME		BASIS OF SPLIT									
	PCN PAYMENTS				£ 95,486	£ 125,651	£ 125,651	£ 125,651	£ 125,651		
	ON-STREET:				£ 95,486	£ 125,651	£ 125,651	£ 125,651	£ 125,651		
	OFF-STREET:				£ 0	£ 0	£ 0	£ 0	£ 0		
	PERMIT PAYMENTS			£ 0	£ 0	£ 0	£ 0	£ 0	£ 0		
	ON-STREET:	100%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0		
	OFF-STREET:	0%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0		
	CAR PARK RECEIPTS				£ 0	£ 0	£ 0	£ 0	£ 0		
	ON-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0		
	OFF-STREET:	100%			£ 0	£ 0	£ 0	£ 0	£ 0		
	ON STREET CHARGING				£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290		
	ON-STREET:	100%			£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290		
	OFF-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0		
	NET C.COURT PROCEEDS				£ 3,241	£ 12,965	£ 12,965	£ 12,965	£ 12,965		
	ON-STREET:	100.0%			£ 3,242	£ 12,967	£ 12,967	£ 12,967	£ 12,967		
	OFF-STREET:	0.0%			£ 0	£ 0	£ 0	£ 0	£ 0		
EXPENSES:											
	OPERATIONAL MANAGEMENT		£ 102,617	£ 20,671	£ 1,458	£ 1,501	£ 1,546	£ 1,593	£ 1,640		
	ON-STREET:	100.0%	£ 102,617	£ 20,675	£ 1,458	£ 1,502	£ 1,547	£ 1,593	£ 1,641		
	OFF-STREET:	0.0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0		
	ON-STREET ENFORCEMENT		£ 20,030	£ 15,372	£ 109,940	£ 113,238	£ 116,635	£ 120,134	£ 123,738		
	ON-STREET:	100%	£ 20,030	£ 15,372	£ 109,940	£ 113,238	£ 116,635	£ 120,134	£ 123,738		
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0		
	OFF-STREET ENFORCEMENT		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0		
	ON-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0		
	OFF-STREET:	100%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0		
	TICKET & PERMITS PROCESSING		£ 6,000	£ 8,589	£ 27,584	£ 28,411	£ 29,264	£ 30,142	£ 31,046		
	ON-STREET:	100.0%	£ 6,001	£ 8,590	£ 27,584	£ 28,411	£ 29,264	£ 30,142	£ 31,046		
	OFF-STREET:	0.0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0		
	PAY & DISPLAY		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0		
	ON-STREET:	100%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0		
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0		
	INCOME				£ 0	£ 100,018	£ 139,908	£ 139,908	£ 139,908		
	INCOME				£ 0	£ 0	£ 0	£ 0	£ 0		
	TOTAL INCOME:				£ 0	£ 100,018	£ 139,908	£ 139,908	£ 139,908		
	EXPENSES		£ 128,648	£ 44,638	£ 138,981	£ 143,151	£ 147,445	£ 151,869	£ 156,425		
	EXPENSES		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0		
	TOTAL EXPENSES:		£ 128,648	£ 44,638	£ 138,981	£ 143,151	£ 147,445	£ 151,869	£ 156,425		
	ANNUAL NET SURPLUS OR (DEFICIT):				(£ 128,648)	(£ 44,638)	(£ 38,963)	(£ 3,242)	(£ 7,537)	(£ 11,960)	(£ 16,516)
	ON-STREET:				£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	
	OFF-STREET:				(£ 128,648)	(£ 44,638)	(£ 38,963)	(£ 3,242)	(£ 7,537)	(£ 11,960)	(£ 16,516)
	CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL				£ 0	(£ 44,638)	(£ 83,601)	(£ 86,844)	(£ 94,380)	(£ 106,340)	(£ 122,857)
	ON-STREET:				£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:				£ 0	(£ 44,638)	(£ 83,601)	(£ 86,844)	(£ 94,380)	(£ 106,340)	(£ 122,857)
	CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL				(£ 128,648)	(£ 173,286)	(£ 212,250)	(£ 215,492)	(£ 223,029)	(£ 234,989)	(£ 251,505)
	ON-STREET:				£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:				(£ 128,648)	(£ 173,286)	(£ 212,250)	(£ 215,492)	(£ 223,029)	(£ 234,989)	(£ 251,505)

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 V3
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V3

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

MODEL OPTIONS SELECTED:

Civil Enforcement Officer TIME ALLOCATION:

If the Civil Enforcement Officers have duties which reduce the effective time they will spend enforcing the parking regulations, this will be reflected by a proportional split being entered for the Other Duties (Enforcement Duties will adjust automatically).

Actions: Enter required percentages under On-Street and/or Off-Street

Non-Parking Enforcement Duties		Parking Enforcement	
	Options:	Selected Option	Balance
On-Street	0 - 100%	0%	100%
Off-Street	0 - 100%	0%	100%

ON-STREET PAY & DISPLAY CHARGING:

The model has three possible options which can be selected as follows: -

- Current Select for no-change to the current status on implementation of CPE
- New P&D-1 Includes the income and expenses derived from schedule "P&D-1"
- New P&D- 1&2 Includes the income and expenses derived from schedule "P&D-1" and schedule "P&D-2".

Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option	Option Number
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

OFF-STREET CAR PARK CHARGING

The model has three possible options which can be selected as follows: -

- Current Select for no change to tariffs or transaction volumes
- Option 1 Considers revised tariffs, transaction volumes and distributions of transaction by tariff.
- Option 2 Considers same changes as Option 1 but for alternative tariff structure.

Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option
Current	Current
Option 1	
Option 2	

OFF-STREET CAR PARK TRANSACTION VOLUMES INCREASE

This is the estimated increase in transaction volumes experienced in Off-Street Car Parks post CPE.

Apply percentage volume increase to "Current" Income

Actions: Select the required option to apply or not apply the percentage change to "Current Income"; then

Enter required percentage volume increase under "Selected Option"

Options:	Selected Option
Yes or No	Yes
0 - 100%	1%

OFF-STREET CAR PARK CHARGING IN FREE CAR PARKS

Selecting the "Yes" Option will include an estimated volume of transactions from Free Car Parks to be included in the calculation of "Off-Street Car Park Charging". It will also modify the Enforcement required now these Car Parks are charged for.

Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option
Yes	No
No	

CURRENT VAT RATE

The model will use this rate for all calculations involving VAT

Actions: Enter current VAT rate under "VAT Rate"

Range	VAT Rate
0 - 100%	20.0%

LEASING RATES

The model uses 3 or 5 year periods for leasing items, as selected per item. Enter current rates per £1,000 per annum:

Rate for 3 year leases:	£310
Rate for 5 year leases:	£230

SUMMARY

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 V3
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V3

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

SUMMARY OF MARGINAL INCOME & EXPENDITURE

START-UP =	Enter 1 - 3 1 MONTHS	SCH REF	START-UP PERIOD (months)	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
<u>INCOME</u>										
	PCNs ISSUED				0	8,521	8,976	8,976	8,976	8,976
	PCN PAYMENTS	1	NB includes impact of differential PCNs	£0	£91,853	£107,960	£107,960	£107,960	£107,960	£107,960
	CLAMP & REMOVAL PAYMENTS			£0	£0	£0	£0	£0	£0	£0
	PERMIT PAYMENTS	2		£0	£0	£0	£0	£0	£0	£0
	CAR PARK RECEIPTS	3		£0	£20,130	£20,130	£20,130	£20,130	£20,130	£20,130
	ON STREET CHARGING	3		£0	£1,290	£1,290	£1,290	£1,290	£1,290	£1,290
	NET C.COURT PROCEEDS	4		£0	£4,893	£19,572	£19,572	£19,572	£19,572	£19,572
	TOTAL PAYMENTS			£0	£118,166	£148,952	£148,952	£148,952	£148,952	£148,952
<u>EXPENSES:</u>							3%	3%	3%	3%
	OPERATIONAL MANAGEMENT	5	1	£110,617	£20,671	£1,458	£1,501	£1,546	£1,593	£1,640
	ON-STREET ENFORCEMENT	6	1	£20,030	£17,439	£129,870	£133,767	£137,780	£141,913	£146,170
	OFF-STREET ENFORCEMENT	7	1	£15,330	£1,544	(£21,248)	(£21,886)	(£22,542)	(£23,219)	(£23,915)
	CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1	£0	£9,692	£45,148	£46,503	£47,898	£49,335	£50,815
	PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES			£145,977	£49,346	£155,228	£159,884	£164,681	£169,621	£174,710
	ANNUAL NET SURPLUS OR (DEFICIT)			(£145,977)	(£49,346)	(£37,062)	(£10,932)	(£15,729)	(£20,669)	(£25,758)
	CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL				(£49,346)	(£86,408)	(£97,340)	(£113,069)	(£133,738)	(£159,496)
	CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL				(£195,323)	(£232,385)	(£243,317)	(£259,046)	(£279,715)	(£305,473)
	NPV INTEREST RATE	6%								
	YEAR END NPVs (EXCLUDING CAPITAL)				(£84,310)	(£94,040)	(£107,246)	(£123,618)	(£142,866)	
	NPV INTEREST RATE	6%								
	YEAR END NPVs (INCLUDING CAPITAL)				(£230,287)	(£240,017)	(£253,223)	(£269,595)	(£288,843)	

Notes:-

- 1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V3

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT POST-CPE.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
PCNs ISSUED:					8,521	8,976	8,976	8,976	8,976
	ON-STREET:	59.3%			5,049	5,318	5,318	5,318	5,318
	OFF-STREET:	40.8%			3,473	3,659	3,659	3,659	3,659
INCOME									
BASIS OF SPLIT									
PCN PAYMENTS	TOTAL:				£ 91,853	£ 107,931	£ 107,931	£ 107,931	£ 107,931
	ON-STREET:				£ 109,573	£ 125,651	£ 125,651	£ 125,651	£ 125,651
	OFF-STREET:				(£ 17,720)	(£ 17,720)	(£ 17,720)	(£ 17,720)	(£ 17,720)
PERMIT PAYMENTS	TOTAL:			£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
CAR PARK RECEIPTS	TOTAL:				£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
	ON-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%			£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
ON STREET CHARGING	TOTAL:				£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	ON-STREET:	100%			£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	OFF-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
NET C.COURT PROCEEDS	TOTAL:				£ 4,893	£ 19,572	£ 19,572	£ 19,572	£ 19,572
	ON-STREET:	59.3%			£ 2,899	£ 11,597	£ 11,597	£ 11,597	£ 11,597
	OFF-STREET:	40.8%			£ 1,994	£ 7,978	£ 7,978	£ 7,978	£ 7,978
EXPENSES:									
OPERATIONAL MANAGEMENT	TOTAL:		£ 110,617	£ 20,671	£ 1,458	£ 1,501	£ 1,546	£ 1,593	£ 1,640
	ON-STREET:	59.3%	£ 102,617	£ 12,248	£ 864	£ 890	£ 916	£ 944	£ 972
	OFF-STREET:	40.8%	£ 8,000	£ 8,426	£ 594	£ 612	£ 630	£ 649	£ 669
ON-STREET ENFORCEMENT	TOTAL:		£ 20,030	£ 17,439	£ 129,870	£ 133,767	£ 137,780	£ 141,913	£ 146,170
	ON-STREET:	100%	£ 20,030	£ 17,439	£ 129,870	£ 133,767	£ 137,780	£ 141,913	£ 146,170
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
OFF-STREET ENFORCEMENT	TOTAL:		£ 15,330	£ 1,544	(£ 21,248)	(£ 21,886)	(£ 22,542)	(£ 23,219)	(£ 23,915)
	ON-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%	£ 15,330	£ 1,544	(£ 21,248)	(£ 21,886)	(£ 22,542)	(£ 23,219)	(£ 23,915)
TICKET & PERMITS PROCESSING	TOTAL:		£ 0	£ 9,892	£ 45,148	£ 46,503	£ 47,898	£ 49,335	£ 50,815
	ON-STREET:	59.3%	£ 0	£ 5,743	£ 33,210	£ 34,206	£ 35,232	£ 36,289	£ 37,378
	OFF-STREET:	40.8%	£ 0	£ 3,951	£ 11,938	£ 12,296	£ 12,665	£ 13,045	£ 13,437
PAY & DISPLAY	TOTAL:		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
INCOME	ON-STREET:				£ 0	£ 113,762	£ 138,538	£ 138,538	£ 138,538
INCOME	OFF-STREET:				£ 0	£ 4,404	£ 10,387	£ 10,387	£ 10,387
TOTAL INCOME:					£ 0	£ 118,166	£ 148,926	£ 148,926	£ 148,926
EXPENSES	ON-STREET:		£ 122,647	£ 35,430	£ 163,944	£ 168,862	£ 173,928	£ 179,146	£ 184,520
EXPENSES	OFF-STREET:		£ 23,330	£ 13,920	(£ 8,716)	(£ 8,978)	(£ 9,247)	(£ 9,524)	(£ 9,810)
TOTAL EXPENSES:			£ 145,977	£ 49,350	£ 155,228	£ 159,885	£ 164,681	£ 169,622	£ 174,710
ANNUAL NET SURPLUS OR (DEFICIT):	ON-STREET:		(£ 122,647)	(£ 35,430)	(£ 50,182)	(£ 30,324)	(£ 35,390)	(£ 40,608)	(£ 45,982)
	OFF-STREET:		(£ 23,330)	(£ 13,920)	£ 13,120	£ 19,365	£ 19,634	£ 19,912	£ 20,197
			(£ 145,977)	(£ 49,350)	(£ 37,061)	(£ 10,959)	(£ 15,755)	(£ 20,696)	(£ 25,785)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL	ON-STREET:			(£ 35,430)	(£ 85,611)	(£ 115,935)	(£ 151,325)	(£ 191,932)	(£ 237,914)
	OFF-STREET:			(£ 13,920)	(£ 800)	£ 18,565	£ 38,199	£ 58,111	£ 78,308
			£ 0	(£ 49,350)	(£ 86,411)	(£ 97,370)	(£ 113,125)	(£ 133,821)	(£ 159,606)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL	ON-STREET:		(£ 122,647)	(£ 158,077)	(£ 208,258)	(£ 238,582)	(£ 273,972)	(£ 314,579)	(£ 360,561)
	OFF-STREET:		(£ 23,330)	(£ 37,250)	(£ 24,130)	(£ 4,765)	£ 14,869	£ 34,781	£ 54,978
			(£ 145,977)	(£ 195,327)	(£ 232,388)	(£ 243,347)	(£ 259,103)	(£ 279,798)	(£ 305,583)

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 V4
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V4

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

MODEL OPTIONS SELECTED:

Civil Enforcement Officer TIME ALLOCATION:

If the Civil Enforcement Officers have duties which reduce the effective time they will spend enforcing the parking regulations, this will be reflected by a proportional split being entered for the Other Duties (Enforcement Duties will adjust automatically).

Actions: Enter required percentages under On-Street and/or Off-Street

Non-Parking Enforcement Duties		Parking Enforcement	
	Options:	Selected Option	Balance
On-Street	0 - 100%	0%	100%
Off-Street	0 - 100%	0%	100%

ON-STREET PAY & DISPLAY CHARGING:

The model has three possible options which can be selected as follows: -

- Current Select for no-change to the current status on implementation of CPE
- New P&D-1 Includes the income and expenses derived from schedule "P&D-1"
- New P&D- 1&2 Includes the income and expenses derived from schedule "P&D-1" and schedule "P&D-2".

Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option	Option Number
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

OFF-STREET CAR PARK CHARGING

The model has three possible options which can be selected as follows: -

- Current Select for no change to tariffs or transaction volumes
- Option 1 Considers revised tariffs, transaction volumes and distributions of transaction by tariff.
- Option 2 Considers same changes as Option 1 but for alternative tariff structure.

Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option
Current	Current
Option 1	
Option 2	

OFF-STREET CAR PARK TRANSACTION VOLUMES INCREASE

This is the estimated increase in transaction volumes experienced in Off-Street Car Parks post CPE.

Apply percentage volume increase to "Current" Income

Actions: Select the required option to apply or not apply the percentage change to "Current Income"; then

Enter required percentage volume increase under "Selected Option"

Options:	Selected Option
Yes or No	Yes
0 - 100%	1%

OFF-STREET CAR PARK CHARGING IN FREE CAR PARKS

Selecting the "Yes" Option will include an estimated volume of transactions from Free Car Parks to be included in the calculation of "Off-Street Car Park Charging". It will also modify the Enforcement required now these Car Parks are charged for.

Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option
Yes	No
No	

CURRENT VAT RATE

The model will use this rate for all calculations involving VAT

Actions: Enter current VAT rate under "VAT Rate"

Range	VAT Rate
0 - 100%	20.0%

LEASING RATES

The model uses 3 or 5 year periods for leasing items, as selected per item. Enter current rates per £1,000 per annum:

Rate for 3 year leases:	£310
Rate for 5 year leases:	£230

SUMMARY

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 V4
MODEL DATE:	27-Jul-17

CLIENT: **HUNTINGDONSHIRE DISTRICT COUNCIL**

VERSION: July 2017 V4

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs

SUMMARY OF MARGINAL INCOME & EXPENDITURE

START-UP =	Enter 1 - 3 1 MONTHS	SCH REF	START-UP PERIOD (months)	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME										
	PCNs ISSUED				0	8,035	8,445	8,445	8,445	8,445
	PCN PAYMENTS	1	NB includes impact of differential PCNs	£0	£79,254	£91,390	£91,390	£91,390	£91,390	£91,390
	CLAMP & REMOVAL PAYMENTS			£0	£0	£0	£0	£0	£0	£0
	PERMIT PAYMENTS	2		£0	£0	£0	£0	£0	£0	£0
	CAR PARK RECEIPTS	3		£0	£20,130	£20,130	£20,130	£20,130	£20,130	£20,130
	ON STREET CHARGING	3		£0	£1,290	£1,290	£1,290	£1,290	£1,290	£1,290
	NET C.COURT PROCEEDS	4		£0	£4,564	£18,255	£18,255	£18,255	£18,255	£18,255
	TOTAL PAYMENTS			£0	£105,238	£131,064	£131,064	£131,064	£131,064	£131,064
EXPENSES:							3%	3%	3%	3%
	OPERATIONAL MANAGEMENT	5	1	£110,617	£20,671	£1,458	£1,501	£1,546	£1,593	£1,640
	ON-STREET ENFORCEMENT	6	1	£20,030	£17,666	£130,436	£134,349	£142,531	£146,806	£146,806
	OFF-STREET ENFORCEMENT	7	1	£15,330	£1,688	(£19,523)	(£20,109)	(£20,712)	(£21,334)	(£21,974)
	CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1	£6,000	£9,779	£34,965	£36,014	£37,094	£38,207	£39,353
	PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES			£151,977	£49,803	£147,335	£151,755	£156,308	£160,997	£165,827
	ANNUAL NET SURPLUS OR (DEFICIT)			(£151,977)	(£49,803)	(£42,097)	(£20,691)	(£25,243)	(£29,932)	(£34,762)
	CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL				(£49,803)	(£91,900)	(£112,591)	(£137,834)	(£167,767)	(£202,529)
	CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL				(£201,781)	(£243,878)	(£264,568)	(£289,811)	(£319,744)	(£354,506)
	NPV INTEREST RATE	6%								
	YEAR END NPVs (EXCLUDING CAPITAL)				(£89,518)	(£107,932)	(£129,127)	(£152,836)	(£178,813)	
	NPV INTEREST RATE	6%								
	YEAR END NPVs (INCLUDING CAPITAL)				(£241,495)	(£259,909)	(£281,104)	(£304,813)	(£330,790)	

Notes:-

- 1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V4

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT POST-CPE.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
PCNs ISSUED:					8,035	8,445	8,445	8,445	8,445
	ON-STREET:	56.7%			4,555	4,787	4,787	4,787	4,787
	OFF-STREET:	43.3%			3,481	3,659	3,659	3,659	3,659
INCOME									
BASIS OF SPLIT									
PCN PAYMENTS	TOTAL:				£ 79,254	£ 91,361	£ 91,361	£ 91,361	£ 91,361
	ON-STREET:				£ 96,974	£ 109,081	£ 109,081	£ 109,081	£ 109,081
	OFF-STREET:				(£ 17,720)	(£ 17,720)	(£ 17,720)	(£ 17,720)	(£ 17,720)
PERMIT PAYMENTS	TOTAL:			£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
CAR PARK RECEIPTS	TOTAL:				£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
	ON-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%			£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
ON STREET CHARGING	TOTAL:				£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	ON-STREET:	100%			£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	OFF-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
NET C.COURT PROCEEDS	TOTAL:				£ 4,564	£ 18,255	£ 18,255	£ 18,255	£ 18,255
	ON-STREET:	56.7%			£ 2,587	£ 10,348	£ 10,348	£ 10,348	£ 10,348
	OFF-STREET:	43.3%			£ 1,977	£ 7,909	£ 7,909	£ 7,909	£ 7,909
EXPENSES:									
OPERATIONAL MANAGEMENT	TOTAL:		£ 110,617	£ 20,671	£ 1,458	£ 1,501	£ 1,546	£ 1,593	£ 1,640
	ON-STREET:	56.7%	£ 102,617	£ 11,718	£ 826	£ 851	£ 877	£ 903	£ 930
	OFF-STREET:	43.3%	£ 8,000	£ 8,956	£ 631	£ 650	£ 670	£ 690	£ 711
ON-STREET ENFORCEMENT	TOTAL:		£ 20,030	£ 17,666	£ 130,436	£ 134,349	£ 138,379	£ 142,531	£ 146,806
	ON-STREET:	100%	£ 20,030	£ 17,666	£ 130,436	£ 134,349	£ 138,379	£ 142,531	£ 146,806
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
OFF-STREET ENFORCEMENT	TOTAL:		£ 15,330	£ 1,688	(£ 19,523)	(£ 20,109)	(£ 20,712)	(£ 21,334)	(£ 21,974)
	ON-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%	£ 15,330	£ 1,688	(£ 19,523)	(£ 20,109)	(£ 20,712)	(£ 21,334)	(£ 21,974)
TICKET & PERMITS PROCESSING includes county contribution to admin at £7.16 per PCN	TOTAL:		£ 6,000	£ 9,779	£ 34,965	£ 36,014	£ 37,094	£ 38,207	£ 39,353
	ON-STREET:	56.7%	£ 3,401	£ 5,543	£ 34,266	£ 35,294	£ 36,353	£ 37,443	£ 38,566
	OFF-STREET:	43.3%	£ 2,600	£ 4,237	£ 699	£ 720	£ 742	£ 764	£ 787
PAY & DISPLAY	TOTAL:		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
INCOME	ON-STREET:				£ 0	£ 100,851	£ 120,719	£ 120,719	£ 120,719
INCOME	OFF-STREET:				£ 0	£ 4,387	£ 10,319	£ 10,319	£ 10,319
TOTAL INCOME:					£ 0	£ 105,238	£ 131,038	£ 131,038	£ 131,038
EXPENSES	ON-STREET:		£ 126,048	£ 34,927	£ 165,528	£ 170,494	£ 175,608	£ 180,877	£ 186,303
EXPENSES	OFF-STREET:		£ 25,930	£ 14,880	(£ 18,193)	(£ 18,738)	(£ 19,301)	(£ 19,880)	(£ 20,476)
TOTAL EXPENSES:			£ 151,978	£ 49,807	£ 147,335	£ 151,755	£ 156,308	£ 160,997	£ 165,827
ANNUAL NET SURPLUS OR (DEFICIT):	ON-STREET:		(£ 126,048)	(£ 34,927)	(£ 64,676)	(£ 49,774)	(£ 54,889)	(£ 60,157)	(£ 65,584)
	OFF-STREET:		(£ 25,930)	(£ 14,880)	£ 22,580	£ 29,057	£ 29,619	£ 30,198	£ 30,795
			(£ 151,978)	(£ 49,807)	(£ 42,097)	(£ 20,717)	(£ 25,270)	(£ 29,959)	(£ 34,789)
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL	ON-STREET:			(£ 34,927)	(£ 99,603)	(£ 149,377)	(£ 204,266)	(£ 264,424)	(£ 330,007)
	OFF-STREET:			(£ 14,880)	£ 7,699	£ 36,757	£ 66,376	£ 96,574	£ 127,369
			£ 0	(£ 49,807)	(£ 91,904)	(£ 112,621)	(£ 137,891)	(£ 167,850)	(£ 202,639)
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL	ON-STREET:		(£ 126,048)	(£ 160,975)	(£ 225,651)	(£ 275,426)	(£ 330,315)	(£ 390,472)	(£ 456,056)
	OFF-STREET:		(£ 25,930)	(£ 40,810)	(£ 18,230)	£ 10,827	£ 40,446	£ 70,645	£ 101,439
			(£ 151,978)	(£ 201,785)	(£ 243,882)	(£ 264,599)	(£ 289,869)	(£ 319,828)	(£ 354,616)

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 V5
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V5

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs
July 2017 V5	As V3 but using a contractor

MODEL OPTIONS SELECTED:

Civil Enforcement Officer TIME ALLOCATION:

If the Civil Enforcement Officers have duties which reduce the effective time they will spend enforcing the parking regulations, this will be reflected by a proportional split being entered for the Other Duties (Enforcement Duties will adjust automatically).

Actions: Enter required percentages under On-Street and/or Off-Street

Non-Parking Enforcement Duties		Parking Enforcement	
	Options:	Selected Option	Balance
On-Street	0 - 100%	0%	100%
Off-Street	0 - 100%	0%	100%

ON-STREET PAY & DISPLAY CHARGING:

The model has three possible options which can be selected as follows: -

- Current Select for no-change to the current status on implementation of CPE
- New P&D-1 Includes the income and expenses derived from schedule "P&D-1"
- New P&D- 1&2 Includes the income and expenses derived from schedule "P&D-1" and schedule "P&D-2".

Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option	Option Number
Current	Current	1
New P&D-1	Refresh PCN Tables after Changing Selection	
New P&D-1&2		

OFF-STREET CAR PARK CHARGING

The model has three possible options which can be selected as follows: -

- Current Select for no change to tariffs or transaction volumes
- Option 1 Considers revised tariffs, transaction volumes and distributions of transaction by tariff.
- Option 2 Considers same changes as Option 1 but for alternative tariff structure.

Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option
Current	Current
Option 1	
Option 2	

OFF-STREET CAR PARK TRANSACTION VOLUMES INCREASE

This is the estimated increase in transaction volumes experienced in Off-Street Car Parks post CPE.

Apply percentage volume increase to "Current" Income

Actions: Select the required option to apply or not apply the percentage change to "Current Income"; then Enter required percentage volume increase under "Selected Option"

Options:	Selected Option
Yes or No	Yes
0 - 100%	1%

OFF-STREET CAR PARK CHARGING IN FREE CAR PARKS

Selecting the "Yes" Option will include an estimated volume of transactions from Free Car Parks to be included in the calculation of "Off-Street Car Park Charging". It will also modify the Enforcement required now these Car Parks are charged for.

Actions: Select one "Option" and copy over "Selected Option" to revise model

Options:	Selected Option
Yes	No
No	

CURRENT VAT RATE

The model will use this rate for all calculations involving VAT

Actions: Enter current VAT rate under "VAT Rate"

Range	VAT Rate
0 - 100%	20.0%

LEASING RATES

The model uses 3 or 5 year periods for leasing items, as selected per item. Enter current rates per £1,000 per annum:

Rate for 3 year leases:	£310
Rate for 5 year leases:	£230

SUMMARY

TMA 2004 - FINANCIAL MODEL OF IMPLEMENTATION

MODEL VERSION:	July 2017 V5
MODEL DATE:	27-Jul-17

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V5

VERSION	NOTES ON VERSION CHANGES & STATUS
July 2017 base	final in house base model
July 2017 V1	All off street enf in house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	CC on street only model
July 2017 V3	All enf and admin by County
July 2017 V4	Base with 10% less on street PCNs
July 2017 V5	As V3 but using a contractor

SUMMARY OF MARGINAL INCOME & EXPENDITURE

START-UP =	Enter 1 - 3 1 MONTHS	SCH REF	START-UP PERIOD (months)	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
<u>INCOME</u>										
	PCNs ISSUED				0	8,519	8,974	8,974	8,974	8,974
	PCN PAYMENTS	1	NB includes impact of differential PCNs	£0	£91,812	£107,911	£107,911	£107,911	£107,911	£107,911
	CLAMP & REMOVAL PAYMENTS			£0	£0	£0	£0	£0	£0	£0
	PERMIT PAYMENTS	2		£0	£0	£0	£0	£0	£0	£0
	CAR PARK RECEIPTS	3		£0	£20,130	£20,130	£20,130	£20,130	£20,130	£20,130
	ON STREET CHARGING	3		£0	£1,290	£1,290	£1,290	£1,290	£1,290	£1,290
	NET C.COURT PROCEEDS	4		£0	£4,892	£19,569	£19,569	£19,569	£19,569	£19,569
	TOTAL PAYMENTS			£0	£118,125	£148,900	£148,900	£148,900	£148,900	£148,900
<u>EXPENSES:</u>							3%	3%	3%	3%
	OPERATIONAL MANAGEMENT	5	1	£110,617	£20,671	£1,458	£1,501	£1,546	£1,593	£1,640
	ON-STREET ENFORCEMENT	6	1	£0	£9,549	£114,582	£118,019	£121,560	£125,207	£128,963
	OFF-STREET ENFORCEMENT	7	1	£0	(£1,611)	(£19,335)	(£19,915)	(£20,513)	(£21,128)	(£21,762)
	CLAMP & REMOVAL CONTROL		1	£0	£0	£0	£0	£0	£0	£0
	TICKET & PERMITS PROCESSING	8	1	£0	£8,405	£29,702	£30,593	£31,511	£32,456	£33,430
	PAY & DISPLAY	9	1	£0	£0	£0	£0	£0	£0	£0
	TOTAL EXPENSES			£110,617	£37,014	£126,407	£130,199	£134,105	£138,128	£142,272
	ANNUAL NET SURPLUS OR (DEFICIT)			(£110,617)	(£37,014)	(£8,282)	£18,701	£14,795	£10,772	£6,628
	CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL				(£37,014)	(£45,296)	(£26,595)	(£11,800)	(£1,028)	£5,600
	CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL				(£147,631)	(£155,913)	(£137,212)	(£122,417)	(£111,645)	(£105,017)
	NPV INTEREST RATE	6%								
	YEAR END NPVs (EXCLUDING CAPITAL)				(£44,827)	(£28,183)	(£15,761)	(£7,229)	(£2,276)	
	NPV INTEREST RATE	6%								
	YEAR END NPVs (INCLUDING CAPITAL)				(£155,444)	(£138,801)	(£126,378)	(£117,846)	(£112,893)	

Notes:-

- 1 NPV - Calculation assumes that the Start Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.
- 2 SCH REF - Reference to the detailed working schedules attached.
- 3 Start up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

VERSION: July 2017 V5

ANALYSIS BETWEEN ON-STREET AND OFF-STREET INCOME AND COSTS

NB: THE RESULTS BELOW ARE THE MARGINAL CHANGE TO THE PARKING ACCOUNT, AND DO NOT THEREFORE REPRESENT THE FULL ON-OFF-STREET RING FENCED ACCOUNT POST-CPE.

		% SPLIT	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
PCNs ISSUED:					8,519	8,974	8,974	8,974	8,974
	ON-STREET:	59.3%			5,048	5,318	5,318	5,318	5,318
	OFF-STREET:	40.8%			3,472	3,657	3,657	3,657	3,657
INCOME									
BASIS OF SPLIT									
PCN PAYMENTS	TOTAL:				£ 91,812	£ 107,882	£ 107,882	£ 107,882	£ 107,882
	ON-STREET:				£ 109,581	£ 125,651	£ 125,651	£ 125,651	£ 125,651
	OFF-STREET:				(£ 17,769)	(£ 17,769)	(£ 17,769)	(£ 17,769)	(£ 17,769)
PERMIT PAYMENTS	TOTAL:			£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
CAR PARK RECEIPTS	TOTAL:				£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
	ON-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%			£ 20,130	£ 20,130	£ 20,130	£ 20,130	£ 20,130
ON STREET CHARGING	TOTAL:				£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	ON-STREET:	100%			£ 1,290	£ 1,290	£ 1,290	£ 1,290	£ 1,290
	OFF-STREET:	0%			£ 0	£ 0	£ 0	£ 0	£ 0
NET C.COURT PROCEEDS	TOTAL:				£ 4,892	£ 19,569	£ 19,569	£ 19,569	£ 19,569
	ON-STREET:	59.3%			£ 2,899	£ 11,597	£ 11,597	£ 11,597	£ 11,597
	OFF-STREET:	40.8%			£ 1,994	£ 7,974	£ 7,974	£ 7,974	£ 7,974
EXPENSES:									
OPERATIONAL MANAGEMENT	TOTAL:		£ 110,617	£ 20,671	£ 1,458	£ 1,501	£ 1,546	£ 1,593	£ 1,640
	ON-STREET:	59.3%	£ 102,617	£ 12,250	£ 864	£ 890	£ 916	£ 944	£ 972
	OFF-STREET:	40.8%	£ 8,000	£ 8,424	£ 594	£ 612	£ 630	£ 649	£ 668
ON-STREET ENFORCEMENT	TOTAL:		£ 0	£ 9,549	£ 114,582	£ 118,019	£ 121,560	£ 125,207	£ 128,963
	ON-STREET:	100%	£ 0	£ 9,549	£ 114,582	£ 118,019	£ 121,560	£ 125,207	£ 128,963
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
OFF-STREET ENFORCEMENT	TOTAL:		£ 0	(£ 1,611)	(£ 19,335)	(£ 19,915)	(£ 20,513)	(£ 21,128)	(£ 21,762)
	ON-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	100%	£ 0	(£ 1,611)	(£ 19,335)	(£ 19,915)	(£ 20,513)	(£ 21,128)	(£ 21,762)
TICKET & PERMITS PROCESSING	TOTAL:		£ 0	£ 8,405	£ 29,702	£ 30,593	£ 31,511	£ 32,456	£ 33,430
	ON-STREET:	59.3%	£ 0	£ 4,981	£ 23,925	£ 24,643	£ 25,382	£ 26,144	£ 26,928
	OFF-STREET:	40.8%	£ 0	£ 3,425	£ 5,777	£ 5,950	£ 6,129	£ 6,313	£ 6,502
PAY & DISPLAY	TOTAL:		£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	ON-STREET:	100%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
	OFF-STREET:	0%	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0	£ 0
INCOME	ON-STREET:				£ 0	£ 113,770	£ 138,538	£ 138,538	£ 138,538
INCOME	OFF-STREET:				£ 0	£ 4,355	£ 10,335	£ 10,335	£ 10,335
TOTAL INCOME:					£ 0	£ 118,125	£ 148,874	£ 148,874	£ 148,874
EXPENSES	ON-STREET:		£ 102,617	£ 26,779	£ 139,371	£ 143,552	£ 147,859	£ 152,294	£ 156,863
EXPENSES	OFF-STREET:		£ 8,000	£ 10,238	(£ 12,964)	(£ 13,353)	(£ 13,754)	(£ 14,166)	(£ 14,591)
TOTAL EXPENSES:			£ 110,617	£ 37,017	£ 126,407	£ 130,199	£ 134,105	£ 138,128	£ 142,272
ANNUAL NET SURPLUS OR (DEFICIT):	ON-STREET:		(£ 102,617)	(£ 26,779)	(£ 25,600)	(£ 5,014)	(£ 9,321)	(£ 13,756)	(£ 18,325)
	OFF-STREET:		(£ 8,000)	(£ 10,238)	£ 17,319	£ 23,688	£ 24,089	£ 24,502	£ 24,927
			(£ 110,617)	(£ 37,017)	(£ 8,282)	£ 18,674	£ 14,768	£ 10,745	£ 6,601
CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL	ON-STREET:			(£ 26,779)	(£ 52,380)	(£ 57,394)	(£ 66,715)	(£ 80,471)	(£ 98,796)
	OFF-STREET:			(£ 10,238)	£ 7,081	£ 30,769	£ 54,859	£ 79,360	£ 104,287
			£ 0	(£ 37,017)	(£ 45,299)	(£ 26,624)	(£ 11,856)	(£ 1,111)	£ 5,491
CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL	ON-STREET:		(£ 102,617)	(£ 129,397)	(£ 154,997)	(£ 160,011)	(£ 169,332)	(£ 183,088)	(£ 201,413)
	OFF-STREET:		(£ 8,000)	(£ 18,238)	(£ 919)	£ 22,769	£ 46,859	£ 71,360	£ 96,287
			(£ 110,617)	(£ 147,634)	(£ 155,916)	(£ 137,242)	(£ 122,473)	(£ 111,728)	(£ 105,126)

**Off-Street Car Parking Strategy
2018 - 2023**

Introduction

We have ambitious plans for Huntingdonshire – ***We want to support a safe and healthy environment, deliver economic growth and provide value for money services for the people of Huntingdonshire.*** Making sure that it works for our people and continues to develop as an attractive and successful place. Huntingdonshire is set to continue to grow, and it is essential that in planning for this growth we have the infrastructure in place to meet the needs of our residents, economy and visitors. Our parking arrangements are a key element of this.

This Strategy in front of you sets out clear guidance to ensure that Huntingdonshire District Council delivers efficient and effective off-street car parking services between now and 2036 and meets these challenges. This strategy has emerged from a lot of work, engagement and the review of a lot of hard evidence. We now have a clearer view than ever before on the expectations of our customers, and the future needs of our district, and it is this evidence mixed with best practice from elsewhere under the guidance of your elected representatives that has informed this strategy. A summary of the key evidence we relied upon can be found in the appendices to this strategy.

As a Cabinet we recognised that we needed to review how we manage our car parks, to meet existing and future requirements. Our car parks need to be sustainable and able to support business growth in our District, they must meet residents' expectations and encourage visitors to our Towns – supporting our ambitions for our market Towns, and they must do all of this whilst providing good value for money.

When my predecessor presented a project overview for a 'Strategic Review of Car Parking' to the Huntingdonshire District Council Overview and Scrutiny Panel (Economy and Growth), it was agreed that the initial problem faced was a lack of a clear vision and strategic priorities for the operation and management of our car parks. The solution to this was fairly simple; to undertake a strategic review of off-street car parking that gathered evidence, created a vision and developed a strategy.

I'm pleased to say that the Overview and Scrutiny Panel approved the creation of a "Strategic Review of Car Parking Task and Finish Group", who have, in partnership with Officers, delivered this evidence based Off-Street Car Parking Strategy. I would like to place on record my thanks to all the people who have helped create this Off Street Parking Strategy, and for the hard work and effort that has now achieved what I believe to be a sustainable approach for parking into the future.

This strategy has reviewed how we currently deliver off-street car parking services, reviewed options for change and sets the parameters for Officers to develop and deliver future car parking services. It describes how we approached the project; how we arrived at our conclusions and the next steps we will take.

We have listened, we have taken expert advice and we will continually review our work. The conclusions drawn in this Strategy are forward thinking, realistic and achievable. We believe they meet the tests we have set out for supporting the growth of our district and ensuring we meet the needs and desires of our communities and visitors. If you have any comments you would like to make, I would be delighted to hear from you.

Executive Councillor for Operations

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From Vision to Implementation

Members of Huntingdonshire District Council's Strategic Review of Car Parking Task and Finish Group agreed that the strategy we develop should be structured with 4 clear stages to deliver our Vision, and operate on a cycle across 5 years.

Stage 1 - Concept

As we had agreed with Overview and Scrutiny to deliver an 'evidence based strategy', we needed to ensure that we were in possession of sufficient evidence to begin with. Whilst we are gathering and reviewing the evidence, a Vision was created that Overview and Scrutiny agreed would meet the expectations of our car park users.

Stage 2 - Development

Based on the evidence collected over the past 9 months (*presented within appendices 1 – 2*), members of Huntingdonshire District Council's Strategic Review of Car Parking Task and Finish Group developed short-term goals and longer term objectives to deliver the Core Priorities of the Vision.

Stage 3 - Delivery

This strategy document is now the starting point for Huntingdonshire District Council's Parking Service. Officers are able to progress with delivering our short & medium term goals and longer term objectives. Whilst we have adopted a single set of strategic priorities, the short-term goals may require the council to consider the implementation of a variety of town and location based solutions. The Council will support enhancements to car parks where the costs are borne by the users in line with our agreed financial principles of parking.

Stage 4 - Operate

Huntingdonshire District Council's Parking Service can monitor the success of changes made to ensure they have been successfully delivered. The information gathered at this stage will be the basis for our next strategy, with any long-term objectives still ongoing and relevant being carried over, as the service continues to drive towards positive change.

Within the agreed stages of the Strategy's structure, Huntingdonshire District Council Officers will work to monitor and address emergent risks as part of the effective management and delivery of the service and its service plan objectives. Improvements will be measured from a user's perspective through the use of regular customer surveys and satisfaction monitoring.

Our Parking Vision

Recognising the role that parking plays in contributing to our Corporate Plan objectives and our twin priorities of serving Huntingdonshire as a vibrant place and supporting its people to enjoy a fulfilling life. The parking task and finish group worked to develop a Vision aimed to provide the high quality services local people want and deserve and as with our corporate plan this strategy shows how we intend to meet these objectives.

In the development of the strategy, we have worked with and given consideration to:

- Huntingdonshire District Council: Local Plan to 2036
- Huntingdonshire District Council: Car Park user survey
- Huntingdonshire District Council corporate plan
- Cambridgeshire & Peterborough Combined Authority: St Neots Masterplan for Growth
- House of Commons Library: Electric Vehicles and Infrastructure

From the core priorities set out in our Parking Vision for Huntingdonshire, both short-term goals and longer term objectives have been developed that work towards a common end state: the promotion & futureproofing of our town centre's viability. With this in mind the O&S task and finish panel agreed a clear vision for parking:

Our Parking Vision

Huntingdonshire District Council will support the sustainability and growth of its towns and villages through the provision of convenient, easily accessible car park locations that focus on achieving our core priorities of

- Providing and delivering safety and security for our users
- Providing and delivering clean and well maintained parking places
- Implementing technology that positively assists our car park users
- Promoting environmental sustainability by supporting alternative fuel and travel methods

Implementing technology that positively assists our car park users

In our ambition to ***Become more efficient and effective in the way we deliver services***, and our commitment to ***Becoming a more Customer Focused Organisation***. We have a clear ambition to make ever greater use of technology to aid our car parks users, meet their expectations and provide us with information that will enable us to become more effective in the delivery of services.

Increasingly customer expectations are set by their interactions in their personal lives. Customers want to have the convenience they have come to expect from the high street and digital providers. Customer feedback from our user survey shows that there is a clear demand for greater convenience within our car parks, including the opportunity for more cashless payment options.

This new technology will enable us to ensure a smoother parking process for customers, and enable us to use the information we gather to better understand and meet customer needs. It will also enable us to move toward a pay for what you use approach to parking, rather than the traditional pay upfront model. With this in mind our strategic goals are:

Short & medium term goals [Years 1 & 2]

- To undertake a feasibility study to assess suitable payment, access and space monitoring technology to enable clear identification and assessment of the benefits, challenges and user feedback.
- To deploy alternative payment technology where there is a business case to do so.
- To deploy suitable access and space monitoring technology where it is technically feasible and there is a business case to do so.

Long-term objectives [Years 3 & 4]

- To ease congestion and town centre traffic by working with partners in the implementation and operation of traffic management solutions.

Promoting environmental sustainability by supporting alternative fuel and travel methods

With our Corporate Plan objectives around ensuring we **Support people to improve their health and well-being** and to **Create, protect and enhance our safe and clean built and green environment** parking has a part to play in both. Air quality is a key health issue across the country, and the decisions we make with regard to parking will impact directly on this.

Our working group recognised the importance of delivering as environmentally sustainable a parking service as possible. Ensuring we support the use of new clean technologies that emerge on the market and infrastructure that supports people to walk and cycle facilitating those that wish to make sustainable transport choices, and making use of our car parks as transport hubs.

Keeping abreast of new opportunities will help us to meet our corporate plan objectives, and ensure Huntingdonshire remains a pleasant and dynamic place to live ensuring that our service remains fit for the future. Our goals are:

Short & medium term goals [Years 1 & 2]

- To survey all our car parks to establish technical feasibility for electric vehicle charging.
- To undertake user surveys to assess local demand and best fit options for the operation of electric charging bays.
- To assess demand and incorporate support for alternative sustainable travel methods within our car parks.
- To assess the feasibility of our car parks as sites for the generation of renewable energy for their operation and potential income generation.

Long-term objectives [Years 3 & 4]

- To deliver feasible changes which reduce the environmental impact of our car parks.

Providing and delivering safety and security to our users

Ensuring we ***Support people to improve their health and well-being is a key ambition for us***. This is as true in our public spaces, as anywhere else, and we are committed to ensuring our car parks are as safe and secure as they possibly can be.

In our engagement with users, car park security was not rated as highly by our users as we would want. This is an area for focus to raise overall user satisfaction, and meet expectations of our customers.

Work in this area will deliver a safer environment for our customers and their property. Building on the feedback from our users around what they want to see, we aim to:

Short & medium term goals [Years 1 & 2]

- To assess all our car park sites to deliver improvements in security in our car parks where possible. This includes cameras, lighting and barriers with a proposal developed to deliver these changes.
- To undertake a review of the layout of parking sites to understand what pedestrian focussed improvements can be made with regard to the use of pedestrian walkways, drop kerbs and trolley bays with a proposal developed to deliver these changes.

Long-term objectives [Years 3 &4]

- To have delivered changes for improved security & safety that meet local needs.
- To work in partnership with other local authorities and emergency services to address crime and fear of crime in our car parks.

Providing and delivering clean and well maintained parking places

Our car parks play a significant role in our market towns and we are committed to making sure we **support the development of infrastructure to enable growth**. Car parks are a key element of the infrastructure for growth, and we see them as such. In addition they set the visual tone for the experience of our regular users and those visitors from out of the area. It is therefore important that they are clean, well laid out and convenient.

One of the key requirements highlighted by our users was for “wider bays” to meet the requirements of modern cars, families and lifestyles; this is something we are committed to bringing forward proposals on.

The delivery of the goals beneath will ensure that our car parks remain responsive to customer needs, and support the needs of our communities.

Short & medium term goals [Years 1 & 2]

- To develop design solutions that maximise the available car parking spaces for our users. This includes a review of the surface condition of a site and the furniture & features.
- To implement a customer ratings system on the satisfaction with our car parks and re-evaluate our cleansing schedules.
- To develop town based proposals that delivers the required parking space capacity to meet the anticipated increasing demands.
- To undertake a review the current size of our parking bays with a view to understanding the cost implications associated with increasing bay size.

Long-term objectives [Years 3 &4]

- To have developed a programme of works that delivers the proposed, endorsed changes for site condition, size & cleanliness.
- To work with local partners & stakeholders to reduce littering.

Financial Principles of Parking

We have a duty to ensure we are continuously striving to ***Become more efficient and effective in the way we deliver services***, delivering the best possible value for public money. Whilst at the same time constantly striving to be a ***more Customer Focused Organisation***. As such we recognise the value in providing some clear financial principles that govern the way we charge for parking, whilst seeking to deliver the improvements our users have asked for in this consultation exercise, and which our growth aspirations require.

The financial principles below have been proposed to ensure we are fair, transparent and consistent in our approach to car park charges.

The principles are:

- We will seek to introduce a “pay for what you use” system to ensure that customers only pay for the time they spend in our car parks.
- We will seek to offer customers a choice of standard and premium parking options.
- We will ensure that our car parking fees are lower than the average index of car parking charges of our comparator authorities
- We will continue to offer our regular car park users value for money with the option of discount permit schemes.

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Appendix 1

Huntingdonshire Parking Analysis Report Overview

Extract from the “Huntingdonshire Parking Analysis” report by SDG

Background

Steer Davies Gleave (SDG) was commissioned by **Huntingdonshire District Council (HDC)** to undertake analysis of current off-street car park occupancy of HDC-operated car parks and to estimate how the additional housing plans set out in the Local Plan might affect future occupancy patterns.

The work was commissioned by the **HDC Parking Task and Finish Group** which is developing an evidence-based parking strategy for Huntingdonshire.

The **key objectives** were to consider:

- The effect of the proposed residential developments within the district on the current off-street parking provision provided by HDC as outlined in the **Local Housing Plan**:
 - + 6,500 homes by 2022
 - + 5,500 additional homes by 2027
 - + 5,800 additional homes by 2036 Total 17,800 (Cumulative)
- The effect and impact of proposed and ongoing **Highways developments** in and around the towns
- Any **additional off-street car parking** provision required to accommodate any forecast increase in vehicle trips to the town centres

Occupancy surveys were conducted:

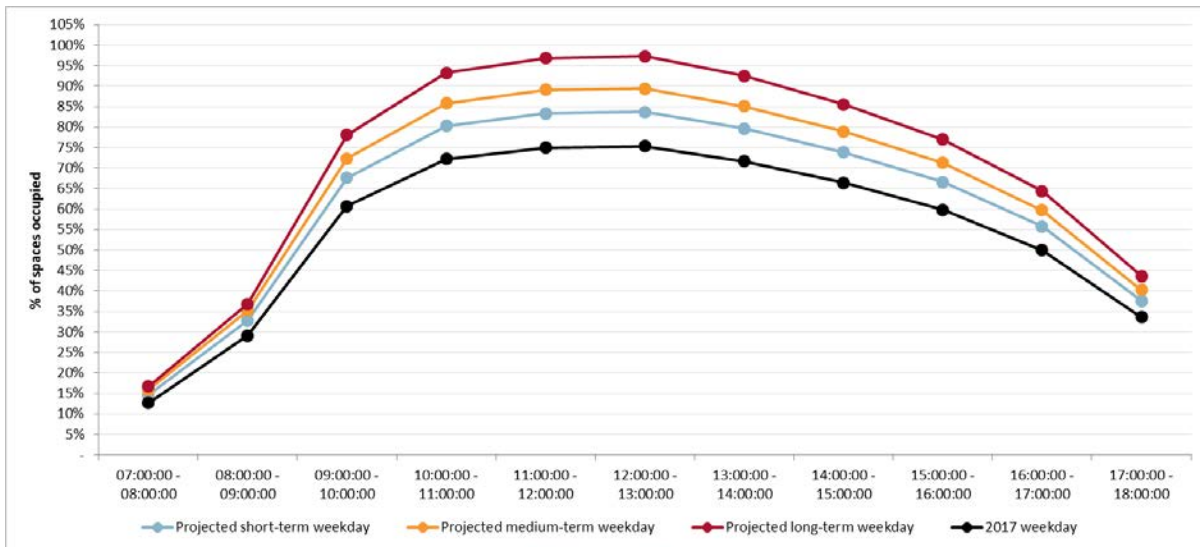
- Weekday - 19th & 20th October 2017
- Saturday - 21st October 2017
- Using Automatic Number Plate recognition (ANPR) cameras at entry and exit points
- At 15 minute intervals between 07:00 and 1800

Huntingdon

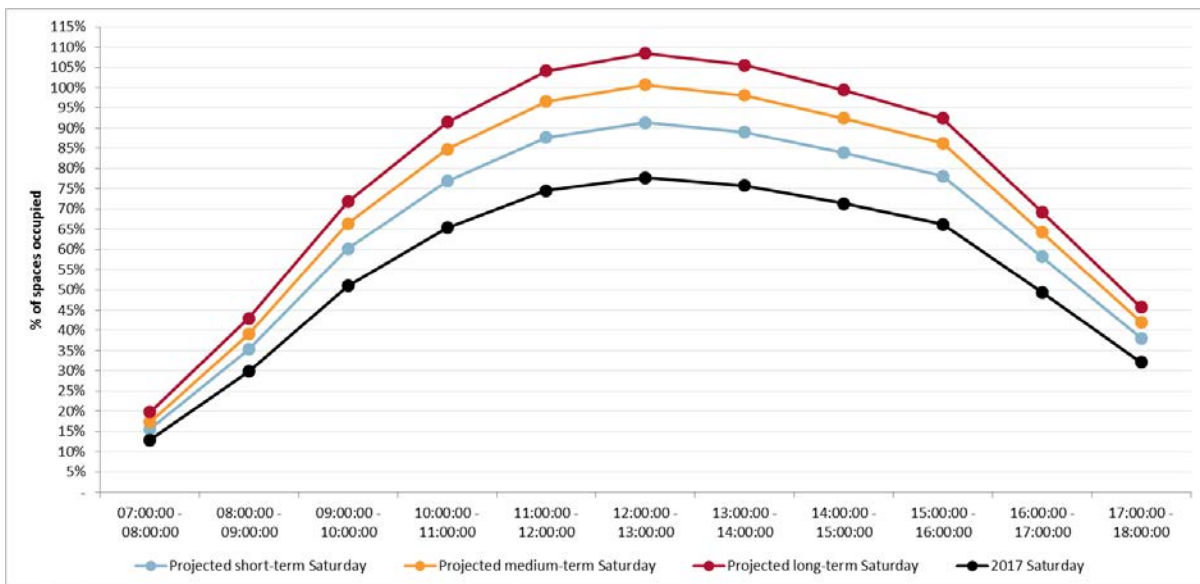
Key findings

- **Weekday** occupancy for the council operated car park network as a whole in Huntingdon peaked at **75%** of the overall capacity of **1,295 spaces** in Council-operated car parks between **11:00 & 13:00**. Due to its placement, Bridge Place car park is not included within the town centre occupancy calculations.
- **Future** weekday occupancy projections are:
 - **84% in 2022** (representing **324 available spaces** in the peak occupancy period)
 - **89% in 2027** (representing **207 available spaces** in the peak occupancy period)
 - **97% in 2036** (representing **142 available spaces** in the peak occupancy period)
- **Saturday** occupancy for the council operated car park network as a whole peaked at **78%** between **12:00 & 13:00**
- **Future** Saturday occupancy projections are:
 - **91% in 2022** (representing **117 available spaces** in the peak occupancy period)
 - **101% in 2027** (representing a **shortage of 13 spaces** in the peak occupancy period)
 - **108% in 2036** (representing a **shortage of 104 spaces** in the peak occupancy period)
- **High** proportion of vehicle staying **less than 10 minutes**:
 - Sainsbury's & MSCP: 17 - 21% vehicles
 - Bridge Place: 31 – 33 % vehicles
- **High** car park occupancy by **Season Tickets**:
 - Great Northern Street: **47%**
 - St Germain Street: 6%
 - Riverside: **25%**
 - Ingram Street: **32%**
 - Mill Common: 2%
 - Bridge Place: 14%

Huntingdon - Future Occupancy Projection (Weekday)



Huntingdon - Future Occupancy Projection (Saturday)

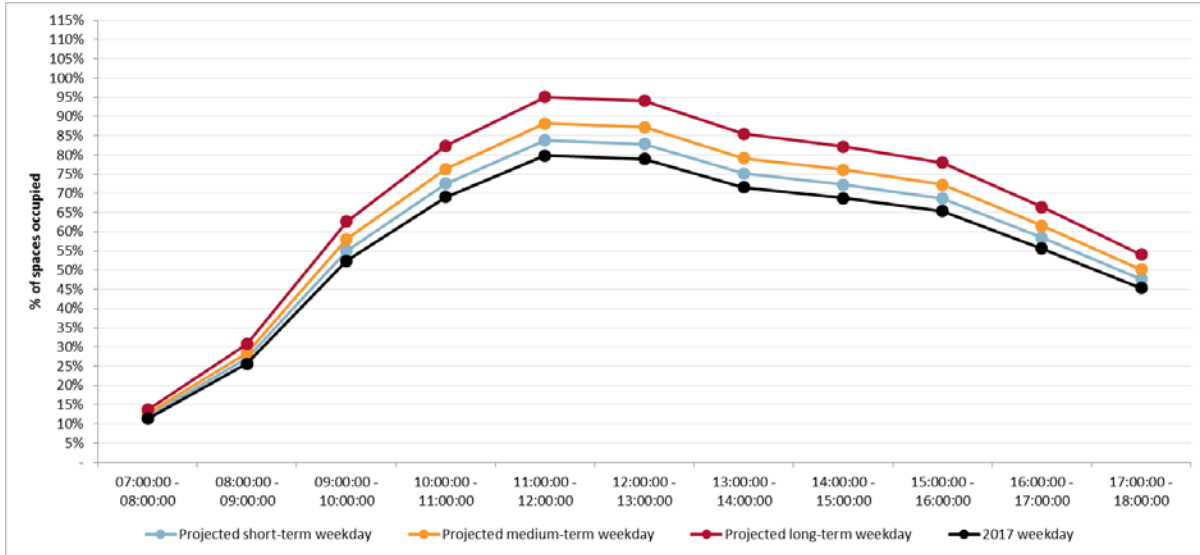


St Ives

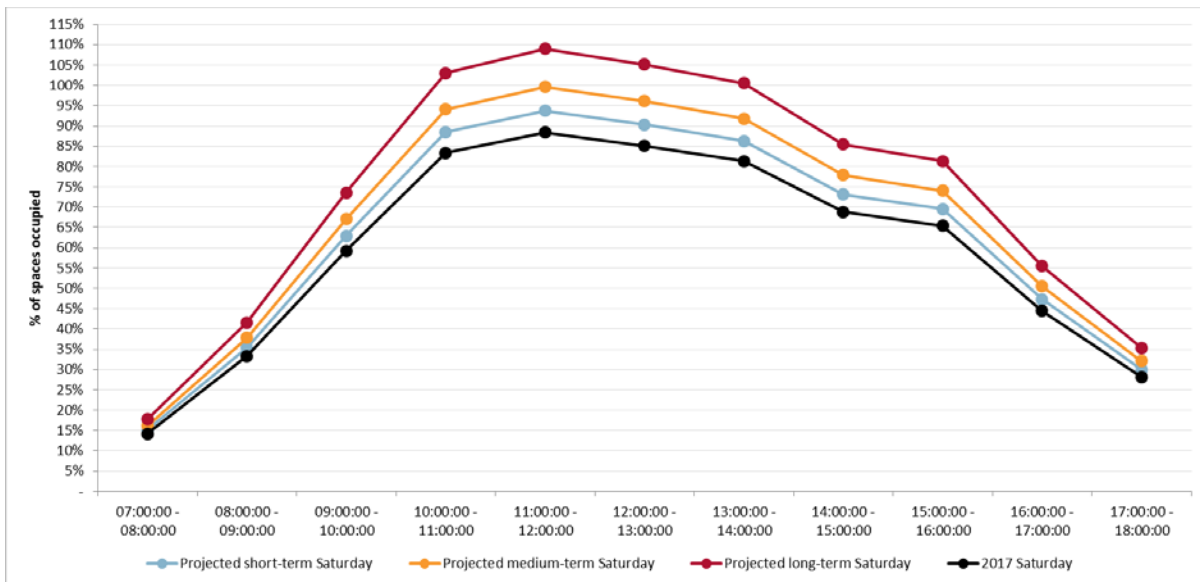
Key findings:

- **Weekday** occupancy for the council operated car park network as a whole peaked at **80%** of the overall capacity of **592 spaces** in Council-operated car parks between **11:00 & 12:00**
- **Future** weekday occupancy projections are:
 - **84%** in **2022** (representing **95 available spaces** in the peak occupancy period)
 - **88%** in **2027** (representing **71 available spaces** in the peak occupancy period)
 - **95%** in **2036** (representing **33 available spaces** in the peak occupancy period)
- **Saturday** occupancy for the council operated car park network as a whole peaked at **88%** between **11:00 & 12:00**
- **Future** Saturday occupancy projections are:
 - **94%** in **2022** (representing **36 available spaces** in the peak occupancy period)
 - **100%** in **2027**
 - **109%** in **2036** (representing a **shortage of 53 spaces** in the peak occupancy period)
- **High** proportion of vehicle staying **less than 5 minutes**:
 - Waitrose: 22 - 24% vehicles
 - Globe Place: 35 % vehicles
- **High** car park occupancy by **Season Tickets**:
 - Globe Place: **19%**
 - Darwoods Pond: **8%**

St Ives - Future Occupancy Projection (Weekday)



St Ives - Future Occupancy Projection (Saturday)

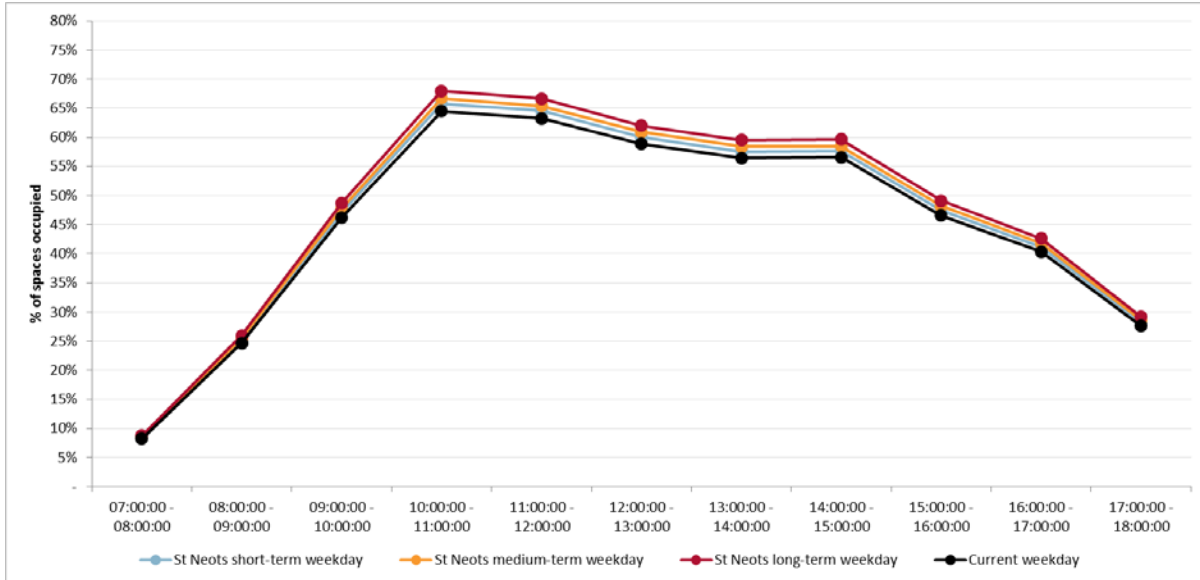


St Neots

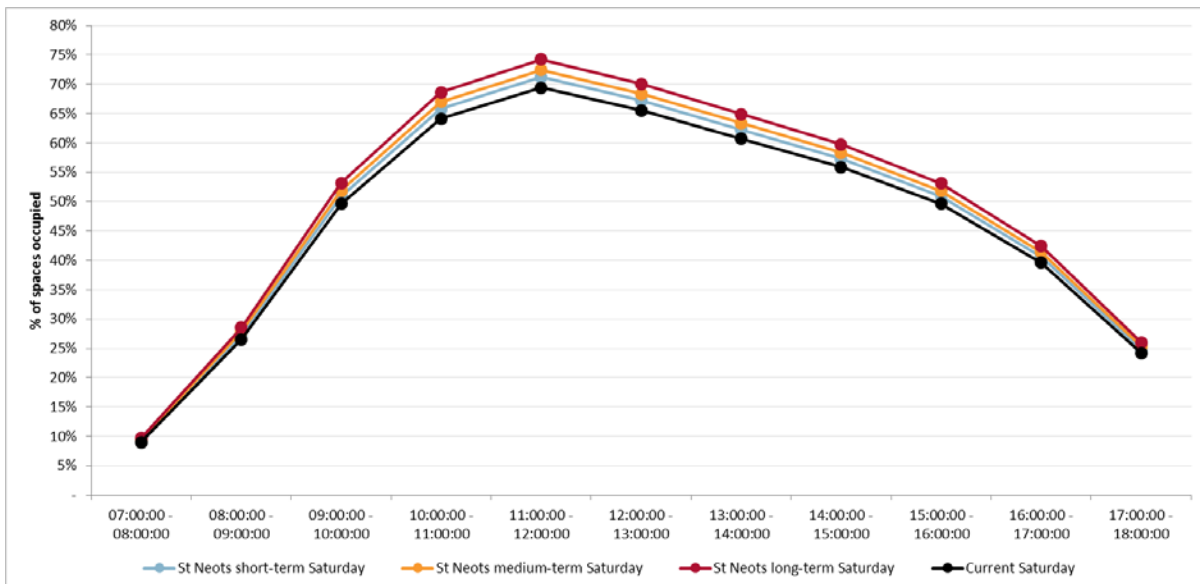
Key findings:

- **Weekday** occupancy for the council operated car park network as a whole peaked at **69%** of the overall capacity of **909 spaces** in Council-operated car parks between **11:00 & 13:00**
- **Future** weekday occupancy projections are:
 - **67%** in **2022** (representing **300 available spaces** in the peak occupancy period)
 - **68%** in **2027** (representing **291 available spaces** in the peak occupancy period)
 - **68%** in **2036** (representing **291 available spaces** in the peak occupancy period)
- **Saturday** occupancy for the council operated car park network as a whole peaked at **69%** between **12:00 & 13:00**
- **Future** Saturday occupancy projections are:
 - **71%** in **2022** (representing **282 available spaces** in the peak occupancy period)
 - **72%** in **2027** (representing **264 available spaces** in the peak occupancy period)
 - **74%** in **2036** (representing **255 available spaces** in the peak occupancy period)
- **High** proportion of vehicle staying **less than 5 minutes**:
 - Waitrose: 20% vehicles
 - Priory Lane: 58 % vehicles
 - Tebbutts Road: 17% vehicles

St Neots - Future Occupancy Projection (Weekday)



St Neots - Future Occupancy Projection (Saturday)



Summary

- **Car ownership** in Huntingdonshire is significantly **higher** than the national average with fewer than 14% of homes **not having access to a car**
 - Promotion and support of alternate means of travel to reduce traffic to maintain occupancy for those travelling further
- Town Centre **footfall** currently **relates to retail offering**, not car park capacity
 - At the time of this study, **Huntingdon** had **high occupancy** following M&S and Next stores opening at the **Chequers Court** development (more stores are now open)
 - The **St Neots Masterplan for Growth** notes a greater **decline in retail footfall** than Huntingdon or St Ives however this is more likely linked to **lack of retail diversity**
- **Maintain and maximize** available parking **capacity** through car park layout & designation reviews:
 - Relocate/remove non-essential car park furniture (e.g. bottle banks, planters etc.)
 - Reduce congestion zones (e.g. drop off points)
 - Review high permit holders user impacts on availability to retail visitors
 - Distributions of car park users across all sites during peak times
 - Bridge Place weekday occupancy under 25%, with only 5% occupancy on weekends - potential to accommodate projected increased users or town centre workers through subsidized permit schemes
 - Potential to incentivize users through variable charging (e.g. lower priced outer car parks, reduced parking cost at non-peak time)
 - Opportunity to introduce/review parking bay designations (e.g. super short stay due to high volume of “less than 10 minute stays”)

Appendix 2

Parking User Survey Overview

The Huntingdonshire District Council Car Parking User Survey ran between July 2017 and August 2017. A total of 1177 participated in the survey resulting in 4368 individual car park completions. The survey was used by the Members of the Strategic Review of Car Parking Task and Finish Group to assist in the development of the Car Parking Vision and the Car Parking Strategy.

The findings, of which there is a summary below, helped Members understand the Council's car parking users and identify issues experienced by them. It highlighted what was good about the car parks and what needed improving on.

Usage Trends

The survey identified the following:

- There was a clear distinction between car parks used for retail purposes and those used for leisure.
- Current usage of mobile payment systems, where available, is low.
- Car parks are generally used at least monthly with a high proportion used on a weekly basis.
- The average length of stay is low with most car parks used for two hours or less.
- A total of 75% of users are from a PE postal code, with other users from CB, NN, MK or SG post codes.

Satisfaction Trends

Overall satisfaction with the car parks was generally high across the District. When choosing where to park, respondents selected convenience of location (37%) as the most important factor, followed by value for money (19%), accessibility (14%) and purpose of visit (14%).

Potential Improvements

The survey identified that a significant percentage of respondents (37%) expressed no opinion on potential car parking improvements. Of those who did express an opinion, 50.8% stated that wider bays for all vehicles should be prioritised. Also, 31.7% of remain respondents expressed some form of cheaper parking charges could be a potential improvement.

In addition, respondents stated that more cashless payment options would be welcomed. However, use of the mobile payment system (where available) is currently low indicating a potential awareness issue. Finally, car park security was not highly rated across Huntingdonshire and respondents have requested improvements in this area.

Value for Money

Value for money was identified by the survey as an area where there was a significant amount of dissatisfaction. Despite this the vast majority of respondents rated Huntingdon's and St Ives' car parks as being satisfactory or above for value for money. There was also a majority of respondents rating St Neots' car parks as being satisfactory or above however, 41% of respondents rated St Neots' car parks as poor or very poor for value for money which was the highest in the District.

Full Survey Results

You can view the full survey results at <https://www.huntingdonshire.gov.uk/media/2782/car-park-survey-results.pdf>.

Appendix 3

On-street Parking

On-street parking offences are currently a criminal offence with enforcement falling within the remit of the Police.

Decriminalisation is a process which is overseen and instigated by the County Council with an application submitted to the Department for Transport (DfT). If this process is successful, the end result is Civil Parking Enforcement (CPE) where the County Council assumes enforcement responsibility.

This process usually takes 2 years to complete. 1 Local Authority currently in this process is expecting the overall timescale to be between 36 & 48 months

The estimated costs associated with CPE are setup costs of approximately £250k, with early operational losses of £40k - £60k per annum.

Should CPE be adopted within the full extents of the boundaries of the District:

- Huntingdonshire District Council would not automatically assume the powers of enforcement unless approached and contracted to do so by Cambridgeshire County Council provided the Council considers it financially viable and advantageous to do so at the time
- Huntingdonshire District Council must operate its off-street car parks under CPE legislation so would incur costs to make the changes required to continue operation e.g. signs, lines and amendments to current Traffic Regulation Orders

At present, Huntingdonshire District Council has no requirement and does not wish to:

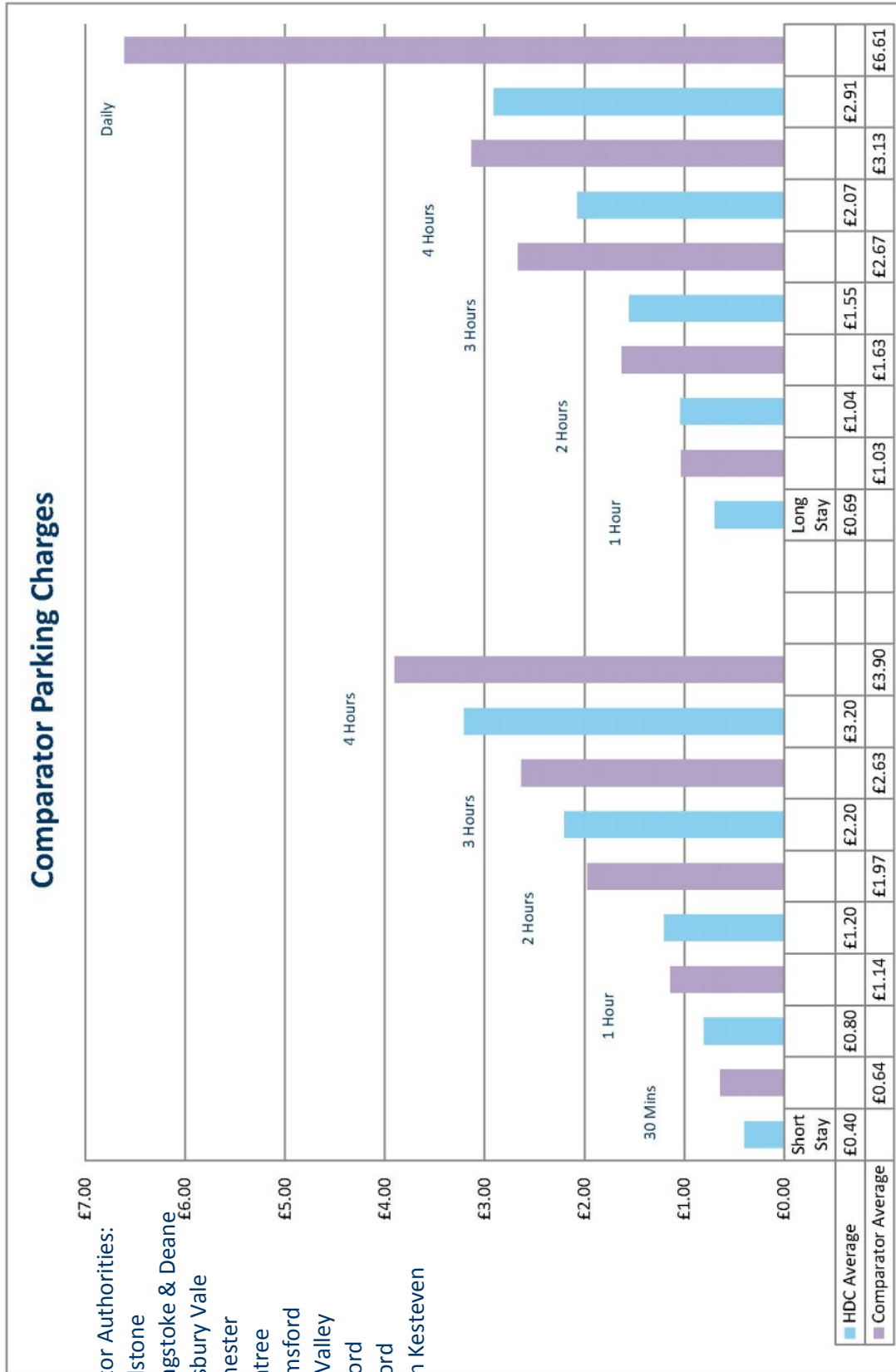
- fund or contribute towards the implementation or setup costs
- fund or contribute towards ongoing costs (e.g. operational)
- take on the responsibility for any enforcement action

In summary:

- Localised on-street parking issues are present, however the issues are contained and not spread district-wide
- Targeted Police enforcement action is considered an appropriate solution
- On-street parking enforcement and its associated costs are the responsibility of the Police

Appendix 4

Comparator Parking Charges



Comparator Authorities:

- Maidstone
- Basingstoke & Deane
- Aylesbury Vale
- Colchester
- Braintree
- Chelmsford
- West Valley
- Stafford
- Ashford
- South Kesteven



Comparator Authorities:

- Maidstone
- Basingstoke & Deane
- Aylesbury Vale
- Colchester
- Braintree
- Chelmsford
- West Valley
- Stafford
- Ashford
- South Kesteven
- East Cambs
- Newmarket
- Peterborough
- Cambridge
- Cambridge (Outer)

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CPE – Implementation Timeline (draft)

ID	Task Name	Start	Finish	Duration	2021												2022												2023												2024											
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan											
1	Project Cycle	04/02/2021	31/05/2023	121w																																																
2	Clr Report:	04/02/2021	28/02/2021	3.57w																																																
3	Recruit Project Manager	01/03/2021	30/04/2021	8.71w																																																
4	Project - Startup	01/05/2021	30/06/2021	8.71w																																																
5	Project - Definition	01/05/2021	30/06/2021	8.71w																																																
6	Project - Planing	01/05/2021	30/06/2021	8.71w																																																
7	Signs & Lines (on-street)	01/07/2021	30/12/2021	26.14w																																																
8	District wide review & digitisation	01/07/2021	28/11/2021	21.57w																																																
9	Remedial works – seek quotations	01/12/2021	30/12/2021	4.29w																																																
10	Clr Report: Cost Review	01/01/2022	01/03/2022	8.57w																																																
11	Remedial works (on-street) – undertake works	01/03/2022	31/08/2022	26.29w																																																
12	Review & redraft TRO's (on-street)	01/03/2022	30/05/2022	13w																																																
13	Department for Transport (Dft)	01/03/2022	28/11/2022	39w																																																
14	DfT – submission preparation	01/03/2022	28/08/2022	25.86w																																																
15	DfT – Application Review	01/03/2022	28/11/2022	39w																																																
16																																																				
17	'Go Live'	01/07/2023	31/07/2023	4.43w																																																
18																																																				
19	Staffing	01/03/2022	31/05/2023	65.29w																																																
20	Notice Processing	01/03/2022	31/05/2023	65.29w																																																
21	Enforcement (internal/external review & procure)	01/03/2022	31/05/2023	65.29w																																																
22	Procedures & Policies	01/02/2022	31/05/2023	69.29w																																																
23	Appeals	01/03/2022	31/08/2022	26.29w																																																
24	Enforcement	01/02/2022	30/05/2022	17w																																																
25	Training – Parking + CSC + Clrs	01/06/2022	31/05/2023	52.14w																																																
26	Off-street	01/06/2022	30/09/2022	17.43w																																																
27	TRO redraft & review	01/06/2022	31/08/2022	13.14w																																																
28	Remedial works – signs & lines	01/06/2022	30/09/2022	17.43w																																																
29	Enforcement system	01/03/2022	29/05/2023	65w																																																
30	Update locations	01/03/2022	30/03/2023	56.43w																																																
31	Update Offence deatils	01/03/2023	29/04/2023	8.57w																																																
32	Update Handhelds	01/03/2023	29/05/2023	12.86w																																																
33																																																				
34	PR Strategy	01/02/2021	01/12/2023	147.71w																																																
35	Pre 'live' comms	01/02/2021	02/06/2023	121.71w																																																
36	Post 'live' comms	01/02/2023	01/12/2023	43.43w																																																

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Appendix D: Updated Financial Implications of CPE (2019):

	Start-up capital	Start-up expenses Y1	Start-up expenses Y2	Operational Y1	Operational Y2	Operational Y3	Operational Y4	Operational Y5
Income								
PCN payments		£0	0	£79,254	£91,390	£91,390	£91,390	£91,390
Permit payments		£0	0	£0	£0	£0	£0	£0
car park receipts		£0	0	£20,130	£20,130	£20,130	£20,130	£20,130
on-street charging		£0	0	£1,290	£1,290	£1,290	£1,290	£1,290
net c.court proceeds		£0	0	£4,564	£18,255	£18,255	£18,255	£18,255
Annual Total payments		£0	£0	£105,238	£131,065	£131,065	£131,065	£131,065
						3%	3%	3%
Expenses								
Operations management	£175,617	£20,671	£20,671	£1,458	£1,501	£1,546	£1,593	£1,640
on-street enforcement	£20,030	£17,666	£17,666	£130,436	£134,349	£138,380	£142,531	£146,807
off-street enforcement	£15,330	£1,688	£1,688	(£19,523)	(£20,109)	(£20,712)	(£21,333)	(£21,973)
Clamp & removal control	£0	£0	£0	£0	£0	£0	£0	£0
tickets & permits processing	£6,000	£9,779	£9,779	£34,965	£36,014	£37,094	£38,207	£39,353
Pay & Displat	£0	£0	£0	£0	£0	£0	£0	£0
Dedicated Project Manager		£70,000	£70,000	£0	£0	£0	£0	£0
Remedial repairs		£15,000	£15,000	£15,000	£15,000	£15,000	£15,000	£15,000
Annual Total Expenses	£216,977	£134,804	£134,804	£162,336	£166,755	£171,308	£175,998	£180,827
Annual Net Surplus (Deficit)	(£216,977)	(£134,804)	(£134,804)	(£57,098)	(£35,690)	(£40,243)	(£44,933)	(£49,762)
Cumulative Net Surplus (Deficit) ex Capital		(£134,804)	(£269,608)	(£326,706)	(£362,396)	(£402,639)	(£447,572)	(£497,334)
Cumulative Net Surplus (Deficit) inc Capital		(£351,781)	(£486,585)	(£543,683)	(£579,373)	(£619,616)	(£664,549)	(£714,311)

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Completing the Revenue Growth Bid Form

Bid Title and Lead Officer

Give the bid a descriptive title and also nominate a lead officer for the bid. This should be the officer that is able to describe, justify and elaborate on the scheme if required.

Business Requirement, opportunity or problem

This is the reason for putting the bid forward for consideration. This should describe why your service is incurring additional spend. The reason should describe whether this is a new statutory requirement, a volume increase on an existing statutory service or expenditure of a cyclical nature that is required just for that year.

Head of Service Approval

Record here which Head of Service(s) has approved this bid to go forward.

Portfolio Holder Approval

Record here which Portfolio Holder(s) has approved this bid to go forward

Do Nothing Option

What will the service not do if this bid does not go ahead. Will this be a reduction in service, a loss of income, or savings not being achieved. Where the expectation is that future costs will be reduced, then this should be described in detail to include a justification of the logic.

Manifesto Item

Record here if the bid is linked to a manifesto item

Proposition classification

Record here whether the bid is Unavoidable growth or Other Growth

Goals and Benefits

Describe what you expect the project to achieve in terms of additional service benefits to customers or employees.

Revenue Impacts Table

Record here the revenue budget changes required by this bid. You should split these between Staff Costs, Other Costs, Fees & Charges Income and Grant Income as a minimum, more detail can be included if desired.

Risks and Issues

Describe here the risks to the completion of the project that could arise during the the project lifetime. Also describe what processes will be put into place to mitigate the risks identified.

Also describe the issues that might need to be overcome as the project progresses.

Current Performance Measures

What KPIs are currently in place to monitor the service, these should be identified so that an improvement in these KPIs can be identified.

Resources Required

List here the people that will be required to complete all the stages of the project. The people listed here should be made aware of the requirement to be part of this project and should have given confirmation that they they have the skills and time required.

FTE Impacts

Show any changes to FTE numbers that result from the bid

Linked to Capital Bid

If the revenue changes in the bid are only achievable if an associated capital bid is approved enter "Yes" in the box, otherwise enter "No"

External Resources

List here resources required from support services during the lifetime of the project. The services should have confirmed they have the resources to complete the project.

Statutory Requirement

If this bid is as a result of a direct statutory requirement, then this should be recorded here. The requirement should be described in terms of what legislation or statutory instrument requires this. This should be a direct statutory requirement, not a requirement to provide a service.

Timeline of Key Project Milestones

Record here the the stages/milestones of the project with the expected date this should happen. This timeline should be developed in liaison with the Procurement Manager to ensure the projected timeline is feasible.

Growth Bid Form 2020/21 MTFS

Service: Lead Officer:

Title of bid:

Business Requirement / Opportunity / Problem Statement

Describe the business requirement, opportunity or problem. Consider the wider corporate implications of doing (or not doing) this proposal, as well as the specific impacts to your service.

Within the boundaries of the district, there is a lack of on-street parking enforcement by the Police. Decriminalisation of parking is a process which is overseen and instigated by the County Council with an application submitted to the Department for Transport (DfT). If this process is successful, the end result is Civil Parking Enforcement (CPE) where the County Council assumes responsibility for on-street parking enforcement.

It is worth noting that:

- Localised on-street parking issues are present, however the issues are contained and not spread district-wide therefore targeted Police enforcement action is considered an appropriate solution.
- Whilst CPE has been widely adopted, the 21 local authorities who have not pursued this route are rural (as is Huntingdonshire) as this impacts the financial viability of the business case.
- On-street parking enforcement and its associated costs are the responsibility of the Police currently as should be factored into their operational costs/precept.

Cambs County have advised that:

- CPE is not viewed as feasible within the District due to the ongoing operational deficit involved
- They would support HDC taking on all aspects (on & off street enforcement + admin) – this would make the ongoing deficit our problem

RTA Associates (who undertook the 2017 study) have confirmed that based on the above, we should use the 'July 2017 V4 - Base with 10% less on street PCNs' contained in page 102 of embedded pdf, however following the subsequent 'TRO Sample Survey' undertaken we would need to adjust the start up capital up by £51k (although anecdotally RTAA suggest going up by £65k to allow for market changes in remedial works). The capital cost increase is due to requirement to undertake a more extensive 'Traffic Regulation Order (TRO) survey and mapping' exercise and a greater requirement for remedial works due to the high level of compliance issues highlighted with the signs & lines on-street.

Due to the extent of the district and what we try to achieve (and the timespan it can take to get DfT approval), it would be prudent to factor in a dedicated Project Manager for a period of 2 years and to double up on the 'start-up expenses' to carry this period on for a 2 year period. NB: 1 Local Authority currently in this process is expecting the overall timescale to be between 36 & 48 months

Summary model with comments in red below showing more realistic figures, however the headlines are:

- Setup capital for 2 years setup £216k
- Set up expenses (revenue for a year period at approx. 110k p/a (to factor in a Project Manager salary on top of model)
- Ongoing deficit increase for HDC once CPE in operation of £100k year 1, increasing up to £217k by year 5 of operation

The recommendation is that this is not a viable option/solution.

Parking income cannot be used as freely within the Councils budget due to legislation

Approved by the Relevant Head of Service(s)

Approved by the Relevant Portfolio Holder(s)

FINANCIAL MODEL OF IMPLEMENTATION

CLIENT: HUNTINGDONSHIRE DISTRICT COUNCIL

MODEL VERSION: July 2017 V4
MODEL DATE: 27-Jun-17

VERSION | **NOTES ON VERSION CHANGES & STATUS**

July 2017 Base	Final in-house base model
July 2017 V1	All off street and in-house. All on street and admin for both by County
July 2017 V2A	HDC off street only model
July 2017 V2B	HDC on street only model
July 2017 V3	All on and admin by County
July 2017 V4	Base with 10% less on street PCNs

SUMMARY OF MARGINAL INCOME & EXPENDITURE

increase in expenses for 2 years on double up costs to cover 21(1) & 21(2) (see use for the operational years following start up as we are in terms of budget)

START-UP +	Enter 1-3 MONTHS	SCR REF	START-UP PERIOD (months)	START-UP CAPITAL	START-UP EXPENSES	FIRST 12 MTHS	SECOND 12 MTHS	THIRD 12 MTHS	FOURTH 12 MTHS	FIFTH 12 MTHS
INCOME										
		PCNs ISSUED				0	8,035	8,445	8,445	8,445
		PCN PAYMENTS	1			£3	£79,254	£31,380	£31,380	£31,380
		CLAMP REMOVAL PAYMENTS	2			£3	£3	£3	£3	£3
		PERMIT PAYMENTS	1			£3	£3	£3	£3	£3
		CAR PARK RECEIPTS	3			£3	£25,130	£25,130	£25,130	£25,130
		ON STREET CHARGING	3			£3	£1,260	£1,260	£1,260	£1,260
		NET COURT PROCEEDS	4			£3	(4,504)	(19,255)	(19,255)	(19,255)
		TOTAL PAYMENTS				£3	£105,238	£131,064	£131,064	£131,064
EXPENSES										
		OPERATIONAL MANAGEMENT	5	1		£110,817	(22,871)	£1,458	£1,501	(1,546)
		ON-STREET ENFORCEMENT	6	1		(22,030)	(17,868)	(138,436)	(138,379)	(142,521)
		OFF-STREET ENFORCEMENT	7	1		(15,230)	(1,808)	(819,523)	(820,109)	(821,241)
		CLAMP REMOVAL CONTROL	8	1		£3	£3	£3	£3	£3
		TICKET & PERMITS PROCESSING	8	1		(8,500)	(34,779)	(34,965)	(34,974)	(34,974)
		PAV & DISPLAY	9	1		£3	£3	£3	£3	£3
		TOTAL EXPENSES				(151,977)	(64,803)	(147,335)	(151,755)	(156,308)
		ANNUAL NET SURPLUS OR (DEFICIT)				(151,977)	(56,768)	(23,691)	(22,243)	(22,932)
		CUMULATIVE NET SURPLUS OR (DEFICIT) EXCLUDING CAPITAL				(54,833)	(51,596)	(112,591)	(137,834)	(167,767)
		CUMULATIVE NET SURPLUS OR (DEFICIT) INCLUDING CAPITAL				(224,781)	(243,876)	(254,568)	(259,811)	(259,744)
		NPV INTEREST RATE				6%				
		YEAR END NPV (EXCLUDING CAPITAL)					(89,916)	(167,932)	(129,527)	(112,836)
		YEAR END NPV (INCLUDING CAPITAL)					(224,486)	(259,586)	(261,546)	(264,813)

Notes:

- NPV - Calculation assumes that the Start-Up Cost is a negative cash flow at the start of year 1 and that each years cash flow thereafter is received at the end of the year.
- SCR REF - Reference to the detailed working schedules attached.
- Start-up costs include capital costs, one-off costs incurred before commencement, and percentage of first year expenses calculated from number of months selected in Start-up Period.

'Do Nothing' Option

Describe the impact of doing nothing

Manifesto Item

Proposition Classification

Goals & Benefits (If Unavoidable Growth)

Describe the GOALS of the project | Provide a brief overview of the expected BENEFITS

Revenue Impacts	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000
Other Employee Costs	70				
Supplies & Services	50				
Fees & Charges			(100)	(130)	(130)
Other Employee Costs			160	170	180
Other Employee Costs			20	20	20
Total Revenue Impact	120	0	80	60	70

Risks & Issues (If Unavoidable Growth)

Describe the key RISKS that could inhibit delivery of the project | List the key ISSUES to be addressed as the project progresses

in 25/26 would require review of signs and lines circa 100k | **income from Parking Enforcement becomes ringfenced under CPE**

FTE Impacts

Increase in FTE Nos:

Decrease in FTE Nos:

Current Performance Measurement

Describe any applicable KPI's currently used to monitor performance in this area

Resources Required

Project Team | Enter the names of key resources assigned to this project

Project Manager: dedicated resource to be recruited for duration of implementation (see rev bid)

Project Board (key Stakeholder): Parking Services Manager HDC

Project Board (key Stakeholder): Parking Services & Highways Managers Cambs County

Linked to Capital Bid?

External Resources	Required	Timeline of Key Milestones	Date
HR		2020/21 budget live	01 Apr 20
3C IT		dft approval to commence operation	31 Mar 22
Finance		increased budget deficit	01 Apr 22
Procurement			
Legal			
Customer Services			
Other - please overtype with required resource			

Is there a statutory or contractual requirement for this bid?

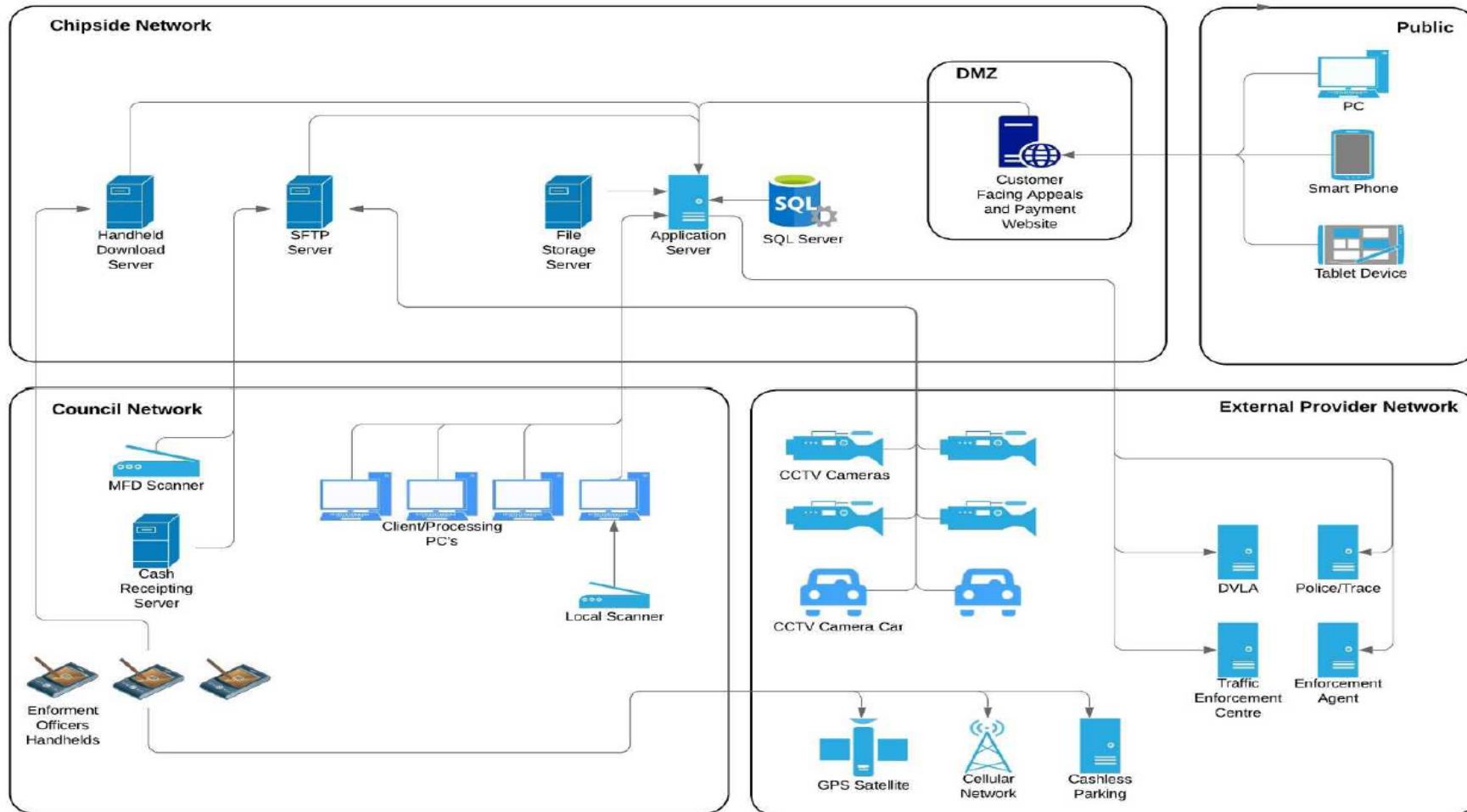
If Yes please explain requirement -

Key Project Milestones	Date

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Appendix F – Illustrative IT and Customer Set Up – Civil Parking Enforcement

Chipside Hosted Solution - Network Diagram



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Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title: Electric Vehicle Charging

Meeting/Date: Cabinet – 11th February 2021

Executive Portfolio: Executive Councillor for Operations and Environment, Councillor Marge Beuttell

Report by: Head of Operations, Neil Sloper
Operations Manager – Parking and Markets,
George McDowell

Ward(s) affected: All

Executive Summary

This report sets out a proposal to enhance Electric Vehicle (EV) charging in the Council's off street car parks. EV technology (charging and vehicles) is rapidly progressing, so what is proposed will not be a final solution but a best fit recommendation based on the constraints of existing electrical infrastructure and the results of an EV resident survey.

This report presents for decision, the alternative options for:

- the location and number of EV charging points within off-street car parks, and
- the associated fee for the use of electric charging points.

The Council's Off Street Parking Strategy 2018-2023 agreed a Parking Vision including 'Promoting environmental sustainability by supporting alternative fuel and travel methods'. The strategy set an action by 2020 to survey all our car parks to establish technical feasibility for electric vehicle charging and undertake user surveys to assess local demand and best fit options for the operation of electric charging bays. These have been concluded and are presented with recommendations for an EV implementation that maximises the benefit across our towns.

Recommendations:

Cabinet is RECOMMENDED to agree:

- the locations proposed & phasing of the installation of EV charging points
- the type and number of charging points at a given site
- a fee from the options presented, or alternative based on the evidence presented.

1. PURPOSE OF THE REPORT

- 1.1. To enable the delivery of Electrical Vehicle (EV) charging points within Huntingdonshire in line with the Council's Off-Street Car Parking Strategy 2018-2023.
- 1.2. To present the feasible options and customer preference for EV points within Huntingdonshire.
- 1.3. To establish an appropriate fee for the use of EV charging points.

2. BACKGROUND

- 2.1. A capital provision of £37k was made for EV charging in 2020/21, to implement the actions of the Off-Street Parking Strategy.
- 2.2. The Off-Street Parking Strategy committed Huntingdonshire District Council (HDC) to:

A Vision: Promoting environmental sustainability by supporting alternative fuel and travel methods

Specific actions by 2020 to:

- survey all our car parks to establish technical feasibility for electric vehicle charging and
- undertake user surveys to assess local demand and best fit options for the operation of electric charging bays

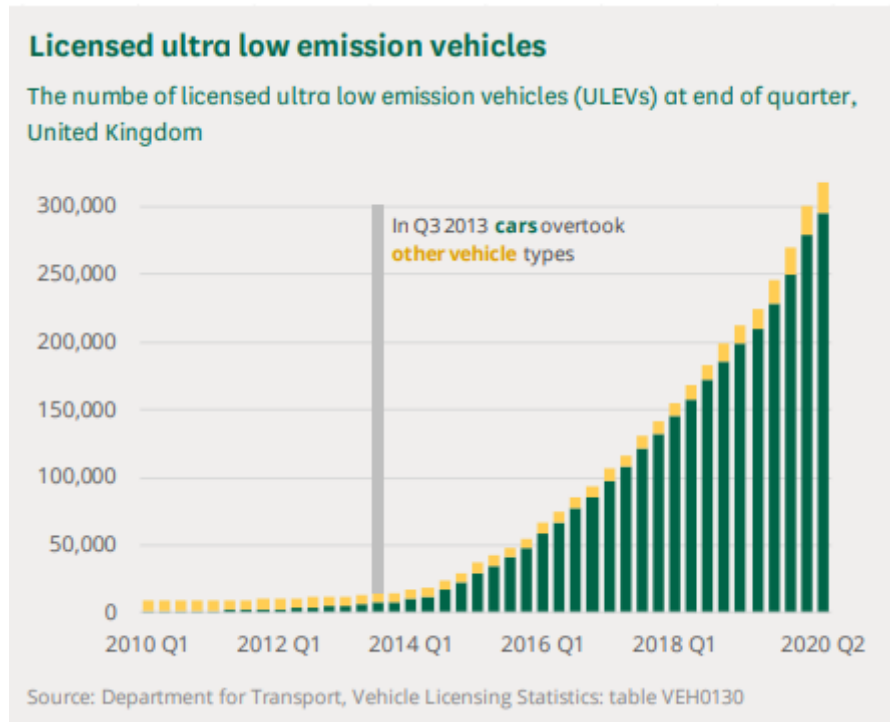
- 2.3 EV cars and charging continues to develop rapidly and with it the number of vehicles, their battery range and the rate of charging. It is likely that as technology continues to develop the way in which people charge their vehicles will continue to change. (see Appendix 3 Commons Briefing EVs and Infrastructure) Currently:

- EV users charge their vehicles fully at home.
- Electric car ranges are sufficient to cover daily short trips to shop, to work and for leisure without the need to charge at their destination.
- Where charging is available electric car users will take the opportunity to 'top up' their charge.
- when not at home and especially when traveling further distances, the preferred locations for charging are car parks at destinations, where they may be parked for an hour or more.
- Challenges do exist when charging an EV vehicle at your home (e.g. blocks of flats) so the ability to charge an EV in a long-stay parked location may be required.

- 2.4 In 2019 around 58.5% of licensed cars were petrol, 39.1% diesel and 0.8% were either a plug-in-hybrid, battery electric, range-extended electric, or fuel cell electric car.

- 2.5 The number of Ultra Low Emission Vehicles in the United Kingdom has increased from just under 9,000 at the end of Q1 2010 to 317,000 at the end of Q2 2020. This is an increase of 3,427%. At the end of Q3 2013 the number of

licensed ULEV cars overtook the number of vehicles of other types. Currently cars account for around 93% of all licensed ULEV vehicles. Other ULEVs include vans, scooters, HGVs and buses etc.



2.6 Ending the sale of petrol and diesel vehicles by 2030 The Government's **Road to Zero Strategy** set the "ambition" that by 2050 almost every car and van will be zero emission. The Government has since moved its planned date for ending the sale of petrol and diesel vehicles from 2040 to 2030 and for hybrid vehicles to 2035.

2.7 There is no duty on local authorities to provide electric charging points, it is up to them to decide, based on local priorities, whether to do so.

3. CONSIDERATIONS

3.1. Customer Survey

3.1.1 A customer survey was undertaken to capture the views of current EV users and understand the barriers of those who have not yet invested in this technology (Appendix 1).

3.1.2 The responses identified short and long stay car parks as: the most important locations for EV charging equal in importance three times more important as a location than retail and hospitality venues (the next most popular location).

3.1.3 87% of all respondents thought it was fair to pay to use EV charging points (83% of just those owning an EV).

3.1.4 86% of all respondents thought that EV point would increase EV use.

3.1.5 The second primary barrier to EV ownership after cost of the vehicle was '*the availability of charging points at my destination*'.

3.2 EV Charging Points

3.2.1 There are two standards of EV charging points which relate to the rate of electricity able to be passed, either 3.5 kilo watts per hour or 7 kilo watts per hour.

3.2.2 The commonly available EV charging points:

3 kW

Provides vehicles with up to 15 miles per hour plugged in.
Compatible and fully utilisable by more than 87% of Plug-In Electric Vehicles including Plug-In Hybrid Electric Vehicles.

7kW

Provide vehicles with up to 30 miles per hour plugged in.
Compatible and fully utilisable by ~87% of Plug-In Electric Vehicles.

22kW

Provide vehicles with up to 90 miles per hour plugged in.
Compatible and fully utilisable by ~11% of Plug Plug-In Electric Vehicles.
These charge points are not suitable for installation in HDC car parks due to the power supply requirement – a three phase supply (most cars are unable to use this).

3.2.3 The Council engaged an industry specialist to determine the technical feasibility for installation of EV points within off street car parks including:

- which car parks can support EV charging
- the maximum capacity of the power supply
- the options for charge points at a given site

3.2.4 The outcome of the feasibility study (Appendix 2) presents an option A or B for car parks in St Neots, St Ives and Huntingdon where there is an electricity supply that will support charging. Where the power supply will only support a single option, that is presented as Option A. This will maximise charging points across our car parks, but to do so will require the approval of an additional capital bid (£88,000) submitted for 2021/22.

Option A: Delivers quicker charging where possible, but delivers less charging points (9 less).

Option B: Delivers a higher number of charging points, compromising on the charging speed.

The recommended approach is Option A:

- use 7kwh EV points where possible (Option A), 3.5 kwh where it is not.
- split installation into two phases – using the existing budget provision (£37,000) by 31st March 2021 and a second phase by June 31st 2021 subject to a supplementary capital bid submitted for 2021/22.

This proposal will:

- maximise early delivery focussing on sites requiring less physical works
- provide fast charging where it is possible to do so (14 x 7kwh and 13 x 3kwh, 27 EV point in total)
- balance provision and cost as more EV points incur more cost
- is the best technology widely available now and usable by the current set of electric vehicles in use.

Option A – Maximising 7kwh EV points

		7 kwh sockets	3kwh sockets	Approximate Cost
St Neots	£35,500			
Phase 1	Tebbutts Road	2		£12,500
	Riverside	2		
Phase 2	Tan Yard	2		£23,000
	Priory Lane West		2	
	Brook Street		2	
St Ives	£28,000			
Phase 1	Cattle Market	2		£6,000
Phase 2	Darwoods Pond	2		£22,000
	Globe Place		1	
Huntingdon	£44,000			
Phase 1	Princes Street		2	£12,500
	Ingram Street		2	
Phase 2	Multi-Storey	4		£31,500
	Mill Common		2	
	Great Northern Street		2	
TOTAL	£107,500			
Phase 1		6	4	£31,000
Phase 2		8	9	£76,500

3.2.5 Where sites cannot support the installation of EV points, or where it is desired to install more charging points than is currently possible, a new/improved supply will be required for the site. Whilst the Council has not sought quotes at this time, the cost published from UK Power Network to:

- Install a new supply at a site where current infrastructure in the area supports this from £10,250 (ex vat) upwards depending upon the available connections.
- Upgrade the existing supply at a site where current infrastructure in the area supports this can range from £5,500 upwards.

These costs do not include hardware such as meters, required to use the supply. Costs are also subject to chargeable site surveys which may determine in that new/improved supplies are not possible where energy demand in the area is high.

Timescales from point of confirmation from receipt of the quote to undertake the survey to the completion on installation of the supply are upwards of 10 weeks.

3.3 Alternative Option – Maximising EV Points

- 3.3.1 The alternative option for implementation of EV points is to maximise the number provided by focussing on 3kwh charging. This increases the budget required by £20,000 to £127,500 but delivers an additional 9 charging points (36 EV points in total). Only 4 7kwh E points will be installed.

Option B

		7 kwh sockets	3kwh sockets	Approximate Cost
St Neots				
Phase 1	Tebbutts Road		4	£11,500
	Riverside		4	£11,000
Phase 2	Tan Yard		4	£11,000
	Priory Lane West		2	£11,000
	Brook Street		2	£6,000
St Ives				
Phase 1	Cattle Market		4	£11,000
Phase 2	Darwoods Pond		2	£10,000
	Globe Place		2	£12,000
Huntingdon				
Phase 1	Princes Street		2	£7,000
	Ingram Street		2	£5,500
Phase 2	Multi-Storey	4		£17,000
	Mill Common		2	£7,000
	Great Northern Street		2	£7,500
TOTAL	£127,500			
Phase 1		0	16	£46,000
Phase 2		4	16	£81,500

3.4 Charging

- 3.4.1 As part of the in installation and commissioning of the E.V. Charging Points, the Council is required to set the kilowatt hour (kWh) tariff which can be amended in the future. This can be set at any point from zero, where the Council is fully subsidising EV users.

- 3.4.2 The resident EV Survey 2020 (Appendix 1) identified:

- 87% of all respondents think it is fair for electric vehicle users to pay to charge.
- 83% of EV users think it is fair for electric vehicle users to pay to charge.

- 3.4.3 The Off-Street Parking Strategy adopted Financial Principles of Parking to ensure the Council has a fair, transparent and consistent approach to car park charging which include:

- We will seek to introduce a “pay for what you use” system to ensure that customers only pay for the time they spend in our car parks.
- We will ensure that our car parking fees are lower than the average index of car parking charges of our comparator authorities

3.4.4 EV charging is generally charged for but the cost of public EV points varies:

- Podpoint at Tesco £0.24 per kWh
- Podpoint at Lidl £0.23 per kWh
- Tesla £0.26 per kWh (where not priced per minute)
- Ecotricity £0.30 per kWh (+ £3 fee for 45 minutes)
- Shell Recharge £0.39 per kWh

3.4.5 Typical unit costs paid for energy are:

- Average UK domestic provisions £0.147 per kWh
- Average HDC provision £0.165 per kWh

3.4.6 Alternative options for tariffs taking account energy cost and the cost of infrastructure provision are:

Option 1: £0.00 per kWh – full EV user subsidy

It is estimated that a 'zero' tariff would incur following revenue growth expenditure:

- Year 1 £15k
- Year 2 £30k
- Year 3 £45k

Option 2: £0.22 per kWh

This is a cost neutral option covering the power used and the typical £0.05 per kWh charge added by EV suppliers covering the processing of funds.

Option 3: £0.29 per kWh

This would generate income above the ongoing revenue expenditure. This surplus would fund the capital hardware costs (£123.5k) by end of year 5 of operation.

Option 4: £0.35 per kWh

This would generate a surplus that will repay the capital hardware costs (£123.5k) by end of year 4 of operation.

The options make the following assumptions:

- That the utilisation of the charging points is:
Year 1 @ 5%; Year 2 @ 10%; Year 3 @ 15%; Year 4 @ 20% and maintaining at 20% for subsequent years. These assumptions are considered realistic following discussion with suppliers.
- That the Council can continue to purchase electricity at the same/similar rates to the current rate.
- The Council may choose to revise tariffs up or down based on the cost of electricity.

3.4.7 It is recommended, based on the Financial Principles of Parking, Residents' EV Survey, comparator cost analysis and level of capital expenditure that option 3, charging £0.29p per kWh is adopted. This will provide an operating surplus that repays the capital investment within 5 years. It is anticipated that an updated charging infrastructure is likely to be required after this time.

4. COMMENTS OF OVERVIEW & SCRUTINY

- 4.1 The comments of the relevant Overview and Scrutiny Panel will be circulated separately ahead of the Cabinet meeting.

5. RISKS

- 5.1 Project procurement may be done using an existing supply framework.
- 5.2 As with any engineering project some difficulties may be encountered meaning the estimated costs based on the survey work may increase by up to 10% so a contingency figure is included within the associated budget bids.
- 5.3 The project is unlikely to be impacted by COVID 19 as the works are outdoors and may be undertaken in a COVID secure way by the appointed contractor.
- 5.4 The costs of electricity may change meaning the Council may choose to revise its tariffs accordingly keeping in line with the Financial principles of parking established within the Off Street Parking Strategy.
- 5.5 EV charging and the development of EV's is a rapidly changing technology so there is a risk that in committing now to low charging, more advanced EVs may need greater power. This is a solution for now based on the current restrictions of electrical supply. Once implemented a further strategy to look at the emergent options for development of EV charging will be advisable within the next Parking Strategy to run from 2023.

6. TIMETABLE FOR IMPLEMENTATION

- 6.1 HDC Capital Funded

Phase 1 installation to be complete by mid-April 2021

Phase 2 installation to be complete by end-July 2021 (subject to budget approval)

- 6.2 Combined Peterborough and Cambridgeshire Authority (CPCA) Funded

A funding bid is being submitted to the CPCE as part of the 'Market Town Funding Programme' to fund the accelerated implementation of EV charging infrastructure to support town recovery and economy using sustainable transport. The outcome of the funding application is expected to be known by end Jan 2021. If the CPCA supported, the requirement to install in 2 phases will not be required. The project will then be a single phase of installation to be complete by end-April 2021

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

- 7.1 This project links to the Council Corporate Plan:

Vision: We want to support a safe and healthy environment

People: We want to make Huntingdonshire a better place to live, to improve health and well-being.

7.2 This project delivers the Council's Off Street Parking Vision & Strategy:

- Promoting environmental sustainability by supporting alternative fuel and travel methods.
- To survey all our car parks to establish technical feasibility for electric vehicle charging.

8. CONSULTATION

8.1 A public survey was undertaken (Appendix 1) in line with our Parking Strategy objective to 'assess demand and incorporate support for alternative sustainable travel methods within our car parks'. The aim of this survey was to capture the views of current EV users and understand the barriers of those who have not yet invested in this technology.

8.2 The survey ran for a period of 4 weeks from 6th April 2020 gathering over 400 responses from residents. Of the responses received:

- 151 responses were from owners of 'plug-in' capable vehicles (19% of the estimated number within the district).
- 119 responses were from Battery Electric Vehicle Owners (38% of the estimated number within our district)
- 32 responses were from Plug-in Hybrid Electric Vehicles (7% of the estimated number within our district)
- 87% of all respondents think it is fair for EV users to pay to charge. (83% of EV users think it is fair for EV users to pay to charge.)

9. REASON FOR THE RECOMMENDED DECISIONS:

9.1 The recommendations made in this report:

- are based upon the outcomes of customer and site feasibility surveys
- ensure that approximately equal spend is allocated to each St Neots, St Ives & Huntingdon during Phase 1.

9.2 The recommended tariff is based upon the Financial Principles of parking established within the Off Street Parking Strategy.

10. LIST OF APPENDICES

Appendix 1: Electric Vehicle Charging Survey 2020

Appendix 2: Hardware Feasibility Outcome

Appendix 3: Briefing Paper – House of Commons – EVs and Infrastructure
4/12/20

11. RESOURCES

11.1 The capital funding available to this project for installation of EV charging points is:

- 20/21 (Phase 1) £35.5k
(£37k for project with £1.5k spent on feasibility works)
- 21/22 (Phase 2) £88k
(subject to approval during the budget setting process)

12. BACKGROUND PAPERS

- HDC Parking Strategy – Cabinet 18th October 2018
<https://applications.huntingdonshire.gov.uk/moderngov/documents/s98295/Strategic%20Review%20of%20Parking%20-%20Off-Street%20Car%20Parking%20Strategy.pdf>
- HDC Parking Vision - Cabinet 12th October 2017
<http://moderngov.huntsdc.gov.uk/documents/s88617/Item%205%20-%20%20Strategic%20Review%20of%20Parking%20Report.pdf>

13. CONTACT OFFICERS

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Electric Vehicle Charging Survey

In the UK, there are over 31.7 million cars currently on the road with an increasing number of Electric Vehicles joining these numbers on a monthly basis.

At the end of May 2020:

- Over 300,600 vehicles with the ability to be 'plugged in' (~0.95%)

The breaks down as:

- Over 119,600 Battery Electric Vehicles (BEVs) were on the road (~0.38%)*
- Over 181,000 Plug-in Hybrid Electric Vehicles (PHEVs) were on the road (~0.57%)*

In line with our Parking Strategy objective to 'assess demand and incorporate support for alternative sustainable travel methods within our car parks', we undertook an online survey which ran for a period of 4 weeks from 6th April 2020 which gathered over 400 responses from residents.

The aim of the survey was to understand

- Where do Electric Vehicle users want to see charging points installed?
- The behaviour of Electric Vehicle users
- Would residents be willing to pay for the Electricity they use when charging?
- The barriers that prevent people making the switch to Electric Vehicles

The results of the survey will inform our plans as we assess car park sites for suitability and progress to the installation of Electric Vehicle charging points.

*Source - <https://www.nextgreencar.com/electric-cars/statistics/>



Electric Vehicle Charging Position

Within HDC car parks, there are currently 3 charging points each capable of charging 2 vehicles located at:

- Tan Yard (St Neots)
- Bridge Place (Godmanchester)
- Cattle Market (St Ives)

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These charging points were installed as part of a charging network called 'Source East' which has since disbanded and the charging points are beyond serviceable condition and currently inactive.

As part of Parking Strategy, our Vision set out to 'promote environmental sustainability by supporting alternative fuel and travel method'.

The Council has agreed a capital figure to be invested into charging points in 2020/21 of £37,000 which will see

- 2 charging points installed in St Neots
- 2 charging points installed in St Ives
- 2 charging points installed in Huntingdon

Each of these charge points will have the capability to charge 2 vehicles simultaneously and will be split between 2 car parks in each town.



Electric Vehicle Ownership - Huntingdonshire

In the UK, the average number of vehicles per 1000 inhabitants is 471*. In relation to the total population of Huntingdonshire (177,350) we can estimate the number of vehicles within the district to be 83,532 which equates to:

- 792 vehicles with the ability to be 'plugged in'

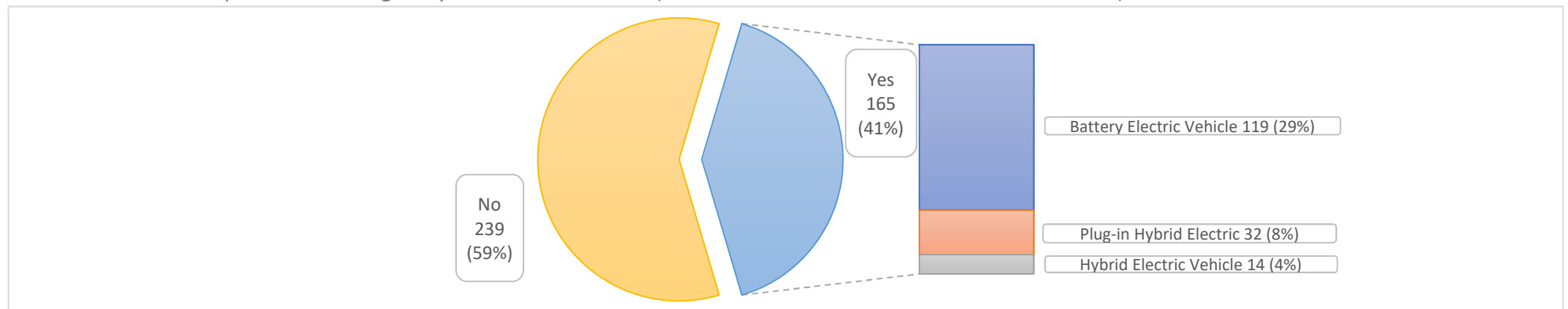
This breaks down as:

- 315 Battery Electric Vehicles
- 477 Plug-in Hybrid Electric Vehicles

We began our survey by asking participants 'do you own an electric vehicle' with the results show in the chart below. Whilst not representative of the overall makeup of the district, the results demonstrate engagement with a high proportion of the districts Electric Vehicle users with 151 responses from owners of 'plug-in' capable vehicles (19% of the estimated number within the district).

This breaks down as:

- 119 responses from Battery Electric Vehicle Owners (38% of the estimated number within our district)
- 32 responses from Plug-in Hybrid Electric Vehicles (7% of the estimated number within our district)



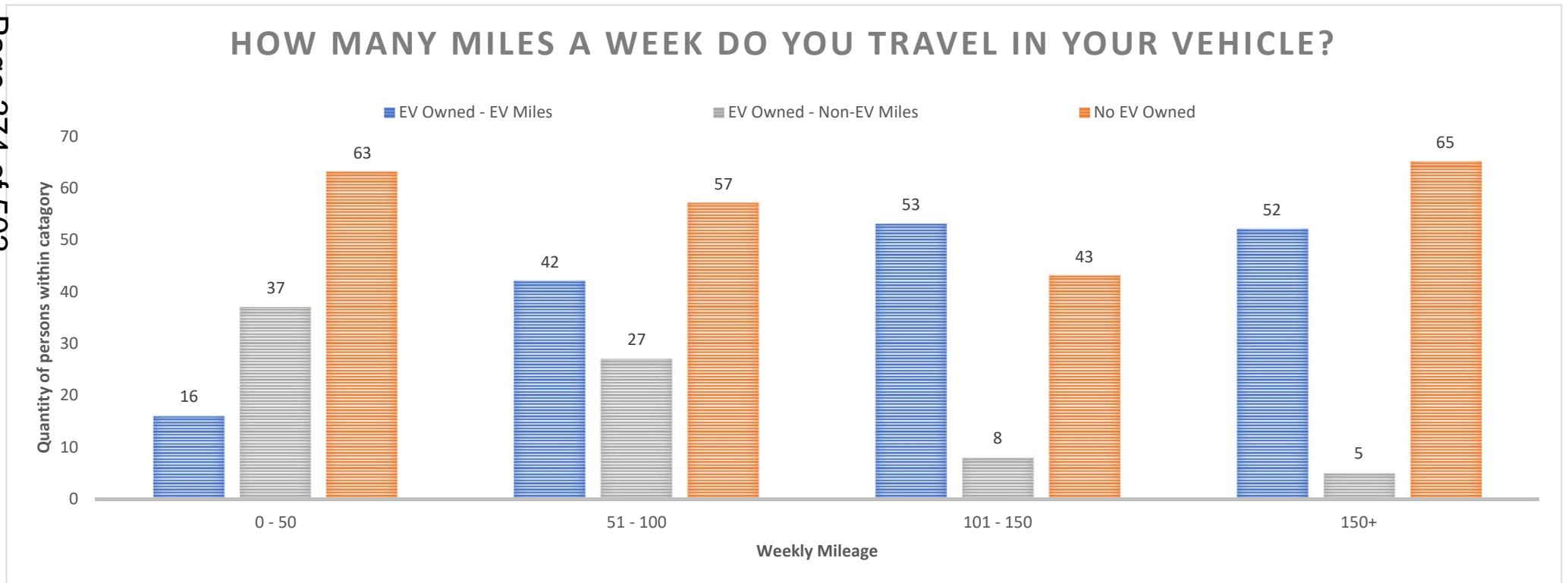
*<https://ec.europa.eu/eurostat>

Weekly Mileage

Survey participants were asked to 'How many miles a week...' they travelled.

The trends show us that:

- Higher 'weekly mileage' is as likely for both Electric Vehicle users and Non-EV users.
- Lower 'weekly mileage' is more common for Non-EV users than EV users.



Barriers to Electric Vehicle Ownership

Survey participants were asked to rank their top 3 'barriers to ownership' from the following list:

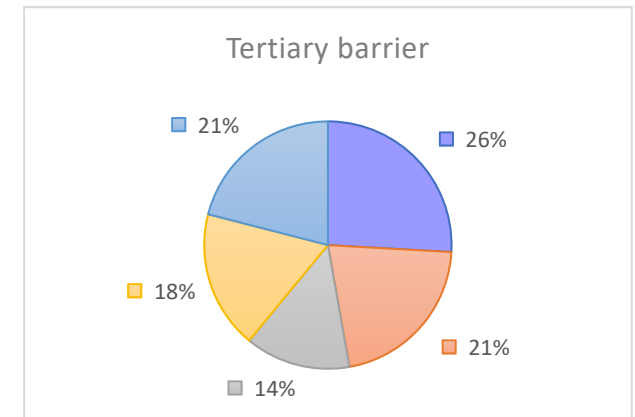
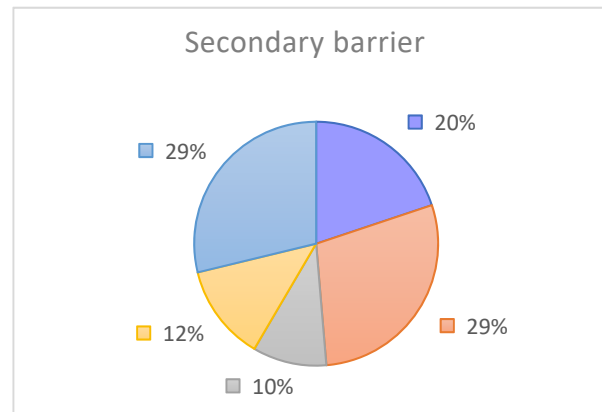
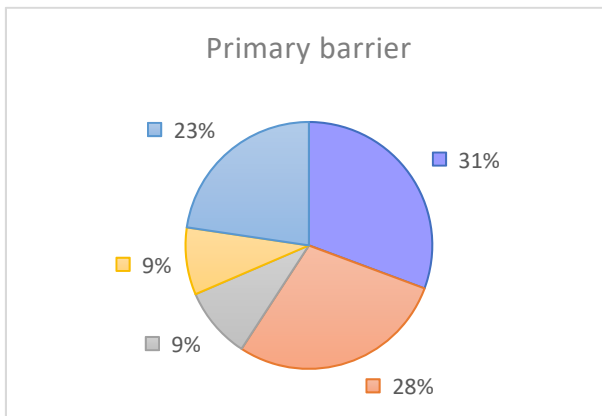
Purchase cost of the vehicle

Availability of charge points at my destination

I'm not planning to change my vehicle anytime soon

Availability of charge points at my home

Limited travel range of the vehicle



The top 3 results consistently were:

Purchase cost of the vehicle

Availability of charge points at my destination

Limited travel range of the vehicle

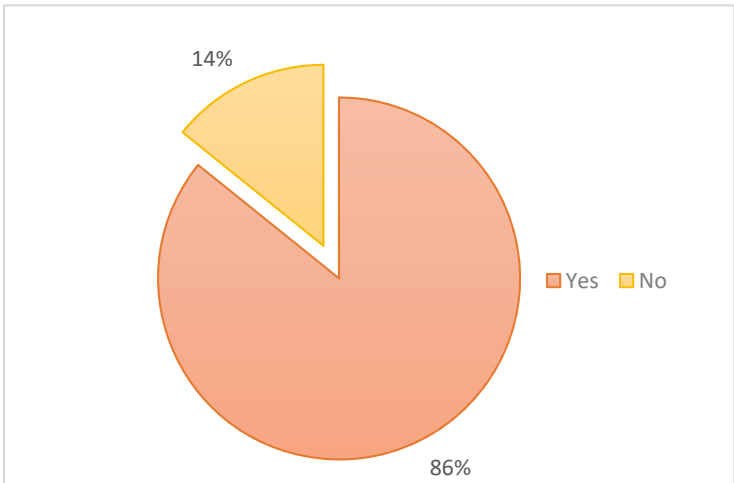
Electric Vehicle Charge Points

All survey participants were asked a number of questions about electric charging points.

The first question asked was

'If the Council were to install charge points, do you feel this would help increase electric vehicle usage?'

The majority (86%) of responses indicated that an increased number of electric vehicle charge points would increase electric vehicle usage.

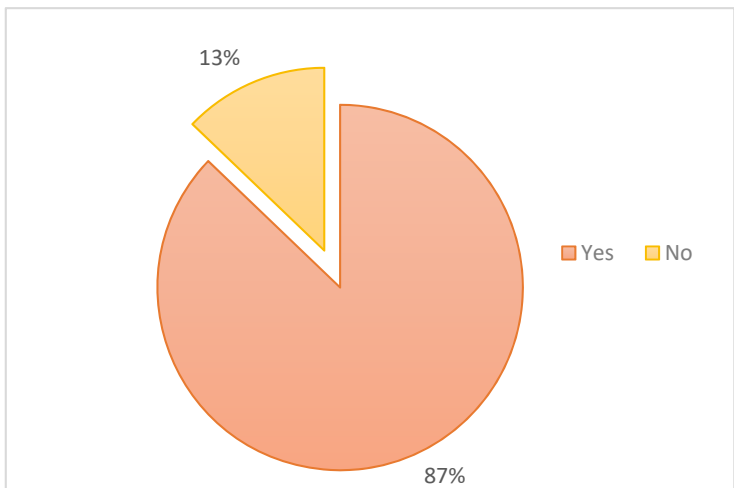


The second question we asked participant was

'Do you feel it is fair for electric vehicle users to pay to charge?'

The majority (87%) of all responses indicated that it was fair to ask Electric Vehicle users to pay a fee for charging.

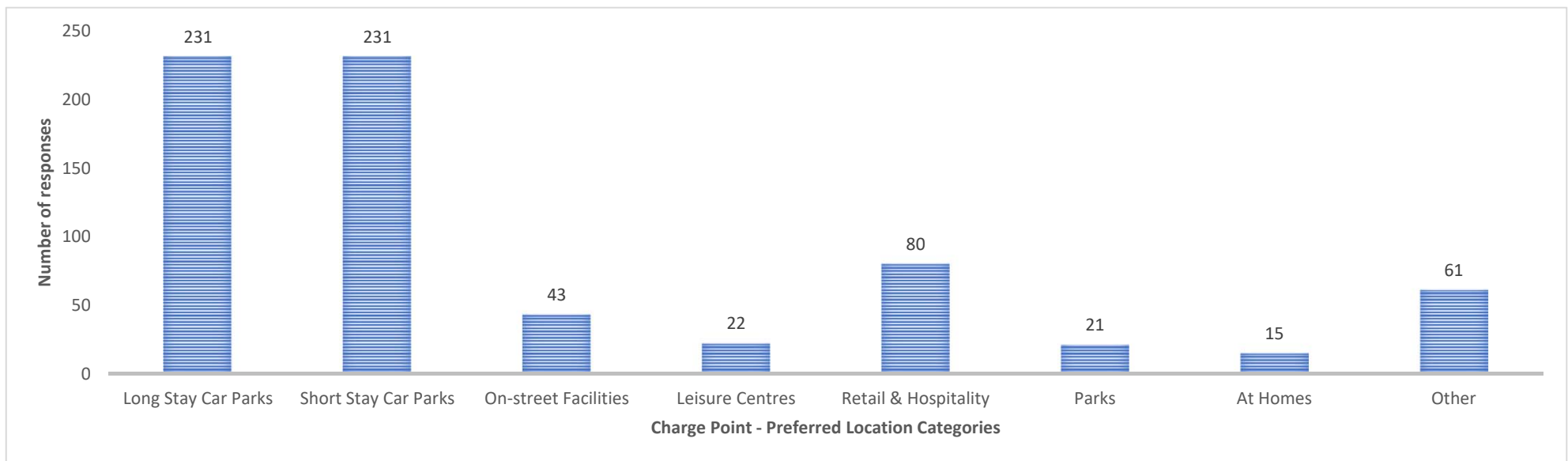
Of those who currently own Electric Vehicles, 83% think that it is fair for a fee to be paid for charging.



Locations

All survey participants we asked where they would like to see charging point installed. The question allowed for 'free text' responses to be submitted which have been analysed and broken down into the categories of:

- Long Stay Car Parks
- Short Stay Car Parks
- On-street Facilities
- Leisure Centres
- Retail & Hospitality (e.g. cinemas & restaurants)
- Parks
- At individuals homes
- Other (this covers petrol stations and along highways)



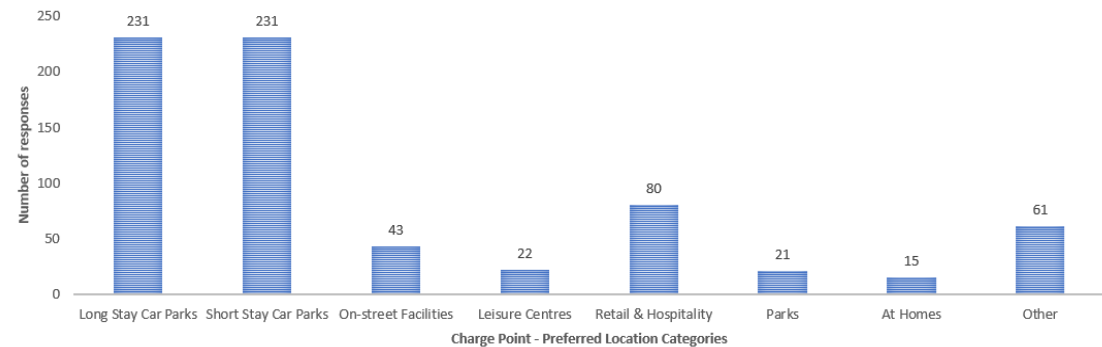
Summary

Having run the survey for a period of 4 weeks, it can be considered that our survey findings are representative of public opinion on Electric Vehicle Charging having captured:

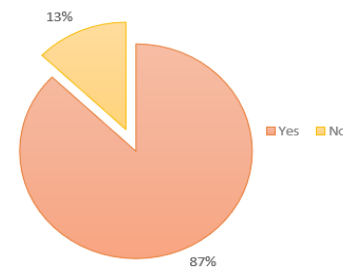
A total of 404 responses

151 responses from owners of 'plug-in' capable vehicles which is ~19% of all users within the district.

Location: The result show that within each of the towns, change points should be split equally between long & short stay car parks.



Charges: The results show that 87% of respondents think it is fair to pay to use electric charging facilities within our car parks.



Next Steps

1. Undertaking of site surveys with suppliers to determine technical feasibility for charge point installation. This will result in the shortlisting of sites.
2. Reporting into the O&S/Cabinet cycle prior to installation of charge points.

Appendix 2: Hardware Feasibility Outcome

St Neots

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Town	Car Park	Option	Hardware Details	Charge Sockets	Approx. Cost	Recommended Phase	Site Comments
St Neots	Tebbutts Road	A	1x Twin 7kW Charge Point	2	£6,500	1	Site able to support higher rate charging points. Alternatively, a higher number of lower powered charging points can be installed.
		B	2x Twin 3kW Charge Points	4	£11,500		
	Tan Yard	A	1x Twin 7kW Charge Point	2	£6,000	2	Site able to support higher rate charging points. Alternatively, a higher number of lower powered charging points can be installed.
		B	2x Twin 3kW Charge Points	4	£11,000		
	Riverside	A	1x Twin 7kW Charge Point	2	£6,000	1	Site able to support higher rate charging points. Alternatively, a higher number of lower powered charging points can be installed.
		B	2x Twin 3kW Charge Points	4	£11,000		
	Priory Lane West	A	1x Twin 3kW Charge Point	2	£11,000	2	Low power provision available on site. Higher costs due to civil works required to connect power supply to suitable bay location.
Brook Street	A	2x Solo 3kW Charge Points	2	£6,000	2	Low power provision available on site.	

Phase 1 recommended sites are:

- Tebbutts Road: recommended as large central location with ability to support higher rate charging points.
- Riverside: recommended as destination with ability to support higher rate charging points.

Phase 2 recommended sites are:

- Tan Yard
- Priory Lane West
- Brook Street

NB: If 'Option B' is preferred for either of the Phase 1 sites, only 1 of the 2 sites will be able to be complete in Phase 1 due to increased cost. If this is the case, recommendation would be to install Tebbutts Road in Phase 1.

Appendix 2: Hardware Feasibility Outcome (continued)

St Ives

Town	Car Park	Option	Hardware Details	Charge Sockets	Approx. Cost	Recommended Phase	Site Comments
St Ives	Cattle Market	A	1x Twin 7kW Charge Point	2	£6,000	1	Site able to support higher rate charging points. Alternatively, a higher number of lower powered charging points can be installed.
		B	2x Twin 3kW Charge Points	4	£11,000		
	Darwoods Pond	A	1x Twin 7kW Charge Point	2	£10,000	2	Site able to support higher rate charging points. Due to site layout, not suitable for more than 2 charge points.
	Globe Place	A	1x Solo 3kW Charge Point	1	£12,000	2	Low power provision available on site. Higher costs due to civil works required to connect power supply to suitable bay location. Large investment for a single socket.

Phase 1 recommended sites are:

- Cattle Market: recommended as large central location with ability to support higher rate charging points.

Phase 2 recommended sites are:

- Darwoods Pond
- Globe Place

NB: 'Option B' is within the budget for Phase 1 if quantity of points is favoured over higher charging rate.

Appendix 2: Hardware Feasibility Outcome (continued)

Huntingdon

Town	Car Park	Option	Hardware Details	Charge Sockets	Approx. Cost	Recommended Phase	Site Comments
Huntingdon	Princes Street	A	1x Solo 7kW Charge Point	1	£5,000	1	Low power provision available on site. Site able to support a single higher rate charging points or twin lower powered charge point. Twin preferable for minimal additional cost.
		B	1x Twin 3kW Charge Points	2	£7,000		
	Multi-Storey	A	4x Solo 7kW Charge Points (with futureproofing)	4	£17,000	2	Site has 3 phase power supply. As part of this install, extra hardware (array system) can be installed to make future expansion in charge point numbers easier. Can add another 11 points in the future to the array.
	Mill Common	A	1x Twin 3kW Charge Point	2	£7,000	2	Low power provision available on site.
	Ingram Street	A	1x Twin 3kW Charge Point	2	£5,500	1	Low power provision available on site.
	Great Northern Street	A	1x Twin 3kW Charge Point	2	£7,500	2	Low power provision available on site.

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Phase 1 recommended sites are:

- Princes Street: recommended as central location (inside ring road)
- Ingram Street: recommended as central location (inside ring road)

Phase 2 recommended sites are:

- Multi-storey
- Mill Common
- Great Northern Street

NB: The Multi-storey can be an alternative for the proposed Phase 1 options, however this would exceed 2020 budget if '2x Twin 3kW' points are selected for Phase 1 St Ives install.

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BRIEFING PAPER

Number CBP07480, 4 December 2020

Electric vehicles and infrastructure

By David Hirst

Inside:

1. Introduction
2. Government measures to encourage uptake of EVs
3. International comparisons
4. Additional Electricity Demand
5. Emissions comparison: EVs and conventional vehicles



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 Section

Summary

Past and current governments have supported measures to encourage uptake of Electric Vehicles (EVs, sometimes referred to as Ultra Low Emission Vehicles or ULEVs) as they can contribute to a wide range of transport policy goals. These include improving air quality and reducing noise pollution. They may also have an important role in the 'least cost pathway' to the 2050 net zero greenhouse gas emission target. However, batteries for EVs can require rare elements such as lithium and cobalt, which has raised environmental and ethical issues in countries where these elements are mined. There are also concerns over 'peak lithium' and future shortages constraining growth in the EV market.

Government policy and grants

The Government's 2018 [Road to Zero Strategy](#) outlines how it will support the transition to zero emission road transport and reduce emissions from conventional vehicles during the transition. Since the Strategy was published the Government has increased its ambitions, by announcing plans to end the sale of petrol and diesel cars by 2030, and hybrids by 2035. This is in line with the Committee on Climate Change's (CCC) recommendation that the market for EVs be 100% by 2035 at the latest to meet the 2050 net zero target.

To meet the aims of the Strategy, Government is (amongst other things) providing grants to make electric vehicle ownership more affordable and to offset the costs of installing chargepoints in the home, workplace and on-street. Eligibility and guidance for these grants is available on for vehicle purchases [here](#) and for chargepoint infrastructure [here](#).

So, how many EVs are on UK roads?

Despite the rise in the number of licensed ULEV cars on UK roads, ULEVs still only represent a small proportion of the total number of cars licensed. In 2019 around 58.5% of licensed cars were petrol, 39.1% diesel and 0.8% were either a plug-in-hybrid, battery electric, range-extended electric, or fuel cell electric car.

According to the International Energy Agency's 2017 EV outlook, these figures place the UK fourth worldwide by market share, and seventh by volume. Going forward, projections by National Grid suggest that the UK stock of EVs could reach between 2.7 and 10.6 million by 2030 and could rise as high as 36 million by 2040.

Where are the EV chargepoints?

Data available from the [European Alternative Fuels Observatory](#) shows that the number of EV charge points per 100km of road in the United Kingdom has increased from 42 in 2011 to 570 in 2019. The Committee on Climate Change (CCC) says this figure will need to increase further to match the rising number of EVs on the road. The Government however envisages most charging to take place at home describing it as a "key attraction" of EV ownership. Through the Road to Zero Strategy, the Government has committed £400m (increased to £500m at Budget 2020) to the public-private Charging Infrastructure Investment Fund and says it plans to consult on proposals that would require chargepoint infrastructure for new dwellings in England.

How will increasing numbers of EVs impact the electric grid?

Concerns have been raised that increasing the number of electric vehicles will add to electricity demand and place pressure on the UK's grid network, operated by National Grid. While National Grid do expect electricity demand to increase, they have said that

policies and incentives should be able to address the increase in demand to reduce the impact on the UK's electricity system.

1. Introduction

1.1 What are Electric Vehicles?

Electric vehicles (EVs, sometimes referred to as Ultra Low Emission Vehicles or ULEVs) run on electricity some or all the time. There are several different types, as described by the Parliamentary Office of Science and Technology (POST) in its POSTnote on Electric Vehicles (see box 1).¹

Box 1: What is an Electric Vehicle?

Electric vehicles use electric motors to drive their wheels. They derive some or all of their power from large, rechargeable batteries. The distance an EV can drive between recharges is known as its range.

Different categories of EV include:

- **All-electric EVs**, where the battery is the only power source. Most current (non-luxury) models have a quoted range of 80-120 miles (130-190 km). In practice, range varies according to driving style, terrain and the use of auxiliary equipment such as heating/air conditioning.
- **Plug-in Hybrids (PHEVs)** can switch between running on electricity or fossil fuels. They typically have a smaller battery, and therefore a lower battery powered range of between 10-40 miles (15-60 km). However their maximum range is equivalent to a petrol car. Both plug-in hybrid and all-electric EVs are recharged by plugging them in to the electricity grid (see image).
- **Hybrids (HEVs)** which do not plug in, such as the Toyota Prius, have a much smaller battery which is recharged while driving. HEVs can drive in electric mode for a few miles.
- **Fuel Cell Vehicles** generate their own electricity on-board from a fuel such as hydrogen, and do not need to plug in to the electricity grid to recharge. Re-fuelling is similar to a petrol car.

1.2 Why do we need Electric Vehicles?

Past and current governments have supported measures to encourage uptake of EVs as they can contribute to a wide range of transport policy goals.² EVs can help to improve air quality, reduce noise pollution and support efforts to reduce carbon emissions.

For instance, a 2018 report of the European Environment Agency found that electric vehicles offer “clear benefits” for local air quality largely due to zero exhaust emissions at street level. However, the report noted that even electric vehicles emit particulate matter from road, tyre and break wear.

Moreover, [updated advice on meeting the net zero 2050 target](#) was published in May 2019 by the Committee on Climate Change (CCC) – the statutory advisors on emissions reductions for Government. This said that the market for electric cars and vans should scale up to 100% of new sales by 2035 at the latest (and ideally by 2030).³ Under the older

¹ POST, [Electric vehicles](#) (POSTnote 365), 1 October 2010, p1

² IEA, [Global EV Outlook 2018](#),

³ CCC, [Net Zero: The UK's contribution to stopping global warming](#), May 2019, p.34

80% reduction target by 2050, the CCC advised a 'least cost' pathway would need 60% of all new cars and vans sold should be electric by 2030 (see box 2 for further information on transport emissions).⁴

Box 2: Transport emissions

As of 2017, transport was the largest-emitting sector of the UK economy at 126 MtCO₂e, accounting for 28% of UK greenhouse gas (GHG) emissions. The CCC has recommended that if the UK is to meet the 2050 net zero target the market for electric cars and vans should scale up to 100% of new sales by 2035 at the latest (and ideally by 2030).⁵

Progress in reducing emissions in the transport sector have been slow. Average vehicle emissions from the UK fleet have fallen.⁶ In 2018 the average CO₂ emissions of newly registered vehicles was 124.9 grams per kilometre (g/km). This is down from 178.8 g/km in 2001 and represents a decrease of around 30%. Between 2001 and 2018 the average CO₂ emissions of newly registered vehicles were falling year on year although began to rise from mid-2016. According to the DFT this increase was: "*broadly due to a shift towards registering larger cars (which have higher emissions) and increases in emissions for popular petrol car models. The introduction of WLTP in September 2018 caused a marked increase in average CO₂ emissions. However, changes from September 2018 are not directly comparable with previous periods.*"⁷

The [CCC says](#) that most action to reduce emissions from the transport sector had been driven by EU regulations, rather than domestic policy.⁸ Since 2015, the EU has set mandatory emission reduction targets for new cars.⁹ Further, the CCC says renewed efforts are needed to encourage consumers to buy more efficient vehicles.¹⁰

EU vehicle emission targets

Since 2009, EU legislation has set mandatory emission reduction targets for new cars.

- Since 2015, a target of 130 g CO₂/km applies for the EU fleet-wide average emission of new passenger cars.
- From 2021, phased in from 2020, the EU fleet-wide average emission target for new cars will be 95 g CO₂/km.

There are penalties for manufacturer's if the average CO₂ emissions of a manufacturer's fleet exceed its target in a given year. This **excess emissions premium** for each car registered is set by the Commission as follows:

- €5 for the first g/km of exceedance
- €15 for the second g/km
- €25 for the third g/km
- €95 for each subsequent g/km.

From 2019 on the penalty will be €95 for each g/km of target exceedance.¹¹

⁴ CCC, [Reducing UK emissions 2018: Progress Report to Parliament](#), June 2018, p. 161

⁵ CCC, [Net Zero: The UK's contribution to stopping global warming](#), May 2019, p.34

⁶ Society of Motor Manufacturers and Traders (SMMT), [Facts & Figures](#), [accessed: 17 June 2019]

⁷ Department for Transport, [Vehicle licensing statistics 2018](#), p. 6

⁸ Ewa Kmiotowicz, [Road to Zero: A missed opportunity?](#), CCC, 10 July 2018

⁹ European Commission, [Reducing CO₂ emissions from passenger cars](#), [accessed: 5 June 2019]

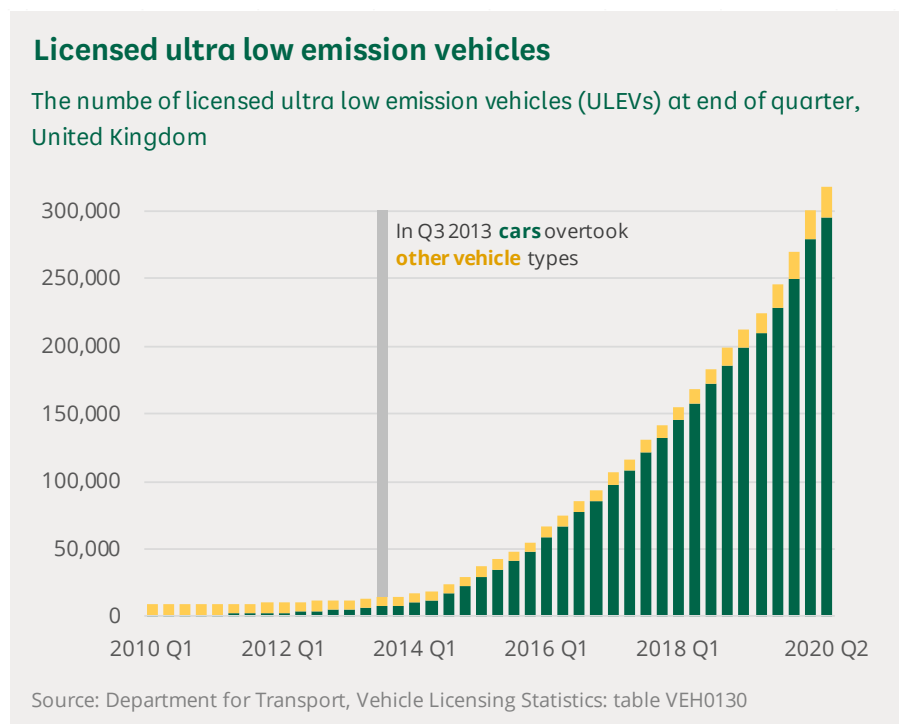
¹⁰ CCC, [Reducing UK emissions 2018 Progress Report to Parliament](#), June 2018, p.161,

¹¹ European Commission, [Reducing CO₂ emissions from passenger cars](#), [accessed: 5 June 2019]

1.3 How many Electric Vehicles are on UK roads?

ULEVs represent a tiny percentage of the overall vehicle fleet. The Government is keen to highlight the growth rate, rather than the absolute numbers on the roads.

Data on the number of licensed ultra-low emission vehicles (ULEVs)¹² is available from the Department for Transport's [Vehicle licensing statistics dataset](#). Data on the number of licensed vehicles is available by quarter since 2010. The chart below shows how the number of ULEV vehicles in the United Kingdom has increased from just under 9,000 at the end of Q1 2010 to 317,000 at the end of Q2 2020. This is an increase of 3,427%. At the end of Q3 2013 the number of licensed ULEV cars overtook the number of vehicles of other types. Currently cars account for around 93% of all licensed ULEV vehicles. Other ULEVs include vans, scooters, HGVs and buses etc.



Despite the rise in the number of licensed ULEV cars on UK roads, as a proportion of the total number of cars licensed ULEVs represent a tiny share. In 2019 around 58.5% of licensed cars were petrol, 39.1% diesel and 0.8% were either a plug-in-hybrid, battery electric, range-extended electric, or fuel cell electric car.¹³

At the end of Q2 2020 plug-in-hybrid, battery electric, range-extended electric of fuel cell electric cars accounted for 10.9% all newly registered cars. A year earlier this was just 2.2%. As a result of COVID-19 new car registrations in Q2 2020 fell by around 65% compared to the previous quarter. Low emission car registrations also declined, but to a lesser

¹² Ultra low emission vehicles (ULEVs) are vehicles that emit less than 75g of carbon dioxide (CO₂) from the tailpipe for every kilometre travelled. In practice, the term typically refers to battery electric, plug-in hybrid electric and fuel cell electric vehicles.

¹³ Department for Transport, [Vehicle Licensing Statistics: table VEH0203](#)

extent (42%). Because new low emission car registrations declined less than petrol or diesel cars, their share of registrations increased 4.2 points on Q1 2020.¹⁴

2. Government measures to encourage uptake of EVs

Past and current governments have supported measures to encourage uptake of EVs through a mixture of different policies, targets and grants and incentives to individuals buying new vehicles (see box 3 for historical overview of pre-2015 policies and select committee reports).

Box 3: Past Government policies and select committee reports

Labour Government:

The [Labour Government published its ULEV strategy](#) in April 2009.¹⁵ It said it would provide £20 million “seed money” to support the development of lead cities and regions in building the necessary charging infrastructure to help increase consumer confidence that would make ultra-low carbon vehicles viable. The Strategy also expected the private sector ultimately to take the lead in infrastructure provision.

The Labour manifesto for the 2010 General Election promised to “ensure there are 100,000 electric vehicle charging points by the end of the next Parliament”.¹⁶

Coalition Government:

The 2010 [Coalition Agreement](#) contained a commitment to “mandate a national recharging network for electric and plug-in hybrid vehicles”.¹⁷ In delivering on this mandate, the Government’s June 2011 [EV infrastructure strategy](#) said that its approach was “not to mandate ‘a chargepoint on every corner’ – this is not necessary to help the market grow and would be uneconomic”.¹⁸ Rather, it said the majority of recharging is likely to take place at home and at work, so an extensive public recharging infrastructure would be underutilised and uneconomic. Labour said at the time that this represented a renege on the Coalition’s commitment to a ‘national charging network’.¹⁹ However, others, including manufacturers of electric vehicles, supported the Government’s claim that most charging would be done at home or in the workplace and that the need for public recharging points was therefore limited.²⁰

The Government’s April [2014 strategy paper on ULEVs](#) pledged that by the end of 2014 there would be a rapid chargepoint at every motorway service station and that there would be a network of over 500 rapid chargers

¹⁴ Department for Transport, [Vehicle Licensing Statistics: table VEH0253](#)

¹⁵ DfT, [Ultra Low Carbon Vehicles in the UK](#), April 2009, p8

¹⁶ Labour Party, [A Future fair for All: the Labour Party Manifesto 2010](#), April 2010, p1.8

¹⁷ HMG, [The Coalition: our programme for government](#), May 2010, p31

¹⁸ HMG [Making the Connection: The Plug-In Vehicle Infrastructure Strategy](#), executive summary

¹⁹ Labour Party press notice, “[Ministers must come clean over attempt to bury bad news on strike day – Woodcock](#)”, 1 July 2011; also reported in: “[Coalition scraps national network of charging points for electric cars](#)”, *The Independent*, 2 July 2011

²⁰ See, e.g. comments by Nissan in “Hammond criticised over car charging points”, *Financial Times*, 1 July 2011

across the country by March 2015. It also pledged £32m for charging infrastructure in 2015-20.²¹

Select Committee reports on EV policy, 2010-16

The Transport Select Committee published a report on ULEV in September 2012: [Low Carbon Vehicles](#).²²

The [Government's response](#) was published in January 2013.²³

the Environmental Audit Select Committee assessed policies for ULEVs in its September 2016 report: [Sustainability at the DfT](#).²⁴ The [Government response](#) was published on 11 November 2016.²⁵

2.1 Road to Zero strategy

The Government published its [Road to Zero Strategy](#) in 2018. This strategy outlines how it will support the transition to zero emission road transport and reduce emissions from conventional vehicles during the transition. The strategy is “long term in scope and ambition, considering the drivers of change, opportunities and risks out to 2050 and beyond”.²⁶ It sets out several new measures, including:

- an “ambition” for at least 50% — and as many as 70% — of new car sales to be ultra-low emission by 2030, alongside up to 40% of new vans. (see [section 2.2](#) on revised ambitions for sales of EVs and petrol/diesel cars)
- a push for chargepoints to be installed in new build homes, where appropriate, and new lampposts to include charging points
- the launch of a £400 million charging infrastructure investment fund to help accelerate the roll-out of charging infrastructure by providing funding to new and existing companies that produce and install charge points.
- providing up to £500 for electric vehicle owners to put in a charge point in their home through the electric vehicle homecharge scheme.
- the extension of the plug-in car and van grants to at least October 2018 at current rates, and in some form until at least 2020
- the launch of an electric vehicle energy taskforce to bring together the energy and automotive industries to plan for the increase in demand on energy infrastructure that will result from a rise in the use of electric vehicles.²⁷

²¹ OLEV, [Investing in ultra low emission vehicles in the UK, 2015 to 2020](#), April 2014, p16

²² Transport Committee, [Low Carbon Vehicles](#), fourth report of session 2012-13, **HC 239**, 20 September 2012, p3 and para 31

²³ [Government Response to the Committee's Fourth Report of Session 2012-13](#), eighth special report of 2012-13, **HC 884**, 21 January 2013

²⁴ EAC, [Sustainability in the Department for Transport](#) (Third Report of Session 2016-17), HC 184, 1 September 2016, para 25, p14; the response is available at: [Fourth Special Report of Session 2016-17](#), HC 819, 11 November 2016

²⁵ [Government Response Fourth Special Report of Session 2016-17](#), **HC 819**, 11 November 2016

²⁶ DfT, [Reducing emissions from road transport: Road to Zero Strategy](#), July 2018

²⁷ DfT, [Reducing emissions from road transport: Road to Zero Strategy](#), July 2018

Spending review 2020

In the November 2020 Spending Review, the Government announced that it would “invest £1.9 billion in charging infrastructure and consumer incentives”, including:

- £950 million to support the rollout of rapid electric vehicle (EV) charging hubs at every service station on England’s motorways and major A-roads;
- £582 million for the Plug-in Car, Van, Taxi, and Motorcycle Grant until 2022-23;
- £275 million to extend support for charge point installation at homes, workplaces and on-street locations;
- £90 million to fund local EV charging infrastructure to support the roll out of larger on-street charging schemes and rapid hubs in England.²⁸

Road to Zero funding

To achieve the ambitions set out in the Road to Zero strategy, “the Government is investing nearly £1.5 billion between April 2015 and March 2021, with grants available for plug-in vehicles and schemes to support chargepoint infrastructure.”²⁹

2.2 Ending the sale of petrol and diesel vehicles by 2030

The [Government’s Road to Zero strategy](#) set the “ambition” that by 2050 almost every car and van will be zero emission. The Government has since moved its planned date for ending the sale of petrol and diesel vehicles from 2040 to 2030 and for hybrid vehicles to 2035.³⁰

In February 2020, the Government published proposals bringing forward the deadline for ending the sale of petrol and diesel cars to 2035. From February to May 2020, the Government consulted on this measure, and in particular has asked for views on:

- the phase out date
- the definition of what should be phased out
- barriers to achieving the above proposals
- the impact of these ambitions on different sectors of industry and society
- what measures are required by government and others to achieve the earlier phase out date.³¹

²⁸ HM Treasury, [Spending Review 2020](#), CP330, Nov 2020

²⁹ DfT, [Government launches Road to Zero Strategy to lead the world in zero emission vehicle technology](#), Jul 2018

³⁰ Department for Transport, [Consulting on ending the sale of new petrol, diesel and hybrid cars and vans](#), 20 Feb 2020

³¹ Department for Transport, [Consulting on ending the sale of new petrol, diesel and hybrid cars and vans](#), 20 Feb 2020

The Government published the consultation response on 18 November, alongside its [10 point plan for a green industrial revolution](#). This confirmed that the Government would pursue a two-phased approach:

- Step 1 will see the phase-out date for the sale of new petrol and diesel cars and vans brought forward to 2030.
- Step 2 will see all new cars and vans be fully zero emission at the tailpipe from 2035.³²

The announcement said that hybrids would continue to be able to be sold between 2030 and 2035 “if they have the capability to drive a significant distance with zero emissions [...] and this will be defined through consultation.”³³

The Government also stated it would publish a green paper “in the coming months” on post-EU regulation for CO₂ emissions from new road vehicles, considering both:

- overall fleet efficiency; and
- how to best deliver the transition to 100% zero emission sales for cars and vans.

In addition, the Government said it would consult on the phase-out of new diesel heavy goods vehicles (HGVs).³⁴

The [Society of Motor Manufacturers and Traders \(SMMT\) responded to this announcement](#) by stressing vehicle manufacturer’s willingness to “work with government on the detail of this plan, which must be delivered at pace to achieve a rapid transition that benefits all of society, and safeguards UK automotive manufacturing and jobs.”³⁵

In a post on the [Green Alliance blog, Inside Track](#), Caterina Brandmayr said the Green Alliance:

...were very pleased to see that the government has shown genuine ambition by bringing forward the phase out of new conventional petrol and diesel cars and vans to 2030. This shows clear commitment to addressing climate change and puts the UK at the forefront of the global electric vehicle revolution.³⁶

Changing dates and targets

When the Road to Zero Strategy was first published its targets were criticised for being unclear and unambitious. Responding to the publication, the [CCC said the targets lacked clarity](#) leaving open the possibility of sales of conventional hybrids and very short range plug-in hybrids in 2040 and following years, which is inconsistent with the UK’s climate change commitments.³⁷

³² DfT, [Government takes historic step towards net-zero with end of sale of new petrol and diesel cars by 2030](#), 18 Nov 2020

³³ DfT, [Government takes historic step towards net-zero with end of sale of new petrol and diesel cars by 2030](#), 18 Nov 2020

³⁴ DfT, [Government takes historic step towards net-zero with end of sale of new petrol and diesel cars by 2030](#), 18 Nov 2020

³⁵ SMMT, [SMMT response to 2030 ICE end of sale date announcement](#), 17 Nov 2020

³⁶ Caterina Brandmayr, [Will the PM’s plan put the environment at the heart of the UK’s economic recovery?](#), 19 Nov 2020

³⁷ CCC, [Government’s Road to Zero Strategy falls short, CCC says](#), 10 July 2018

Since the Road to Zero strategy was published, the Government legislated for a [net zero by 2050 target](#). Under this target, the CCC has said the EV market should scale up to 100% of new sales by 2035 at the latest (and ideally by 2030).³⁸ The older 80% reduction target would have only necessitated for 60% of all new cars and vans sold should be electric by 2030, according to CCC analysis.³⁹

Box 3: Previous EV targets

The Government has announced that it will ban the sale of petrol and diesel vehicles by 2030. Prior to these targets, the Government had made several other related announcements:

- In 2018, the Government set an “ambition” for almost every car and van to be zero emission by 2050 through its Road to Zero Strategy.⁴⁰
- In 2015, the Government set a target to “ensure almost every car and van is a zero emission vehicle by 2050”.⁴¹
- In July 2017, the Government announced that “it will end the sale of all new conventional petrol and diesel cars and vans by 2040”.⁴²
- In May 2018, the Prime Minister announced a further target for 2040, that all new cars and vans should be “effectively zero emission.”⁴³

Alongside the sales targets, the Government has set a goal for the UK to be “a world leader in the development, manufacture and use of zero emission vehicles... [and] in the design, development and manufacture of batteries” in the Automotive Sector Deal.⁴⁴

EV market forecasts

There is some evidence that sales of diesel vehicles are already on the wane. A study by UBS in 2016 predicted that diesel would “almost disappear” from the global car market within 10 years if competition from cheaper electric cars and tougher stances by regulators come to pass.⁴⁵ Further, the number of EVs on UK roads has been increasing year-on-year. In addition, more models of EVs are becoming available.⁴⁶ As charging infrastructure improves and the costs of EVs decreases, market analysts are forecasting that more people will purchase EVs over petrol and diesel vehicles.

- [Research published by Accenture Strategy](#) in April 2019 forecast EV sales to grow exponentially, and for over half of all UK vehicles sales to be EVs by 2040.⁴⁷

The Commons Library brief, [Net Zero in the UK](#) provides an explanation of the introduction of the UK's net zero by 2050 legislative target..

³⁸ CCC, [Net Zero: The UK's contribution to stopping global warming](#), May 2019, p.34

³⁹ CCC, [Reducing UK emissions 2018: Progress Report to Parliament](#), June 2018, p. 161

⁴⁰ DfT, [Reducing emissions from road transport: Road to Zero Strategy](#), July 2018

⁴¹ DfT, [UK government pledges bold ambition for electric cars](#), 3 December 2015

⁴² Department for Environment, Food & Rural Affairs and Department for Transport, [Air quality plan for nitrogen dioxide \(NO2\) in UK \(2017\)](#), July 2017

⁴³ The Rt Hon Teresa May MP, [PM speech on science and modern Industrial Strategy](#), 21 May 2018

⁴⁴ HM Government, [Industrial Strategy Automotive Sector Deal](#), 2018

⁴⁵ “Diesel faces global crash as electric cars shine”, *Financial Times*, 11 December 2016

⁴⁶ Jasper Jolly, [2020 set to be year of the electric car, say industry analysts](#), *Guardian*, 25 Dec 2019

⁴⁷ Accenture Strategy, [Utilities: lead the charge in eMobility](#), April 2019

- [Research published by Emu Analytics](#) (a UK-based technology) in May 2018 forecast 1million EVs on the road by the early 2020s.⁴⁸
- Bloomberg's New Energy Finance [Electric Vehicle Outlook 2019](#) has forecasts for global EV markets. This report forecasts global EV sales to rise to 10million in 2025, 28 million in 2030 and 56million in 2040.⁴⁹

2.3 Charging Infrastructure

Without enough chargepoints EV ownership is not practical. There is currently some uncertainty as to how many EV chargepoints are needed, and where they should be located – at home, on the road network, in streetlamps etc. Government-commissioned research, published in August 2015, commented that public charging was seen to have two overlapping but different roles:

... meeting the needs of existing owners and addressing the concerns of potential future EV owners about buying an EV. Existing EV owners rely mostly on home and workplace charging but consistently report a desire for more extensive – and fast – public charging to enable them to undertake longer journeys. The evidence also suggests that additional public charging infrastructure can help to address the range concerns of potential future EV owners and increase EV uptake. Current public charging provision in the UK is comparable, even favourable in certain respects, to provision in countries with more developed EV markets.⁵⁰

The Government has taken several measures to ensure there will be enough chargepoints installed in the coming years (detailed below). Transport Minister, Michael Ellis, set out the Government's vision for a vehicle charging network as follows:

Our vision is to have one of the best electric vehicle infrastructure networks in the world. This means current and prospective electric vehicle drivers are able to easily locate and access charging infrastructure that is affordable, reliable and secure.⁵¹

Availability of charging points: "Range anxiety"

Developments in EVs and battery technology mean some vehicles already have the range necessary to meet the needs for most journeys without having to charge.⁵² However, range anxiety – fears over the distance EVs can travel between charges – is often cited as one of the key barriers to people opting to buy EVs.

Linked to this is the availability of charging points. In a survey conducted for OVO energy – a small energy supplier – fears over a lack of charging points was cited as the number one reason for not buying an EV.⁵³ Indeed, public chargepoints are still unevenly distributed across Great

⁴⁸ Emu Analytics, [A Sustainable Future Preparing for Electric Vehicles](#), May 2018

⁴⁹ Bloomberg New Energy Finance, [Electric Vehicle Outlook 2019](#), [accessed: 10 Jan 2020]

⁵⁰ OLEV, [Uptake of Ultra Low Emission Vehicles in the UK: A Rapid Evidence Assessment for the Department for Transport](#), executive summary

⁵¹ [PQ265457](#) [Electric Vehicles: Charging Points] 20 June 2019

⁵² ["Plugging the gap: What next for Britain's EV public charging network?"](#), CCC blog, 19 Jan 2018

⁵³ OVO Energy, [What's stopping the 'electric vehicle revolution'?](#), Sept 2017

Britain meaning access to chargepoints is still something of a “postcode lottery”, according to analysis by HSBC in 2016.⁵⁴

Highways England has a commitment of £15m to ensure there are chargepoints (rapid where possible) every 20 miles on 95% of the Strategic Road Network by 2020.⁵⁵ Moreover, the number of public chargepoint connectors and locations in the UK is increasing. Data available from the [European Alternative Fuels Observatory](#) shows that the number of EV charge points per 100km of road in the United Kingdom has increased from 42 in 2011 to 570 in 2019. Most charge points remain to be those with a charge rate of less than or equal to 22kW. As of March 2020, [ZapMap reported](#)⁵⁶ in Great Britain there were: 11,293 public charging points, 18,178 devices and 31,504 connections (of which 7,630 were rapid⁵⁷). Year-on-year, the number of chargepoint connectors is increasing. Between 2018 and 2019, there was a 50% increase as a further 10,000 connections were added.⁵⁸

Even so, the number of chargepoints will need to increase further to match the rising number of EVs on the road. The [CCC commissioned research](#), published in January 2018, to assess future demand for Britain’s electric vehicle public charging network.⁵⁹ This analysis was based on the CCC’s ‘central scenario’ which envisages EVs accounting for 60% of new car and van sales (approximately 30% of the total fleet) by 2030. The report’s key findings were:

the number of chargepoints will need to increase further to match the rising number of EVs on the road

- The number of rapid chargers located near the major roads network needs to expand from 460 in 2016 to 1,170 by 2030.
- The number of public chargers needed for ‘top-up charging’ needs to rise from 2,700 in 2016 to over 27,000 by 2030.
- Overall nearly 29,000 charging points are needed across Great Britain by 2030, of which around 85% of these are fast (22kW) or rapid (43+kW) chargers.⁶⁰

This analysis does not include the number of private chargepoints on EV owners’ homes. The Government envisages the majority of charging to take place at home.⁶¹ Indeed, the Government identifies homecharging as a “key attraction” of owning an EV.⁶²

⁵⁴ [“Owners of electric cars are struggling to get plugged in”](#), *The Times*, 24 September 2016

⁵⁵ [PQ 267734](#) [Electric Vehicles: Charging Points] 27 Jun 2019

⁵⁶ ZapMap.com [accessed: 25 March 2020]

⁵⁷ EV chargepoint sites can have multiple charging devices. Additionally, EV charging devices can have multiple connectors. This means one chargepoint can have multiple available charging connections allowing more than one EV to charge at any one time.

⁵⁸ ZapMap.com [accessed: 25 March 2020]

⁵⁹ Systra, Cenex and Next Green Car, [Plugging the gap: An assessment of future demand for Britain’s electric vehicle public charging network](#), Jan 2018

⁶⁰ Systra, Cenex and Next Green Car, [Plugging the gap: An assessment of future demand for Britain’s electric vehicle public charging network](#), Jan 2018

⁶¹ DfT, [Reducing emissions from road transport: Road to Zero Strategy](#), July 2018, p. 15-16

⁶² DfT, [Reducing emissions from road transport: Road to Zero Strategy](#), July 2018, p. 83

There is no duty on local authorities to provide electric charging points, it is up to them to decide, based on local priorities, whether to do so. In November 2017 the Mayor of London, Sadiq Khan, said that there had been opposition to the installation of EV charge points in some areas after complaints by residents.⁶³ In January 2018, Government ministers announced that they had written to local councils calling on them to “do more to help reduce carbon emissions and tackle air quality after it emerged just 5 councils in the whole of the UK” had have taken advantage of the On-Street Residential Chargepoint Scheme (see below).⁶⁴

In November 2019, [DfT published a “league table” of electric car charging availability in local authorities](#) across the UK. This showed that (as of October 2019):

- There are more charging locations than petrol stations.
- There are over 100 local authorities with fewer than 10 public charging devices per 100,000 population.
- There are 15,000 charging devices across the country, equating to 22,500 places to charge.
- There is at least one rapid charge point at over 95% of all motorway services areas.⁶⁵

EV charging market study

The Competition and Markets Authority (CMA) launched a market study into the EV charging market in December. This followed on from the Government’s announcement that it would be banning the sale of petrol and diesel cars from 2030, and hybrids from 2035 (See [section 2.2](#))

Launching the study, the [CMA said](#):

If people can see that the service will work for them, they are more likely to make the switch to electric vehicles, which is crucial to achieving the government’s long-term ambition for a net zero economy by 2050.⁶⁶

The CMA’s market study work will focus on two broad themes:

- how to develop a competitive sector while also attracting private investment to help the sector grow
- how to ensure people using electric vehicle chargepoints have confidence that they can get the best out of the service⁶⁷

⁶³ “Electric cars hampered by fear of charge-point clutter”, *The Times*, 27 November 2017

⁶⁴ DfT press notice, “[Funding for thousands of electric car charge points unused by councils](#)”, 12 Jan 2018

⁶⁵ DfT, [New ‘league table’ reveals electric car charging availability across UK as Transport Secretary calls on local authorities to do more](#), 2 Nov 2019

⁶⁶ CMA, [CMA to examine electric vehicle charging sector](#), 2 Dec 2020

⁶⁷ CMA, [CMA to examine electric vehicle charging sector](#), 2 Dec 2020

Government policy and grants

The Government's current approach to delivering chargepoint infrastructure was set out by Baroness Vere of Norbiton, Parliamentary Under Secretary of State for Transport, in response to a PQ as follows:

The Government's vision is to have one of the best electric vehicle infrastructure networks in the world but has not set targets for the number of chargepoints. We want to encourage and leverage private sector investment to build and operate a self-sustaining public network supported by the right policy framework. In many cases, the market is better-placed than the Government to identify the right locations for chargepoints and it is essential that viable commercial models are in place to ensure continued maintenance and improvements to the network.⁶⁸

To ensure EV owners can enjoy one of the "key attractions" of owning an EV⁶⁹ – home charging – the Government has created a grant scheme to help support the installation of chargepoints at home, as well as in the workplace and on local streets.⁷⁰

- The [Electric Vehicle Homecharge Scheme \(EVHS\)](#) provides grant funding of up to 75% towards the cost of installing electric vehicle chargepoints at domestic properties across the UK.
- EV chargepoints cannot be installed in all properties. For instance, terraced or apartments properties may not have allocated off-street parking. The [On-street Residential Chargepoint Scheme \(ORCS\)](#) provides grant funding for local authorities towards the cost of installing on-street residential chargepoints for plug-in electric vehicles.
- The [Workplace Charging Scheme \(WCS\)](#) is a voucher-based scheme that provides support towards the up-front costs of the purchase and installation of electric vehicle charge-points, for eligible businesses, charities and public sector organisations.

Furthermore, from July to October 2019 the [Government consulted on proposals](#) that would require chargepoint infrastructure for new dwellings in England. This was a commitment outlined in the Road to Zero Strategy.⁷¹

At [Budget 2017](#), the Government announced its intention to establish the **Charging Infrastructure Investment Fund**.⁷² When it was announced the Government said it would be worth £400m, comprising a £200m "cornerstone investment" by government to be matched by the private sector.⁷³ At Budget 2020, the Government increased the size of this fund to a total of £500m.⁷⁴ This included a **Rapid Charging Fund** to "help businesses with the cost of connecting fast charge points to the electricity grid". Budget 2020 also committed the OLEV to

⁶⁸ [PQ HL15730](#) [Electric Vehicles] 29 May 2019

⁶⁹ DfT, [Reducing emissions from road transport: Road to Zero Strategy](#), July 2018, p. 83

⁷⁰ For more information on eligibility and guidance on how to apply for these grants, please see [the Office for Low Emission Vehicles \(OLEV\) website](#).

⁷¹ DfT, [Reducing emissions from road transport: Road to Zero Strategy](#), July 2018, p. 83

⁷² HM Treasury, [Budget 2017](#), Nov 2017, **HC587**, para 4.15

⁷³ DfT, [Details of the operation of the Charging Infrastructure Investment Fund](#), Sept 2019

⁷⁴ HM Treasury, [Budget 2020v](#), Mar 2020, **HC121**, para 1.246

carrying out a “comprehensive electric vehicle charging infrastructure review” so that money spent from this fund is well targeted.

Improving consumer experiences: Automated and Electric Vehicles Act 2018

In 2018, the Government legislated to help deliver the aim in the Conservative Manifesto for almost every car and van to be a zero emission vehicle by 2050.⁷⁵ Taken together, the powers in the [Automated and Electric Vehicles Act 2018](#) allow Government to regulate, if necessary, in the coming years to:

- improve the consumer experience of electric vehicle charging infrastructure;
- ensure provision at key strategic locations like Motorway Service Areas; and
- require that charge points have ‘smart’ capability.

The measures were broadly welcomed. However, some groups noted that this was all contingent on the details to be included in the Secondary Legislation. Until then, they argued, the Act resembles no more than a wish list.⁷⁶

One of the main groups affected by the measures in the Act will be petrol retailers. Responding to the main provisions, the [Petrol Retailers Association \(PRA\)](#) said they considered the powers granted to be unnecessary. The PRA felt the best course of action would be to allow the market to dictate the uptake of EV charging infrastructure. Brian Madderson, Chairman of the PRA commented:

“The best course of action the government can take to ensure the UK has a well- developed EV charge point infrastructure, especially away from urban centres and major roads, would be to create a grant scheme for forecourt retailers - similar to the Homecharge and Workplace schemes which are already in place.”⁷⁷

2.4 Vehicle grants

EVs are currently more expensive than equivalent internal combustion engine vehicles and are not projected to reach price parity until the mid-2020s.⁷⁸ The CCC assessment of the Road to Zero Strategy said that “Financial support for the higher upfront costs of electric vehicles (EVs) will be required beyond 2020.” The CCC suggest “minor amendments to vehicle excise duty (VED) and company car tax (CCT) can support continued improvement in fleet efficiency.”⁷⁹ (see box 4 for more on VED).

To make electric vehicle ownership more affordable, the Government offers plug-in grants (launched in 2011). The amount of grant depends

In 2018, the Government legislated to help deliver the aim in the Conservative Manifesto for almost every car and van to be a zero emission vehicle by 2050.

⁷⁵ HL Deb 20 Feb 2018 [c18](#)

⁷⁶ [New Legislation To Revolutionize EV Charging In The UK](#), *Clean Technica*, 1 Aug 2018

⁷⁷ [“PRA continues to lobby for investment into charging infrastructure”](#), 1 Feb 2018

⁷⁸ Bloomberg New Energy Finance, [Electric Vehicle Outlook: 2018](#), May 2018

⁷⁹ [Letter to Chris Grayling and Greg Clark – assessment of the Road to Zero Strategy](#), 11 October 2018

on which category the vehicle is in. The five categories and their eligible grants are detailed in the table below. Prior to October 2018, there were three categories of car eligible for a grant when the DfT announced changes to grant levels. The Government updated the grant levels again at [Budget 2020](#).⁸⁰ The updated grant levels are reflected in the table below. You can also find more information on eligible vehicles on the [OLEV plug-in car grants page](#).

Category	CO2 emissions	Zero emission range	Grant	Maximum amount
Car (up to £50,000)	Less than 50g/km	112km (70 miles)	35%	Up to £3,000
Motorcycles	No CO2	50km (31 miles)	20%	Up to £1,500
Mopeds	No CO2	30km (19 miles)	20%	Up to £1,500
Vans	Less than 75g/km	16km (10 miles)	20%	Up to £8,000
Taxis	Less than 50g/km	112km (70 miles)	20%	Up to £7,500

Low-emission vehicles eligible for a plug-in grant

In the Road to Zero Strategy, the Government said it expected to deliver a “managed exit from the grant in due course” to provide support through other measures.⁸¹ The grant was due to expire in April 2020. At Budget 2020, the Government said it would extend the grant until 2022-23 with a further £0.5bn available (£403m for electric cars and £129.5m for vans, taxis and motorcycles).

Eligibility and guidance for these grants is available on [Gov.uk](#).

As of March 2020, the Government said the plug-in car grant had provided over £800m to support the purchase of low emissions vehicles (£450m of which had supported the purchase of zero emission vehicles).⁸²

Changes to plug-in grants scheme in 2018 and 2020

Previously, there were three categories of car eligible for a grant. In October 2018, the DfT announced changes to grant levels, removing the grants for hybrid EVs (formerly category 2 and 3 EVs).⁸³ At the same time, the maximum grant available for EV cars (formerly a category 1 EV) was lowered from £4,500 to £3,500. Transport Minister, Jesse Norman, explained that these changes reflected a shift “to focus on

the Government expects to deliver “a managed exit from the grant in due course” and to provide support through other measures.

⁸⁰ DfT, [Update on plug-in vehicle grants following today's budget](#), 11 Mar 2020

⁸¹ DfT, [Reducing emissions from road transport: Road to Zero Strategy](#), July 2018, p. 52

⁸² DfT, [Update on plug-in vehicle grants following today's budget](#), 11 Mar 2020

⁸³ OLEV, [Changes to the Plug-in Car Grant](#), 2 Nov 2018

zero tail pipe emission vehicles.”⁸⁴ At [Budget 2020](#), the grants for EVs were lowered further to £3,000 at the same time the Government exempted zero-emission vehicles from the “expensive car supplement” and set a cap on the maximum list price of vehicles eligible for the grant at £50,000.⁸⁵

The automotive industry called for the Government to rethink the 2018 changes. Reacting to the announcement, Mike Hawes, Chief Executive of the Society of Motor Manufacturers and Traders (SMMT), said:

We understand the pressure on the public purse but, given the importance of environmental goals, it’s astounding that just three months after publishing its ambitious vision for a zero emissions future, government has slashed the very incentive that offers our best chance of getting there.

Industry is working hard to address the challenges of CO2 and air quality but, while it can produce the technology, it cannot determine the pace of uptake.

We have consistently said that if the UK is to be fit for an electrified future, we need a world-class package of incentives and infrastructure. Government needs to rethink its policy, else its ambitions will never be realised.⁸⁶

Further, the Commons Business, Energy and industrial Strategy (BEIS) Committee criticised the Government’s decision in its inquiry into EVs. The Committee felt that the decision had been “made too soon and too suddenly” and “risked undermining the UK’s burgeoning EV market.”⁸⁷ Instead, the Committee called for the grants to be maintained until the cost of EVs nears price parity with conventional Internal Combustion engine vehicles.

The Government is confident that the changes to the grants available are working. In response to a PQ, Transport Minister, Jesse Norman, said that since the 2018 changes were introduced

...overall sales of alternatively fueled vehicles have increased compared to the same period last year. While the sales of zero emission capable plug-in hybrids have decreased since the grant was reviewed, the sales of the cleanest zero emission vehicles have increased by over 50 per cent over the same period.⁸⁸

Box 4: Fiscal incentives and Vehicle Excise Duty

Fiscal incentives have been shown to drive behaviour changes. Car registration taxes in the UK since 2001 increased the number of diesel vehicles on the road. In 2001, just 13.8 per cent of new car registrations were diesel but this had risen to 39.3 per cent by 2018.

Vehicle Excise Duty (VED) is an annual tax levied for most types of vehicles to be used (or parked) on public roads. Certain vehicles are exempt from paying VED.

⁸⁴ [PQ 252016](#) [Electric Vehicles: Grants] 17 May 2019

⁸⁵ HM Treasury, [Budget 2020](#), Mar 2020, para 1.245

⁸⁶ SMMT, [Automotive industry calls for plug-in grant rethink as cuts put Government ambition at risk](#), 12 Oct 2018

⁸⁷ Business, Energy and Industrial Strategy Committee, [Electric vehicles: driving the transition](#), Fourteenth Report of Session 2017–19, **HC 383**, para 33-36

⁸⁸ [PQ 252016](#) [Electric Vehicles: Grants] 17 May 2019

Since 2003, VED rates have been linked to emissions, meaning lower emission cars pay lower rates. From 2003 to 2017 cars that emitted less than 100g/km of carbon dioxide were exempt from VED. Rates for other vehicles were on a sliding scale, with the most polluting paying the highest levels of tax.

Major reforms to VED were introduced in the 2015 budget (taking effect from 1 April 2017). Cars that emit less than 50g/km of carbon dioxide continue to be exempt, but all other vehicles now pay the same standard rate (the rate after the first year of registration). Cars with a list price greater than £40,000 also pay a supplement of £310 for the first five years in which a standard rate is paid. At Budget 2020, zero emission vehicles were exempted from paying the “expensive car supplement”.⁸⁹

In practice the strict 50g/km limit means that only fully-electric vehicles qualify for the exemption, and the flat rate for other vehicles has removed the incentive to purchase alternative ultra-low emissions vehicles, such as plug-in hybrid EVs or hydrogen fuel cell cars. Further, as electric vehicles are more expensive than equivalent conventional models, they are disproportionately affected by the VED supplement.

The Library brief, [Vehicle Excise Duty \(VED\)](#) provides an extensive background and overview of the evolution of VED.

Who benefits from vehicle grants and how accessible is EV ownership?

There are questions over who benefits from plug-in grants. Research commissioned by the Government and published in August 2015 found that the sorts of people who tend to buy ULEVs are “middle-aged, male, well-educated, affluent, and live in urban areas with households containing two or more cars and with the ability to charge at home” and that this socio-demographic profile of ULEV owners in the UK was “not likely to change significantly”.⁹⁰

The BEIS Committee concluded that “EVs should not be the sole preserve of the relatively affluent.” The Committee recommend that the Government introduce more creative support mechanisms to ensure that all motorists are able to benefit from EVs.⁹¹

Developing the second-hand market for EVs will be important to increase accessibility. This would make EVs more affordable to consumers who typically do not purchase new vehicles. Additionally, a buoyant second-hand market for EVs could support the growth of the wider national EV fleet by bolstering the economic case for new EVs.⁹² ENGIE – an energy company – told the BEIS Committee the Government should

...review the secondary market for electric vehicles and puts pressure on manufacturers and retailers to rethink how this market might be stimulated. Government should also consider how this market could be stimulated from the consumer (buyer

⁸⁹ HM Treasury, [Budget 2020](#), Mar 2020, para 1.245

⁹⁰ Brook Lyndhurst for DfT, [Uptake of Ultra Low Emission Vehicles in the UK: A Rapid Evidence Assessment for the Department for Transport](#), August 2015, executive summary

⁹¹ Business, Energy and Industrial Strategy Committee, [Electric vehicles: driving the transition](#), Fourteenth Report of Session 2017–19, **HC 383**, para 40-42

⁹² Business, Energy and Industrial Strategy Committee, [Electric vehicles: driving the transition](#), Fourteenth Report of Session 2017–19, **HC 383**, para 42

and seller) viewpoint, highlighting the value for money used electric vehicles represent against alternatives in the market. Introducing arrangements for warranty guarantees and support for battery refit costs could be considered as part of this.⁹³

⁹³ ENGIE [\[ELV0053\]](#) written evidence to BEIS Committee Inquiry: Electric vehicles: driving the transition, April 2017

3. International comparisons

For some years sales of ULEVs were lower than expected in other parts of the world, with the falling price of gas cited as the main disincentive for switching from petrol and diesel vehicles to electric.

For example, in the US only about 400,000 electric cars were sold by the final year of President Obama's term: less than half of his goal of getting one million plug-in electric vehicles on the roads by 2015.⁹⁴

In October 2017 the International Energy Agency (IEA) reported that the number of electric vehicles on the road increased to 2 million in 2016. China was by far the largest electric car market, accounting for more than 40% of the electric cars sold in the world and more than double the amount sold in the US. Norway achieved the most successful deployment of EVs in terms of market share, followed by the Netherlands and Sweden.⁹⁵

3.1 Targets and bans around the world

The BEIS Committee has described the UK's targets to: (i) phase out diesel and petrol vehicles and (ii) increase EV ownership as unambitious.⁹⁶ The Committee compared these targets to those in other countries around the world and found the UK risked falling behind which may result in the UK having "to accept vehicle emission standards set by more ambitious international regulations."⁹⁷ Since these comments, the Government has increased its ambition to end the sale of petrol and diesel vehicles to 2030. The BEIS Committee referred to the CCC's analysis of bans on petrol and diesel vehicles in other countries that shows the even within the UK separate countries had more ambitious targets:

Table 1: Government commitments to the end of sales of conventional vehicles

Country	Timing
Norway	2025
India, China, Slovenia, Austria, Israel, the Netherlands, Ireland	2030
Scotland	2032
UK, France, Sri Lanka, Taiwan	2040

Source: Reproduced from CCC, Reducing UK emissions: 2018 Progress Report to Parliament, June 2018, Table 5.3

⁹⁴ "[Electric vehicle sales fall far short of Obama goal](#)", *Reuters*, 20 Jan 2016

⁹⁵ IEA, [Global EV Outlook 2017: Two million and counting](#), Oct 2017, p5

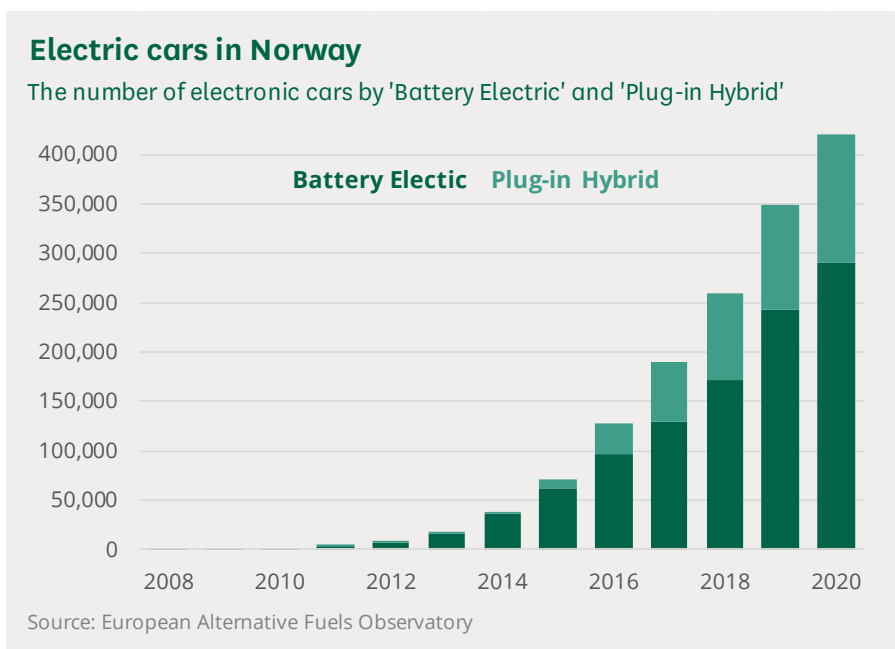
⁹⁶ Business, Energy and Industrial Strategy Committee, [Electric vehicles: driving the transition](#), Fourteenth Report of Session 2017–19, **HC 383**, para 22

⁹⁷ Business, Energy and Industrial Strategy Committee, [Electric vehicles: driving the transition](#), Fourteenth Report of Session 2017–19, **HC 383**, para 24

3.2 Norway

Norway has been by far the most successful country in achieving EV market penetration. The IEAs 2017 EV outlook highlighted that Norway had the fourth largest volume of sales of EVs in the world in 2017 (behind only much larger countries: the US, China and France) and the largest market share.⁹⁸ The UK by comparison is ranked fourth worldwide by market share, and seventh by volume. Projections by National Grid suggest that the UK stock of EVs could reach between 2.7 and 10.6 million by 2030, and could rise as high as 36 million by 2040.⁹⁹

In Norway, the [number of electric passenger](#) cars has increased substantially over the last decade: in 2008 the number of cars which were Battery Electric Vehicles (BEV) was around 1,200. In 2019 there were just under 290,000. This is around a 23,200% increase. If we include Plug-in Hybrid Vehicles (PHEV) the number of cars which were powered (at least in part) by electricity numbered 420,000 in 2020. According to the [Norwegian equivalent of the ONS](#), there were 2.8 million registered cars in 2019 with electric cars accounting for around 9% of the total stock.



The most important incentives driving Norway's success have been long-term and financial. In addition, the Norway Government has committed to the end of sales of conventional vehicles in 2025.

Incentives for EV car ownership in Norway have been in place for many years. They have been designed to make EV ownership less expensive than conventional petrol or diesel vehicles. The support Norway provides includes:

⁹⁸ As quoted in Business, Energy and Industrial Strategy Committee, [Electric vehicles: driving the transition](#), *Fourteenth Report of Session 2017–19*, HC 383, p.7

⁹⁹ National Grid, [Future Energy Scenarios](#), Jul 2018

- **Exemptions from the vehicle registration tax for Battery EVs** (1990-). Norway levies a registration or import tax on cars, which can reach EUR 10,000 or more depending on the car model's CO2 emissions. BEVs are exempted from the tax. Plug-in hybrid electric cars also pay a lower tax. The exemption is expected to run out at the end of 2020, but due to the low-emissions, BEVs will still pay a lower amount.
- **Low annual road tax** (1996-). Battery EVs pay a lower annual road tax. Instead of NOK 3,060 or (~EUR 367), owners of BEVs pay NOK 435 (~ EUR 52). The annual tax increased to half the rate of fossil fuelled cars in 2018 and will increase to the full rate in 2020.
- **Free municipal parking** (1999-). Local governments can decide on incentives such as access to bus lanes and free municipal parking.
- **Reduced company car tax** (2000-). Norway provides a 40% reduction on the company car tax.
- **Exemption from 25% VAT on purchase** (2001-). Battery EVs are exempted from paying the value added tax of 25% on the purchase or leasing rate. The VAT exemption for electric cars is prolonged until 2020
- **No charges on ferries or toll roads** (2009-). Battery EVs enjoy exemptions from road tolls and ferries. This can be a substantial saving amounting to several thousand Euros a year on certain roads. Complete exemption for toll roads will likely be phased out over the coming years.¹⁰⁰

Altogether, this approach makes the total cost of ownership less expensive for Plug-In Electric Vehicles than for a comparative internal combustion engine vehicle.¹⁰¹

¹⁰⁰ Dr. Karoline Steinbacher, Minke Goes, Korinna Jörling, [Incentives for Electric Vehicles in Norway: Fact Sheet](#), September 2018

¹⁰¹ Dr. Karoline Steinbacher, Minke Goes, Korinna Jörling, [Incentives for Electric Vehicles in Norway: Fact Sheet](#), September 2018

4. Additional Electricity Demand

Increasing the number of electric vehicles will add to electricity demand and place pressure on the UK’s grid network, operated by National Grid (see concerns raised in Box 5).

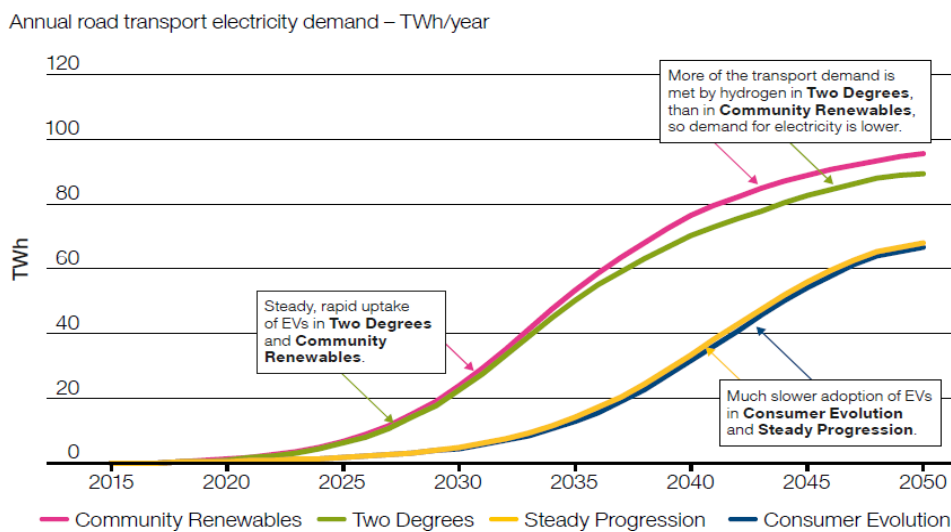
National Grid (NG) publish an annual [Future Energy Scenarios](#) (FES) report. These reports provide what NG describe as “a range of credible futures” in the energy sector but are not intended to be a forecast of future electricity demand. The reports cover demand from different sectors, such as electric vehicles (as part of transport) but also industrial, commercial, and residential demand for both electricity and gas.

The [2019 FES](#) had four scenarios; Community Renewables and Two Degrees (which both meet the Government’s 2050 net zero decarbonisation target¹⁰²) and Steady Progression and Consumer Evolution (which do not meet the 2050 target).¹⁰³ The scenarios differ in the speed of decarbonisation and level of decentralisation.

On electric vehicles adding to electricity demand, the 2019 FES found that total energy demand for road transport fell across all scenarios:

Total energy demand is similar across scenarios, but the speed at which vehicles shift from petrol and diesel to electricity, natural gas or hydrogen varies across scenarios. Total annual energy demand for road transport is currently around 500 TWh. By 2050 it has reduced, in all scenarios, to below 200 TWh. This is due to the shift from petrol/diesel vehicles to electric vehicles, which use less energy per mile; causing a significant drop in total energy used for transport.¹⁰⁴

Despite a fall in overall energy demand, the shift to electric vehicles clearly results in increases in electricity demand in all scenarios. This is shown in the figure below from the 2019 FES:



**National Grid:
System operator**

National Grid owns the transmission network (the high voltage power infrastructure in England and Wales) and separately manages the transmission network to ensure the grid remains balanced and supply meets demand at all times. More information can be found on these roles on [the NG website](#).

¹⁰² House of Commons Library, [Net Zero in the UK](#), 16 December 2019

¹⁰³ National Grid, [Future Energy Scenarios](#), July 2019

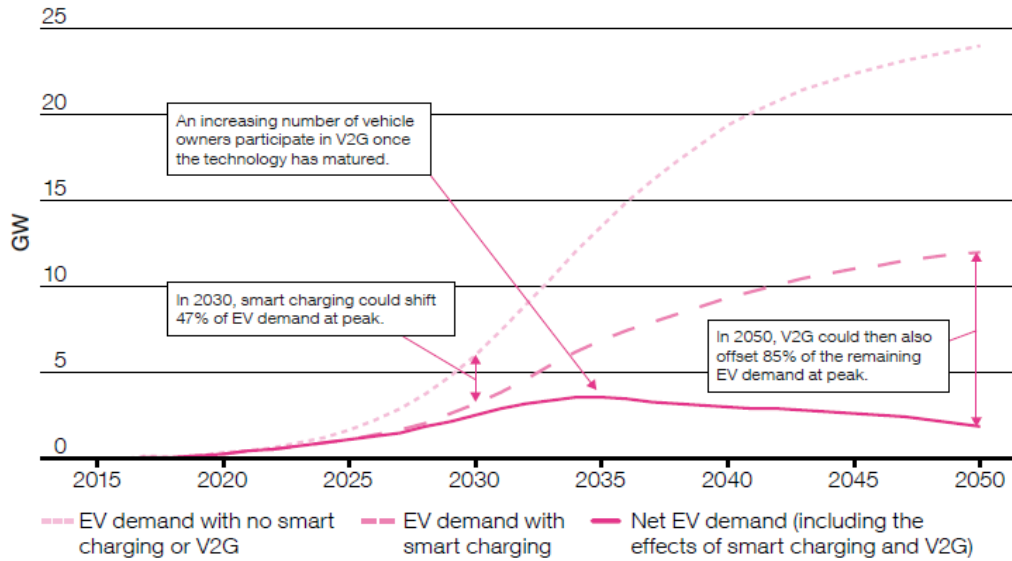
¹⁰⁴ National Grid, [Future Energy Scenarios](#), July 2019, p77.

Source: National Grid, Future Energy Scenarios 2019

However, there are possible changes that could address this increase in demand. For example, if electric vehicle owners used “smart charging” or vehicle to grid (see section 4.2) the scale of the demand reduced significantly as the graph below for one scenario from FES shows:

Electric vehicle charging behaviour at system peak

Community Renewables



Source: National Grid, Future Energy Scenarios 2019

National Grid found that investment for EV infrastructure was needed, but that smart charging of electric vehicles, as a mechanism to help balance supply and demand on the grid (see section 4.2 below), would have benefits. For example, smart charging vehicles “could enable the storage of roughly one fifth of GB’s solar generation for when this energy is needed”. National Grid concluded:

The investment in infrastructure to support increasing numbers of electric vehicles indirectly benefits all energy consumers through lower prices and lower carbon generation intensity, as smart charging of EVs can support increased renewable generation.¹⁰⁵

Box 5: Concern over Government target and NG response

Following the Government’s announcement in July 2017 of plans to ban sales of “all new conventional petrol and diesel cars and vans” from 2040¹⁰⁶, concerns were raised by the media that this policy would require significantly more capacity in the power sector and present challenges for balancing the electricity grid. For example, [a Telegraph article](#)¹⁰⁷ suggested 10 new power stations would be required.

¹⁰⁵ National Grid, *Future Energy Scenarios*, July 2019, p 4.

¹⁰⁶ Defra, *Plan for roadside NO2 concentrations published*, Jul 2017

¹⁰⁷ [Diesel and petrol car ban: Plan for 2040 unravels as 10 new power stations needed to cope with electric revolution](#), *The Daily Telegraph*, 27 July 2017

Many of the estimates, and media reports, on future energy demand with electric vehicles are based on NG's [Future Energy Scenarios 2017 \(FES\)](#).¹⁰⁸ Due to the publicity around the issue, NG published a [myth-buster](#) explaining the range of scenarios and stating that they believed their figures had been misused.¹⁰⁹ NG said that some media projections had used a more "extreme" scenario which they believed was unlikely to occur. Under the scenario reported in the media, by 2046 NG's analysis estimated that peak demand as a result of EVs charging would be 30 GW. By contrast, the most likely scenario in NG's analysis saw peak demand from electric vehicles alone being around 5 GW, about an 8% increase on today's peak demand value. This is because NG believe the switch to EVs will not be as extreme, and consumer behaviour will change to avoid charging at peak times, therefore resulting in a less significant increase to peak demand.¹¹⁰

The House of Commons Business, Energy and Industrial Strategy Committee's October 2018 report on Electric vehicles said that media concern about additional electricity demand were "overblown" and concluded that the electric vehicle transition is "unlikely to present a risk to the security of national electricity supply" and that any increased electricity demand would "necessitate investment in new generation."¹¹¹ The Committee also made recommendations on managing higher demand including that charge points should have smart capacity, and that the Government should look further into the opportunity of vehicle to grid technology.

4.1 The Capacity Market

The UK operates a [Capacity Market](#) to ensure there is sufficient power as the UK replaces older power stations with alternatives such as intermittent renewables. The Capacity Market is not just for EVs but covers all demands for electricity with the purpose of securing capacity to cover any potential shortfall in demand during peak periods.

The market works as an auction where capacity providers bid to offer a service to help balance the grid. The providers range between large power stations and smaller storage units that can supply power (which would not normally be generated due to high costs or inefficiencies), to industries that can reduce demand if there is a lack of supply in a process known as demand side response.¹¹² The market is paid for by consumers through their energy bills.

Ahead of the auction, the Secretary of State for Business, Energy and Industrial Strategy (BEIS) must decide the amount of capacity needed, following a recommendation from [National Grid](#) – which administers the capacity market auctions. This is a set amount of power that is required to keep the grid secure.

¹⁰⁸ National Grid, [Future Energy Scenarios 2017](#), July 2017

¹⁰⁹ National Grid, [Our Energy Insights. Electric vehicle announcement and what the papers say](#), August 2017

¹¹⁰ National Grid, [Our Energy Insights. Electric vehicle announcement and what the papers say](#), August 2017

¹¹¹ BEIS committee, [Electric vehicles: driving the transition](#), Fourteenth report of session 2017-19, Oct 2018

¹¹² Engie, [Understanding the Capacity Market](#), 2016

The capacity market began again in October 2019 following a suspension since November 2018. This suspension was due to a ruling from the General Court of the European Union which annulled the European Commission's 2014 approval of the UK's capacity market under state aid rules. The [ruling](#) effectively rendered the capacity market illegal as the Court decided that the Commission's original approval process was too short, and that the EU should have done further investigations into the scheme. In October 2019, the Commission [approved](#) the Capacity Market under EU State aid rules and the [Government gave notice](#) of the market's reinstatement.

4.2 Balancing the Grid

National Grid are the Transmission System Operator. They ensure that supply and demand always match on the electricity grid to prevent power cuts or increases in network frequency that could damage electrical equipment. This process is known as 'balancing'.

Balancing is an increasing challenge for National Grid due to the changing electricity mix. Previously, generation was predominantly provided by large, centralised power stations. However, electricity in the UK is now supplied by a greater variety of generators, including fossil fuels, nuclear power, and large and small-scale renewables. In July 2017, the Government and Ofgem, the energy regulator, published a report on upgrading the energy system: it outlined plans for transforming the grid with smart and flexible technologies.¹¹³

For more information on grids and V2G, see the Library briefing paper on [Electricity grids](#)

Smart charging and Vehicle to Grid (V2G) technology

As shown above, wider proliferation of electric vehicles will add demand to the grid. However, smart charging can reduce charging at peak times, and the batteries in the vehicles could become an asset to National Grid, as they have the potential to be used for grid balancing.

'Smart' use of the electricity system involves using power at times when demand, and prices, are low. Consumers can benefit from cheaper power, and operators benefit from an easier to balance system and avoiding all cars being charged simultaneously, such as at the end of rush hour. Smart meters, which are currently being rolled out,¹¹⁴ have the potential to allow more detailed information on consumption to be sent to energy suppliers, and more reactive use of power for customers. For example, 'Time-of-use' tariffs are already available from some energy suppliers,¹¹⁵ rewarding customers with smart meters for using power at times of low demand. Integrating smart devices, such as smart charging electric cars, into this mechanism could mean that additional

¹¹³ HMG/Ofgem, [Upgrading our energy system. Smart systems and flexibility plan](#), July 2017

¹¹⁴ House of Commons Library, [Energy Smart Meters](#), 7 October 2019

¹¹⁵ Andrew Ward, [Households offered first time-of-use energy tariff](#), Financial Times, 2 January 2017

demand for electric cars is significantly reduced (as section 4 above shows).¹¹⁶

An extension of smart charging, the concept of 'Vehicle to Grid' (V2G), is that when supply is low and demand high, EVs connected to the grid to charge can instead release power back into the grid. Owners of the vehicles can then be paid for this balancing service in a similar way to electricity storage unit operators. In theory, if a vehicle is needed to be charged for a certain time the owner could register that time and this would override the use of the car as a power source.

In July 2017, the Government launched a V2G competition with £20 million of funding to develop the technology.¹¹⁷ As indicated in section 2.2. above, in February 2018 the Government announced a further £30 million investment in V2G.¹¹⁸

¹¹⁶ More information is available in the Library briefing paper on [Electricity Grids](#) (Section 5 – smart grids).

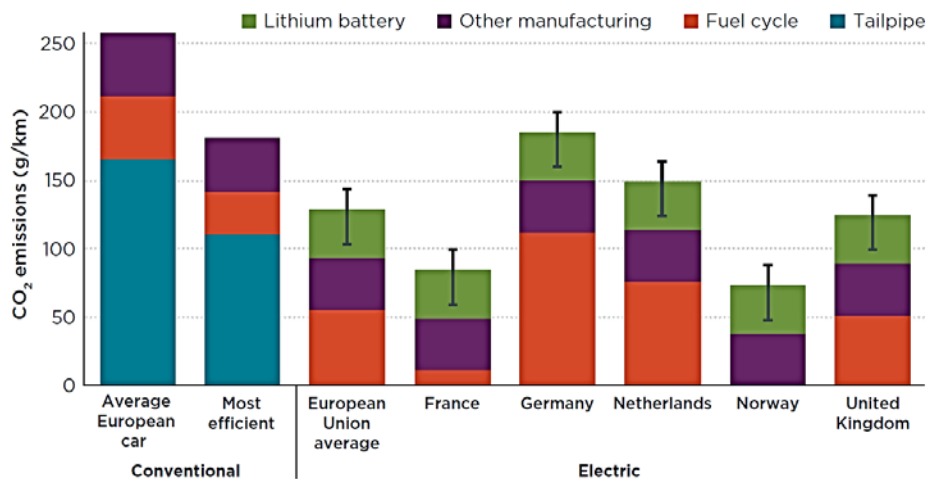
¹¹⁷ DfT press notice, [Innovative vehicle to grid technology to receive £20 million](#), 8 July 2017

¹¹⁸ DfT, [£30 million investment in revolutionary V2G technologies](#), Feb 2018

5. Emissions comparison: EVs and conventional vehicles

The total emissions from an EV are known as the “lifecycle emissions” and combine the emissions from manufacturing the vehicle, powering it through its life, and decommissioning. Several studies have been conducted on EV lifecycle emissions with varying conclusions based on the methodology and assumptions used by the researchers. These include factors such as the size of the car, driving and efficiency assumptions, and where the car is manufactured and charged.¹¹⁹

The International Council on Clean Transportation (ICCT - an independent non-profit research and analysis organisation) published in 2018 a review of research on lifecycle emissions of EVs in Europe. This found that while EVs can have higher emissions at the manufacturing stage, these can be recovered over the lifetime of the car from reduced fuel emissions in relation to conventional vehicles, resulting in a lower overall lifecycle emission for EVs relative to average conventional cars.¹²⁰ However, as electric vehicle production and charging emissions are based on the energy mix where the EV is charged and used (e.g. the proportion of fossil fuel and low carbon sources), the lifecycle emissions of EVs vary between countries, and even locally. This national variation of the different lifecycle emissions is summarised below in a graph from the ICCT analysis:¹²¹



¹¹⁹ An overview of various studies is available from the environmental analysis website Carbon Brief, [Factcheck: How electric vehicles help to tackle climate change](#), 13 May 2019

¹²⁰ The International Council on Clean Transportation, [Effects of battery manufacturing on electric vehicle life-cycle greenhouse gas emissions](#), February 2019

¹²¹ The International Council on Clean Transportation, [Effects of battery manufacturing on electric vehicle life-cycle greenhouse gas emissions](#), February 2019. Based on 2015 data and over 150,000km.

5.1 Vehicle manufacturing greenhouse gas emissions

The ICCT analysis said that the energy intensive production of batteries meant that EVs have higher manufacturing emissions than conventional cars and went on to conclude there was potential for manufacturing emissions to either increase or decrease in future:

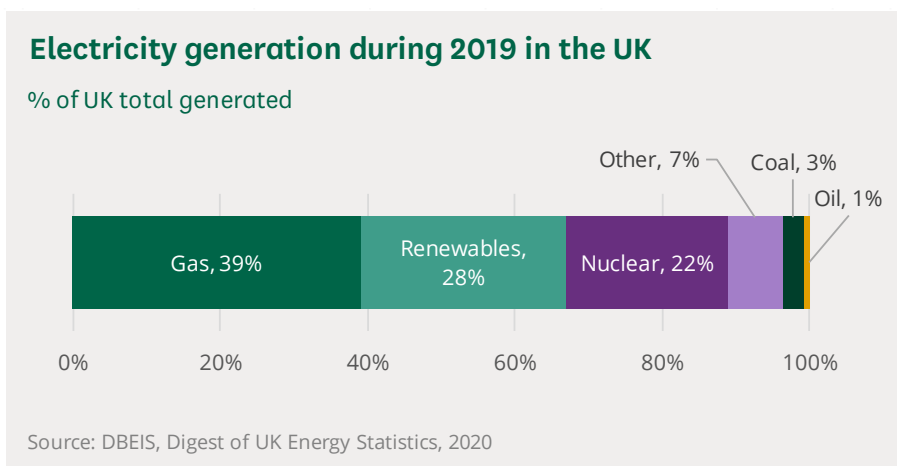
Electric vehicle manufacturing requires more energy and produces more emissions than manufacturing a conventional car because of the electric vehicles' batteries. Lithium-ion battery production requires extracting and refining rare earth metals, and is energy intensive because of the high heat and sterile conditions involved. Most lithium-ion batteries in electric vehicles in Europe in 2016 were produced in Japan and South Korea, where approximately 25%–40% of electricity generation is from coal.

[...]

although the manufacturing of batteries does not outweigh the life-cycle environmental benefits of electric vehicles, these emissions are nonetheless substantial. These emissions could become more substantial as longer-range electric vehicles with larger batteries become more common. However, a number of trends point to reduced emissions from battery production in the future, further increasing the greenhouse gas savings offered by electric cars.¹²²

5.2 Fuel cycle greenhouse gas emissions

The emissions from the use of an EV can only be as clean as the charging power supply. In the UK, power is supplied from a variety of sources:



EVs produce fewer air pollutants than conventional vehicles when driven, as they have no exhaust emissions. More information on air pollution is available in [HC Library briefing paper CBP 8179](#).

The power sector was previously (until 2016) the largest sector of emissions, accounting for just under a quarter of UK emissions. According to the Committee on Climate Change's 2019 progress report to Parliament, power sector emissions reductions have seen "sustained progress" and are now 68% below 1990 levels. The transport sector is now the largest source of UK emissions, though after increases in recent years, transport emissions fell for the first time in 2018.¹²³ Increases in

¹²² The International Council on Clean Transportation, [Effects of battery manufacturing on electric vehicle life-cycle greenhouse gas emissions](#), February 2019

¹²³ Committee on Climate Change, [2019 Progress report to Parliament](#), July 2019

EVs will help to decarbonise the transport sector provided that there is also enough low carbon power to ensure that emissions from electricity production are lower than those of conventional diesel or petrol.

The Government has committed to decarbonising power through planning to phase out coal by 2025, and supporting the expansion of low-carbon power sources.¹²⁴ These and other actions are expected to continue to drive down the carbon intensity of the grid.¹²⁵

A June 2017 study for the power company Drax conducted by researchers at Imperial College London and the Open University found that EVs are causing fewer emissions over time due to decarbonisation of the power sector:

Producing the electricity to charge a Tesla Model S back in 2012 would have created 124 g per km driven – the same as a 180 horsepower Range Rover. Nowadays that has halved to 74 g/km in winter and 41 g/km in summer. Smaller cars like the Nissan Leaf and BMW i3 can be charged for less than half the CO₂ of the cleanest non-electric car on the market – the Toyota Prius hybrid.¹²⁶

As such, while EVs are not technically ‘zero emission’, research suggests that in the UK are likely to have fewer emissions than the average conventional vehicle. EVs emissions have the potential to be reduced further in future as the power sector decarbonises and if manufacturing emissions are reduced.

Other impacts of EV production

Batteries for EVs can require rare elements such as lithium and cobalt, which has raised environmental and ethical issues in countries where these elements are mined¹²⁷ as well as questions over sustainable supply as demand for batteries grows.¹²⁸ For further information see [POSTnote, Access to Critical Materials](#), September 2019.

In addition, EV batteries can be difficult to recycle due to the multiple components. Government rules on waste batteries mean producers of batteries are responsible for their disposal.¹²⁹ In an October 2018 report, [Electric vehicles: driving the transition](#), the Business, Energy and Industrial Strategy Committee said that further recycling facilities for lithium batteries will be required as the number of retired electric vehicles increases and highlighted calls for waste disposal options to be addressed by policy:

92. Materials recycling may be important in the longer term, as the stockpile of batteries requiring disposal increases and particularly if anticipated materials shortages come to fruition. The risk of cobalt shortages has been identified as a major threat to global EV growth over the 2020s; according to the IEA, cobalt demand for EV batteries could

¹²⁴ BEIS, [Implementing the end of unabated coal by 2025: Government response to unabated coal closure consultation](#), 5 January 2018

¹²⁵ Committee on Climate Change, [2019 Progress report to Parliament](#), July 2019

¹²⁶ Drax, [Electric Insights Quarterly](#), April-June 2017

¹²⁷ e.g. “Children as young as seven mining cobalt used in smartphones, says Amnesty”, *The Guardian*, 19 January 2016 and “Electric car growth sparks environmental concerns”, *Financial Times*, 7 July 2017

¹²⁸ [Could a lithium shortage derail electric car boom?](#), *USA Today*, 26 Aug 2016

¹²⁹ GOV.UK, [Waste Batteries: producer responsibility](#), Last updated 25 September 2018

increase by between 10 and 25 times by 2030. There are currently no UK treatment plants for disposal of batteries and only a single plant for processing lithium-ion batteries in continental Europe. The plant owners, Umicore, have invested £25 million in the plant and are piloting a process for the recycling of electric vehicle batteries in anticipation of a sizable market by 2025. Further facilities will be required as the number of EVs being retired increases. Witnesses agreed that disposal options for batteries needed to be addressed by policy, but had mixed views on whether the Government should seek to gain a lead in the development of second-life and battery recycling industries in the near-term. Nissan cautioned that timing would be important, to avoid scaling-up new industries before a steady supply of retired batteries is available.

93. Second life battery applications, EV end of life disposal and battery recycling are nascent areas that could offer significant industrial opportunities. We recommend that the Government explores the potential value of these to the UK and take a lead in developing those that are promising, before other countries gain a competitive edge.¹³⁰

The (then) [Government's response to the Committee's report](#), published on 11 January 2019, set out work underway to improve battery recycling:

The Government agrees with the Committee that these areas offer significant industrial opportunities for the UK. One of the objectives of the Industrial Strategy Challenge Fund's Faraday Battery Challenge is: "A thriving UK industry in battery re-cycling / materials recovery/ reconditioning - enabling a circular economy and feeding a UK supply chain". In 2018 Birmingham University, as part of the Faraday programme, has led several collaborative Research & Development projects involving leading UK recovery and recycling companies and events to bring science and industry together to identify what is required in order to realise this potential.

Among the collaborative R&D projects funded by InnovateUK includes a project that will look at reusing, remanufacturing or recycling end-of-life, automotive lithium-ion batteries. It will support the building of a complete supply chain network, and the development of legal and regulatory knowledge on end-of-life batteries in the UK. This will help to optimise battery design and increase use in second-life applications, improve recyclability and whole-life environmental impact, whilst building UK capabilities.

A further project will aim to create a safe, economically sustainable battery recycling supply chain in the UK, which allows industrial batteries from vehicles to be recycled into base components and materials and then reused.¹³¹

EV battery longevity varies between manufacturers but warranties are offered for between five and ten years and although capacity will decline over time, the battery will likely continue working beyond the warranty.¹³² The average age of a vehicle on the road has increased, from 6.8 years in 2003 to 7.8 recorded in 2015.¹³³ This suggests that battery disposal rates are likely to be similar to normal vehicle disposal

¹³⁰ House of Commons Business, Energy and Industrial Strategy Committee, [Electric vehicles: driving the transition](#), Fourteenth Report of Session 2017–19, HC 383, October 2018

¹³¹ House of Commons Business, Energy and Industrial Strategy Committee, [Electric vehicles: driving the transition: Government Response to the Committee's Fourteenth Report of Session 2017-19](#), HC 1881, 11 January 2019, p21

¹³² EECA Business, [Electric vehicle battery life](#), 11 May 2017

¹³³ SMMT, [Average Vehicle Age](#) [accessed 19 February 2018]

rates. Some car manufacturers have announced plans for reusing or recycling batteries,¹³⁴ and in November 2017 the Government announced £40 million as part of the Industrial Strategy Challenge fund for 27 projects to make EV batteries longer lasting and cleaner.¹³⁵

¹³⁴ ["Nissan launches British-made home battery to rival Tesla's Powewall"](#), *The Guardian*, 4 May 2017

¹³⁵ Innovate UK press notice, ["Future electric vehicle batteries: long-lasting, cleaner, better"](#), 29 November 2017

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Public
Key Decision – No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Corporate Performance Report 2020/21, Quarter 3

Meeting/Date: Cabinet, 11th February 2021

Executive Portfolio: Executive Councillor for Strategic Planning,
Councillor Jon Neish

Report by: Business Intelligence & Performance Manager

Wards affected: All

Executive Summary:

The purpose of this report is to brief Members on progress against Key Actions and Corporate Indicators listed in the Council's Corporate Plan 2018/22 for the period 1 October to 31 December 2020 and on current projects being undertaken.

Key Actions, Corporate Indicators and targets are as included in the Corporate Plan Refresh 2020/21, as approved by Council on 14 October 2020.

The report does not incorporate the usual Financial Performance Monitoring Suite information setting out the financial position at the end of the Quarter. This information is being reported as a separate item to Overview and Scrutiny (Performance and Growth) Panel and Cabinet, due to the need for separate focus on financial matters as a result of the impact from Covid-19.

Recommendations:

The Cabinet is invited to consider and comment on progress made against the Key Actions and Corporate Indicators in the Corporate Plan and current projects, as summarised in Appendix A and detailed in Appendices B and C.

1. PURPOSE

- 1.1 The purpose of this report is to present details of delivery of the Corporate Plan 2018/22, and project delivery.

2. BACKGROUND

- 2.1 The Council's Corporate Plan has recently been refreshed to reflect the impact of Covid-19 on services and was approved at the Council meeting on 14 October 2020. The performance data in this report and its appendices relates to the indicators and actions selected for 2020/21. The information in the summary at **Appendix A** relates to Key Actions and Corporate Indicators and the performance report at **Appendix B** details all results at the end of December.
- 2.2 As recommended by the Project Management Select Committee, updates for projects based on latest approved end dates are included at **Appendix C**. Across all programmes there are currently 22 projects which are open, pending approval or pending closure.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny (Performance and Growth) Panel have an important role in the Council's Performance Management Framework and a process of regular review of performance data has been established. The focus is on the strategic priorities and associated objectives to enable Scrutiny to maintain a strategic overview. Their comments on performance in Quarter 3 will be submitted to Cabinet with this report following the Overview and Scrutiny meeting on 3 February 2021.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at **Appendix B** includes details of all Key Actions and Corporate Indicators at the end of Quarter 3. **Appendix C** provides information about projects, including the purpose of the project and commentary from the project managers as to the current status of each project.
- 3.3 Performance Indicator data has been collected in accordance with standardised procedures.
- 3.4 The following table summarises Quarter 3 progress in delivering Key Actions for 2020/21:

Status of Key Actions	Number	Percentage
Green (on track)	27	69%
Amber (within acceptable variance)	12	31%
Red (behind schedule)	0	0%
Awaiting progress update	0	0%
Not applicable	0	

Most key actions were on track at the end of Quarter 3 and none were significantly behind schedule.

Actions which have seen positive progress include:

- KA 2. A Healthy Open Spaces Strategy and Plan were approved in October.
- KA 8. The Kickstart job placement scheme for 16-24 year olds on Universal Credit is underway and HDC is exploring how to support young entrepreneurs locally.
- KA 9. The Buckden Neighbourhood Plan is progressing to referendum.
- KAs 10 & 12. Support for voluntary and community organisations has proved valuable in delivering local, community-led responses to the impacts of Covid-19.
- KA 15. A new Waste Minimisation Strategy and Action Plan have been approved to help reduce household waste collected at kerbside, reduce waste sent to landfill and improve recycling by reducing contamination.
- KAs 16 & 17. Car park improvement schemes to install electric vehicle charging points and secure cycle storage facilities in specific HDC owned car parks are on track, with a report of charging points due soon and a funding bid for cycle facilities
- KA 22. The Council continues to work with the Combined Authority to secure additional funding for affordable housing.
- KA 23. £1.5m has been announced by the Combined Authority for Prospectuses for Growth in Huntingdon, St Ives and Ramsey, while St Neots has been awarded over £3.7m from the Future High Streets Fund.
- KA 28. The latest Annual Monitoring Report in December reported a five year housing land supply figure of 5.24 years.
- KA 30. Approval was given by Cabinet in October for the sale of 13 parcels of land owned by the Council to be used for the delivery of affordable homes.
- KA 31. A new Housing Strategy was adopted in October.

Most of the Key Actions that have been given an Amber status relate to impacts from the effects of the national lockdown and the impacts of Covid-19 on our activities. The pandemic directly affected our ability to provide leisure and health opportunities (KAs 1 & 3) and is referenced as a factor in delays to KA 6 (adopting a new Homelessness Strategy and Lettings Policy), KA 10 (working with partners to improve opportunities for residents in the Oxmoor area), KA 14 (planning to protect and increase biodiversity in our parks and open spaces), KA 32 (managing non-operational assets) and KA 38 (online and out of hours access to customer services).

3.5 Quarter 3 results for 2020/21 Corporate Indicators are shown in the following table:

Corporate Indicator results	Number	Percentage
Green (achieved)	21	62%
Amber (within acceptable variance)	8	24%
Red (below acceptable variance)	5	15%
Awaiting progress update	0	0%
Not applicable (annual/data unavailable/ targets TBC)	3	

While the majority of performance indicators were on track at the end of Quarter 3, five were given a Red status because performance was below an acceptable variance.

A summary of the performance indicators follows on the next page with more detail provided in Appendix B. It should be noted that, while targets had previously been revised to account for the impacts of the pandemic/lockdown on services, in some cases the full extent of the impact is still being assessed and this is further complicated by additional lockdowns or restrictions. Some targets are marked as TBC in Appendix

B, with indicators where performance cannot be assessed included in the 'Not applicable' category in the table above.

It should also be noted that some indicators currently achieving or close to targets are expected to underperform significantly at year-end as a result of Lockdown 3. This is indicated in the 'Predicted Outturn 2020/21 Status' column in the tables in Appendix B.

Indicators where services are meeting or exceeding their targets include the following:

- Pls 1 & 2. The Benefits Team's processing times for new claims and changes of circumstance remain within target despite significant increases in volume.
- PI 3. Homelessness preventions are high despite court action being suspended and the pandemic/lockdown restrictions limiting some prevention activities.
- Pls 5, 6 & 7. Despite lockdowns restricting activities since November, the Active Lifestyles team had met reduced targets for service users and sessions at the end of Quarter 3. Similarly, One Leisure admission had exceeded expected numbers before Lockdown 3 began. However, year-end targets are unlikely to be met now.
- Pls 9, 10 & 11. Performance indicators relating to street cleansing and waste management in Operations remain on track.
- PI 17. 86% of major planning applications have been processed on time.
- PI 26. Satisfaction with ICT support services has improved, with 98% satisfied in the financial year to date. However, service outages in Q3 are expected to affect performance with a satisfaction rate of 93% projected for the year end.
- PI 28. The staff sickness rate remains low, although non-sickness absences related to Covid-19 are not included in this figure.
- PI 29. Estate rental income remains above the revised target with better than expected letting numbers but is lower than the performance reported in 2019/20.

Indicators where services are below their targets as a direct result of the impact of Covid-19 are:

- PI 4 & 8. The number of people using services at One Leisure facilities has fallen further due to lockdown restrictions, with facilities remaining closed at this time, and Active Lifestyles attendances have also been affected by this.
- PI 13. A reduction in the number of new taxi/hackney carriage/private hire vehicles being licensed during the pandemic means the proportion meeting 'Euro 6' low vehicle emission standards has not improved at the rate expected.
- Pls 18 & 19. The requirement to work from home has had some negative impact on performance in processing minor and 'other' planning applications on time, with IT issues slowing execution times. New recruitment will increase capacity in the team.
- PI 20. The number of new affordable homes delivered has been affected by the impact of Covid-19 on house building, with fewer being built than were expected.
- Pls 23 & 24. Collection rates for both Business Rates and Council Tax have been impacted by the economic impacts of Covid-19 despite mitigating actions taken.

There were two Red indicators with performance below acceptable variance that were not directly linked to Covid-19 or the impact of the lockdown on services:

- PI 14. 26% of planning appeals decided have been allowed (went against the Council) in the financial year to date. Internal training sessions are taking place within the Development Management team to learn from these decisions.

- PI 27. Only 78% of invoices from suppliers have been paid within 30 days so far this year, with the performance only moderately impacted by working from home arrangements. Work is ongoing to investigate late payments and seek to ensure that orders and goods received notes are promptly raised so that payments can be made on time.

3.6 The status of corporate projects at the end of December is shown in the following table.

Corporate project status	Number	Percentage
Green (progress on track)	7	35%
Amber (progress behind schedule, project may be recoverable)	11	55%
Red (significantly behind schedule, serious risks/issues)	2	10%
Pending closure	0	
Closed (completed)	1	

There are two projects showing as Red at the end of Quarter 3. One of these is a project previously reported under a single Customer Portal project, which had been at Red status since the last quarter of 2019/20 before being split into four separate projects which form the Customer Service programme. The other is the 3G Artificial Pitch at One Leisure Ramsey which was previously reported as Red in Quarter 2 after being delayed to help manage risks associated with the archaeological works.

Details of all projects can be found in **Appendix C**.

4. COMMENTS OF OVERVIEW & SCRUTINY PANELS

4.1 The Overview and Scrutiny (Performance & Growth) Panel is due to receive this report at its meeting on 3 February 2021. The comments of the Panel will be circulated separately ahead of the Cabinet meeting.

5. RECOMMENDATIONS

5.1 The Cabinet is invited to consider and comment on progress made against Key Actions and Corporate Indicators in the Corporate Plan and current projects, as summarised in **Appendix A** and detailed in **Appendices B and C**.

6. LIST OF APPENDICES INCLUDED

Appendix A – Corporate Performance Summary 2020/21, Quarter 3

Appendix B – Corporate Plan Performance Report 2020/21, Quarter 3

Appendix C – Project Performance, December 2020

CONTACT OFFICERS

Corporate Plan Performance Monitoring (Appendices A and B)

Daniel Buckridge, Business Intelligence and Performance Manager ☎ (01480) 388065

Project Performance (Appendix C)

John Taylor, Chief Operating Officer ☎ (01480) 388119

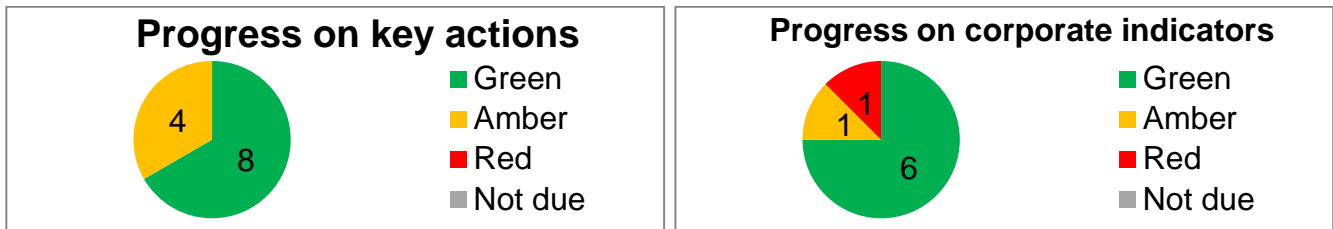
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Appendix A

Corporate Performance Summary 2020/21, Quarter 3

People

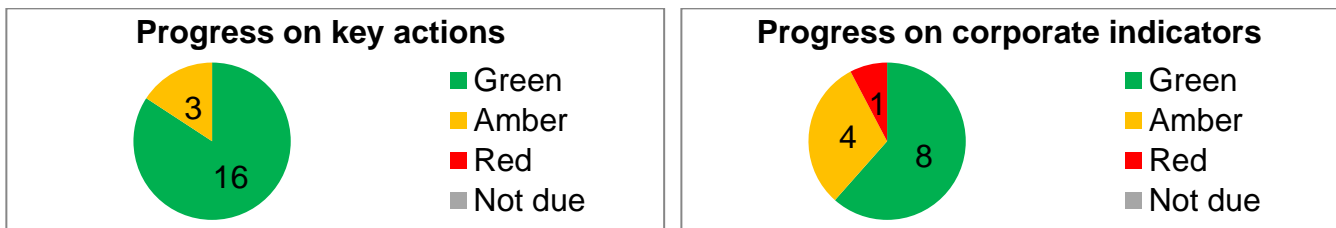
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include the approval in October of a Healthy Open Spaces Strategy and Plan to maximise the health benefits of the Council's Parks and Open Spaces.

Place

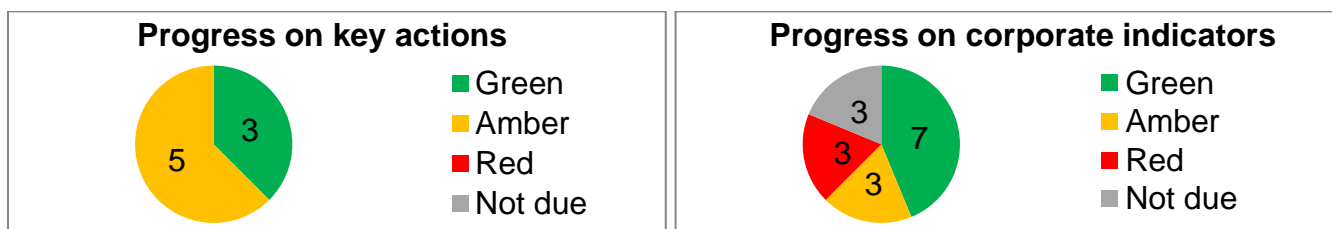
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include the announcement on Boxing Day that over £3.7m had been awarded for St Neots from the Future High Streets Fund.

Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include the staff sickness rate remaining low, with just 3.8 days lost per Full Time Equivalent from April to December (note: this excludes non-sickness absences related to Covid-19, such as those required to shield or isolate who were unable to work from home).

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STRATEGIC THEME – PEOPLE

Period October to December 2020

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	8		4		0		0		0

Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.

Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	6		1		1		0		0

WE WANT TO: Support people to improve their health and well-being

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
A	KA 1. Work in partnership to provide greater leisure and health opportunities to enable more people to be more active, more often	Ongoing	Cllr Prentice / Cllr Bywater	Jayne Wisely	Continual lockdowns and closures of facilities and Active Lifestyles activities have meant that numbers are restricted. Attendances when open were encouraging but from a limited number of members and activities. Countywide programme 'Healthy You' (brand name of

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					the new Integrated Lifestyles Service funded by Public Health) continues virtually. Partners are working well to offer Facebook support groups, bitesize physical education to help home schooling and on-line sessions from the YouTube library.
G	KA 2. Establish a Healthy Open Spaces Strategy and Plan to maximise the health benefits of the Council's Parks and Open Spaces	Strategy to Cabinet, 22/10/2020	Cllr Beuttell	Neil Sloper	Approved 22nd October.
A	KA 3. Recovery Action (One Leisure and Active Lifestyles – e.g. promoting health and wellbeing, sport and fitness activities, weight loss, healthy eating)	Ongoing	Cllr Prentice / Cllr Bywater	Jayne Wisely	Sessions recovered well in September and October for the 'health' group exercise sessions for Active Lifestyles (Cardiac, Right Start etc.) but subsequent lockdowns in November and from January have meant no sessions are currently permissible. Interest on social media remains strong and once there is a return to 'everyday life' confidence is high that recovery will follow swiftly with all the plans and processes in place from previous lockdowns.
G	KA 4. Provide financial assistance to people on low incomes to pay their rent and Council Tax	Ongoing	Cllr Gray	Amanda Burns	People claiming Universal Credit for the first time as a result of Covid-19 are being contacted if it is likely they will qualify for Council Tax Support. Government-funded hardship payments are being made to working age Council Tax Support claimants.
G	KA 5. Ensure that the principles of earlier interventions aimed at preventing homelessness are embedded within public sector organisations and other stakeholder partners	Ongoing	Cllr Fuller	Jon Collen	The focus of our work is on earlier intervention where possible to help achieve successful homelessness preventions. This has been aided by multi agency pathways and protocols across a range of other partners to help identify earlier intervention opportunities. Many are already established and working whilst further work continues on those relating to mental health and substance misuse and hospital discharges.

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
A	KA 6. Adopt a new Homelessness Strategy and a new Lettings Policy	December 2020	Cllr Fuller	Jon Collen	Lettings Policy is programmed for March 2021 O&S and Cabinet cycle for adoption. Consultation on the Homelessness Strategy approved by Cabinet in February 2020 was delayed by our Covid-19 response and is still to go ahead. A revision of the strategy in response to the pandemic's impact on homelessness is also being considered prior to full adoption of the new strategy.
G	KA 7. Identify and implement solutions to eradicate the need to place homeless families in B&Bs	Ongoing	Cllr Fuller	Jon Collen	Although use of hotels and B&Bs increased for single rough sleepers as part of the 'Everyone In' pandemic response, this accommodation is not used for families with children.

WE WANT TO: Develop a flexible and skilled local workforce

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 8. Recovery Action (Community / Economic Development – e.g. promoting opportunities for local people to improve their skills and experience)	Ongoing	Cllr Neish	Finlay Flett / Clara Kerr	All opportunities from Government and Combined Authority are actively promoted on the WeAreHuntingdonshire website. The Kickstart programme is underway and opportunities to support young entrepreneurs in Huntingdonshire are being explored.

WE WANT TO: Develop stronger and more resilient communities to enable people to help themselves

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 9. Support community planning including working with parishes to complete Neighbourhood Plans	Ongoing	Cllr Neish	Clara Kerr	Buckden Neighbourhood Plan to progress to referendum.

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 10. Award and manage contracts for a public advice service and an infrastructure and support service for the voluntary sector	Ongoing	Cllr Gray / Cllr Bywater	Finlay Flett	Contracts let for 2020-23 in April 2020. New contracts include ability to flex contract objectives to meet changing HDC priorities. In the past 6 months, this has seen new work for both providers linked to Covid-19 response, recovery and community support.
A	KA 11. Develop our asset-based approach to working with partners to improve opportunities for residents in the Oxmoor area, taking actions to increase community resilience and reduce demands and pressures on partner organisations	Ongoing	Cllr Bywater	Finlay Flett	Covid-19 impact has, inevitably, diverted resource to immediate response work throughout the year. However, as noted below, the work with community groups leaves us well placed to implement this when recovery phase is fully underway.
G	KA 12. Recovery Action (Community – e.g. work with Recognised Organisations or other community organisations to increase volunteering)	Ongoing	Cllr Bywater	Finlay Flett	Work with the network of Recognised Organisations (ROs) is ongoing and has proven effective during Covid-19, meaning the foundations are in place for taking forward into recovery at the appropriate time.

Corporate Performance and Contextual Indicators

Key to status

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 1. Average number of days to process new claims for Housing Benefit and Council Tax Support (cumulative year to date) Aim to minimise	23	23	24	21	G	24	23	G

Comments: (Revenues & Benefits) The number of new claims received is 15% higher than at the same time in the previous year.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 2. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support (cumulative year to date) Aim to minimise	3	4	5	5	G	5	4	G

Comments: (Revenues & Benefits) The number of changes received is 14% higher than at the same time in the previous year - mainly due to the increase in customers claiming Universal Credit as a result of Covid-19.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 3. Number of homelessness preventions achieved (cumulative year to date)	521	364	300	374	G	400	470	G
Aim to maximise								

Comments: (Housing Needs & Resources) The cumulative number of successful homelessness preventions to the end of Q3 is 374 (119 in Q1; 113 in Q2; 142 in Q3). Prevention work has been impacted during the pandemic lockdown as Court action is suspended and prevention activities are also more limited. The annual target had therefore been reduced but we are exceeding this at present.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 4. More people taking part in sport and physical activity: Number of individual One Card holders using One Leisure Facilities services over the last 12 months (rolling 12 months)	43,383	44,340	29,500	23,573	R	40,000	20,000	A
Aim to maximise								

Comments: (Leisure and Health) Massively affected due to reduction in activities offered due to lockdown restrictions

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 5. More people taking part in sport and physical activity: Number of individual One Leisure Active Lifestyles service users (cumulative year to date) Aim to maximise	4,023	3,320	800	824	G	1,400	824	A

Comments: (Leisure and Health) Numbers reviewed due to Covid-19 but lockdown in November and Lockdown 3 means no activities are running and unlikely to run during this next period

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 6. Providing more opportunities for people to be more active: Number of sessions delivered by One Leisure Active Lifestyles (cumulative year to date) Aim to maximise	4,526	2,540	700	715	G	1,500	715	A

Comments: (Leisure and Health) Numbers reviewed due to Covid-19 but lockdown in November and Lockdown 3 means no activities are running and unlikely to run during this next period

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 7. People participating more often: Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall, pitches, bowling and Burgess Hall (excluding school admissions) (cumulative year to date) Aim to maximise	1,425,633	1,094,750	280,000	302,933	G	350,000	302,933	R

Comments: (Leisure and Health) Numbers reviewed due to Covid-19 restrictions. Prior to Lockdown 3 we were on target to exceed these numbers. Latest information suggests we are unlikely to be open again before March at the earliest so now highly unlikely.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 8. People participating more often: One Leisure Active Lifestyles total attendances (cumulative year to date) Aim to maximise	57,098	42,877	7,000	5,500	A	12,000	5,500	A

Comments: (Leisure and Health) Numbers reviewed due to Covid-19 but lockdown in November and Lockdown 3 means no activities are running and unlikely to run during this next period

STRATEGIC THEME – PLACE

Period October to December 2020

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
16		3		0		0		0	

Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.

Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
8		4		1		0		0	

WE WANT TO: Create, protect and enhance our safe and clean built and green environment

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
A	KA 13. Establish a new park in St Ives	31 March 2021	Cllr Beuttell	Neil Sloper	Work ongoing - lease is being drafted and groundworks underway.
A	KA 14. Adopt a plan and deliver increases in nature – protecting and increasing biodiversity within our parks and open spaces	30/06/2021	Cllr Beuttell	Neil Sloper	Work on hold due to Covid-19 and maintaining service delivery. Anticipated delivery now Q2 2021/22.
G	KA 15. Adopt Waste Minimisation Plan and deliver programme of waste	Strategy to Cabinet,	Cllr Beuttell	Neil Sloper	A new Waste Minimisation Strategy and a Waste Minimisation Action Plan were approved at Cabinet in

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
	minimisation activities to encourage people to reduce, re-use and recycle	December 2020			December 2020. Projects are in place to support the objects set out in the strategy: <ul style="list-style-type: none"> • Reduce the amount of waste that is collected from households through our kerbside collections. • Achieve a greater than 60% diversion of waste from landfill in line with the council's manifesto pledge. • Improve the quality of the recycling material we collect by maintaining contamination levels below 7%
G	KA 16. Install electric vehicle charging points in specific council owned car parks	31 March 2021	Cllr Beuttell	Neil Sloper	Report going to Overview & Scrutiny (Customer & Partnerships) Panel in February to agree locations and fee at following Cabinet meeting.
G	KA 17. Install secure cycle storage facilities in specific council owned car parks	31 March 2021	Cllr Beuttell	Neil Sloper	Combined Authority funding applied for. Outcome due to be heard in early February.

WE WANT TO: Accelerate business growth and investment

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
A	KA 18. Develop a Regeneration Plan	TBC	Cllr Fuller	Clara Kerr	Outline plan to Director in Sept 2020. Awaiting feedback.
G	KA 19. Prepare options reports for the redevelopment of the Bus Station Quarters in St Ives and Huntingdon	September St Ives, December Huntingdon	Cllr Fuller	Clara Kerr	Now part of KA 23, progress on this will be reported there.
G	KA 20. Work with partners across the Cambridgeshire economy to deliver the ambitions of the Cambridgeshire and Peterborough Independent Economic Review / Local Industrial Strategy	Ongoing	Cllr Fuller	Clara Kerr	Attention has focussed more to recovery work but closer links are being established with the Combined Authority (CA) to review the forthcoming shared prosperity fund and develop opportunities to bid to the local growth fund. The Market Town schemes development links into recommendation 8 of the

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					Cambridgeshire & Peterborough Independent Economic Review.
G	KA 21. Recovery Action (Economic Development – Economic Growth Strategy)	Q3	Cllr Fuller	Clara Kerr	To be reported to Cabinet in January 2021.

WE WANT TO: Support development of infrastructure to enable growth

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 22. Continue to work with partners and influence the Combined Authority (CA) and secure support and resources to facilitate delivery of new housing, drive economic growth and provide any critical infrastructure	Ongoing	Cllr Fuller / Cllr Neish	Clara Kerr	Discussions in relation to A141 developing Strategic Outline Business Case are ongoing; developer roundtable took place in December. We continue to work with the CA to secure additional funding toward an uplift in affordable housing.
G	KA 23. Support the implementation of 'Prospectuses for Growth' for St Ives, Huntingdon and Ramsey and the St Neots Masterplan	Ongoing	Cllr Fuller	Clara Kerr	The CA announced £1.5m for Prospectuses for Growth (Huntingdon, St Ives, Ramsey). Further advice was 50% to be spent on Covid-19 response. Accelerated bids submitted to the CA in December; longer term to be submitted approx., March 2021. On 26th December, a Future High Streets Fund award was announced of £3,748,815 for St Neots.
G	KA 24. Continue to provide active input into and work with partners on key transport developments, including the A428, East-West Rail (EWR) and A14 improvements	Ongoing	Cllr Neish	Clara Kerr	Planning Performance Agreement for officer engagement on A428 Development Consent Order (DCO) signed in December. Dialogue commencing re DCO process for EWR and will accelerate Q4 onwards. Dialogue in respect of A14 is focussing on train station forecourt and working with Highways England/National Rail to link with the wider regeneration agenda.

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 25. Work with partners to develop Oxford-Cambridge Arc (Ox-Cam) growth corridor proposals and maximise the opportunities this can offer locally	Ongoing	Cllr Neish	Clara Kerr	Officers have attended meetings. A non-statutory framework is to be published in Q4.
G	KA 26. Prepare and implement an updated Section 106 Supplementary Planning Document and Community Infrastructure Levy charging schedule	Ongoing	Cllr Neish	Clara Kerr	Agreed with Portfolio Holder that this will be paused given viability implications of Covid-19 and limited ability of advisors to advise/forecast with certainty. This position is to be reviewed in January 2021.
G	KA 27. Recovery Action (Economic Development - enable growth through infrastructure development)	Ongoing	Cllr Neish	Clara Kerr	Continued working with CCC to enhance opportunities under Covid-19 transport measures to test reducing car dominance in St Ives and Huntingdon.

WE WANT TO: Improve the supply of new and affordable housing, jobs & community facilities to meet current and future need

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 28. Maintain a five year housing land supply (5YHLS) and ensure that the Housing Delivery Test in the National Planning Policy Framework is met	Ongoing	Cllr Fuller	Clara Kerr	Annual Monitoring Report published in December. 5YHLS = 5.24yrs.
G	KA 29. Facilitate delivery of new housing and appropriate infrastructure	Ongoing	Cllr Fuller / Cllr Neish	Clara Kerr	Strong working relationships continue with strategic sites to ensure there are no delays and we facilitate continued delivery of housing and associated infrastructure on our strategic sites. The pandemic has not seen a downturn in applications and we are working with master developers to ensure a continued supply of housing comes to market at pace.

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 30. Design and implement strategies to use Council assets to support the delivery of affordable homes	Ongoing	Cllr Fuller / Cllr Gray	David Edwards	The sale of 13 parcels of land held by the Council for the delivery of affordable homes was approved by Cabinet in October 2020.
G	KA 31. Recovery Action (Housing Strategy and/or Planning/Growth - e.g. prepare and adopt new Housing Strategy)	Ongoing	Cllr Fuller	Clara Kerr	Adopted October 2020.

Corporate Performance and Contextual Indicators

Key to status

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 9. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations (cumulative year to date) Aim to maximise	80%	87%	80%	85%	G	80%	80%	G

Comments: (Operations) Despite the impact of Covid-19, we have maintained an acceptable level of cleanliness. There has been a rise in the number of residents using open spaces however this has been offset by installing larger capacity bins within these settings.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 10. Number of missed bins per 1,000 households (cumulative year to date) Aim to minimise	0.79	0.81	0.75	0.57	G	0.75	0.65	G

Comments: (Operations) Introduction of Alloy has allowed for better reporting by the collection crews. Alloy allows managers to add notifications to properties to highlight any issues/reminders to the crews.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 11. Percentage of household waste recycled/reused/composted (cumulative year to date)	60%	63%	60%	61%	G	60%	60%	G
Aim to maximise								

Comments: (Operations) No tonnages for December 2020 as yet so the figure is the cumulative up to the end of November 2020. Dry recycling equates to 25% and organic equates to 36% of the waste diverted from landfill.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 12. Number of complaints about food premises (cumulative year to date)	748	N/a	275	107	G	550	200	G
Aim to minimise								

Comments: (Community) Due to Covid-19 and extended food business closures, food related complaints have reduced.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 13. Percentage of licensed	N/a	N/a	40%	32%	A	40%	0%	A

taxi/hackney carriage/private hire vehicles that meet 'Euro 6' low vehicle emission standards (latest position at end of each quarter)								
Aim to maximise								

Comments: (Community) Due to Covid-19, there has been a significant drop off in the number of new vehicles being licensed. Q3 stats show 710 licensed vehicles, with 217 being Euro 6 compliant.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 14. Total number of appeals allowed as a percentage of total number of planning appeals decided (cumulative year to date)	25% (4 out of 16)	6%	15%	26% (7 out of 27)	R	15%	20%	A
Aim to minimise								

Comments: (Development) Over the last 2 months, a total of 5 finely balanced appeal decisions went against the Council as the Local Planning Authority (allowed). 2 of these appeal decisions have already been discussed in detail at internal training sessions and the other 3 will be discussed at future training sessions to ensure we learn from these decisions, and where required, increase knowledge sharing/training, so as to ensure our appeals' performance improves toward the 15% mark.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 15. Number of costs awards against the Council where the	1	1	0	0	G	0	0	G

application was refused at Development Management Committee contrary to the officer recommendation (cumulative year to date)								
Aim to minimise								

Comments: (Development) Solid Planning decision making at Development Management Committee (DMC) continues. To date, no planning appeals overturned with costs following a DMC overturn this year.

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Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 16. The amount of Community Infrastructure Levy (CIL) funding allocated for small-scale infrastructure development (cumulative year to date)	N/a	N/a	N/A	N/A	G	N/A	£1	G
Aim to maximise								

Comments: (Growth) A new CIL governance process was established in Q3. The first reports in excess of £50k to be submitted to Cabinet in Q4. At this time decisions will be taken on small scale proposals <£50k (under delegated authority). These will be reported to the next available Cabinet. Cumulatively these will not exceed £500k in any financial year.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 17. Percentage of planning applications processed on	87%	80%	86%	86%	G	1%	86%	G

target – major (within 13 weeks or agreed extended period) (cumulative year to date)								
Aim to maximise								

Comments: (Development) Significant improvement over last year's Q3 performance. Team continues to work extremely hard to get major decisions out the door despite difficult circumstances. Predicted outturn 86%. Target is 86% - the average performance in East of England

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Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 18. Percentage of planning applications processed on target – minor (within 8 weeks or agreed extended period) (cumulative year to date)	78%	78%	No target set due to impact of Covid-19 on planning services locally and nationally	77%	A	-19%	80%	A
Aim to maximise								

Comments: (Development) Minor' planning applications identified as a key area to address. Throughout Q1 and Q2 the DM planning teams were struggling to effectively deal with some minor planning applications, mainly due to lack of capacity within the teams, but also due to unforeseen circumstances thrown up by the Covid-19 pandemic, home working and poor system performance which particularly impact higher frequency 'minor' planning applications with more reliance on IT systems to administer (these applications are also of a more complex nature than for example 'other' applications). All of this resulted in slower execution times and therefore the drop in output. The capacity in the team has since increased and the service is also currently recruiting to bring in additional capacity to deal with the workload.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 19. Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period) (cumulative year to date) Aim to maximise	88%	89%	No target set due to impact of Covid-19 on planning services locally and nationally	84%	A	-19%	1%	A

Comments: (Development) Performance is 4 percentage points down compared to 2019/20 Q3 but again elements around lockdown, home working, poor system performance had an impact on higher frequency 'other' planning applications with more reliance on IT systems to administer. All of this resulted in slower execution times and therefore the resultant drop in output. The capacity in the team has since increased and the service is also currently recruiting to bring in additional capacity to deal with the workload.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 20. Number of new affordable homes delivered in 2020/2021 (cumulative year to date) Aim to maximise	440	329	105	95	A	338	242	N/a

Comments: (Growth) As reported last time, Covid-19 is having an effect on affordable housing delivery. Given this background, forecasting to estimate end of year completions is less reliable even at this stage. In the last report, 293 homes were expected to be completed but this is now reduced to 242.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 21. Net growth in number of homes with a Council Tax banding (cumulative year to date) Aim to maximise	1,185	792	No target set	724	G	No target set. Defer to AMR	724+	G

Comments: (Growth) The total at 30 December 2020 was 724 higher than at 29 March 2020. House building has been affected by lockdown measures already and may also be impacted by the state of the national and local economy so any forecasts at this stage are unlikely to reflect delivery. The AMR is indicating a 5.24 years housing supply.

STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period October to December 2020

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
3		5		0		0		0	

Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.

Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
7		3		3		0		3	

WE WANT TO: Become more efficient and effective in the way we deliver services

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
A	KA 32. Actively manage Council owned non-operational assets and, where possible, ensure such assets are generating a market return for the Council	Ongoing	Cllr Gray	Justin Andrews	Five new lettings and one rent review completed in Q3 generating an annual rental of £98.5k p.a (increase of £18k p.a. on previous lease rents). Year to date activity now totals 9 units re-let at a total rental of £95.5k p.a.(an increase of £63.4k on previous lease rents) and 7 rent reviews and lease renewals - annual rent of £304.9k (increase of £6.5k in annual rent). Additional one off income of £5.5k has been

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					received for 2 wayleaves. There have been 10 units vacated in 20/21, fewer than in 19/20, but a greater loss of rent (£147k) largely due to the failure of Frankie & Benny's unit at the Rowley Centre. The number of units let so far this year is at a similar level to 19/20 but is expected to surpass this by year end with a large number currently under offer and this will significantly outweigh the number of vacations (status Green). However, rental values recouped are below the total rent lost at present (status Amber).
G	KA 33. Develop the Council's approach to data and business intelligence to support efforts to improve organisational efficiency including the development of unit cost and value metrics to measure service performance	Ongoing	Cllr Gray	Tony Evans	New technical business analyst appointed into post to support the data warehouse roll out. Work resuming on wider data warehouse roll out that was paused due to Covid-19. Business Grants programmes are a good example of wider and improved usage of dashboards to provide reporting and updates.
G	KA 34. Develop the Council's approach and methodologies for business change, service design and user research to enable effective change management within the organisation	Ongoing	Cllr Keane	Tony Evans	Digital designer appointed into post to support improved service design in the customer interactive elements of a service. Work resuming on service design playbooks that was paused due to Covid-19.
A	KA 35. Recovery Action (Finance e.g. respond to impact on budget)	Ongoing	Cllr Gray	Justin Andrews	Q3 shows an overspend of £0.799m, but this is a significant improvement on Q2 outturn by £1.604m. This has been achieved by one off Government funding for revenue loss and furloughing leisure staff.
A	KA 36. Develop Workforce Strategy including options for best use of apprenticeship levy	Ongoing	Cllr Keane	Justin Andrews	Initial scoping undertaken, paused to align to Core Services strategy which is under development. HR team continue to identify, with managers, opportunities to reskill existing staff through apprenticeship route.

WE WANT TO: Become a more customer focussed organisation

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
A	KA 37. Develop our understanding of customer and resident needs and demands	Ongoing	Cllr Keane	Michelle Greet	Work is underway to introduce a People's Panel to HDC to embed a culture of engagement to widen and deepen the involvement of local communities in shaping the Council's future. The technical resource to get this in place has been seconded to the Business Grants work for the last 6 months which has created a delay in this project.
A	KA 38. Expand how we offer online and out of hours access to our services via the customer portal and other solutions	Ongoing	Cllr Keane	Michelle Greet / Tony Evans	Programme has been delayed due to Covid-19 but integrated waste forms and payments integration are due to be released in Q4 which will enable wider digitisation of forms and changes within Customer Services who can now fully adopt the platform.
G	KA 39. Introduce a new electronic pre-application planning advice service	2021/22	Cllr Neish	Jacob Jaarsma	Agreed with Chief Operating Officer and Portfolio Holder to put rolling out new electronic pre-app service on hold until next financial year due to struggles with recruitment and to allow service to reduce the backlog of planning applications.

Corporate Performance and Contextual Indicators

Key to status

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 22. Total amount of energy used in Council buildings (cumulative year to date) Aim to minimise	11,265,569 kWh (10% increase on 2018/19) *As at Q3 and compared with Q3 2018/19	7,136,041 kWh	6,556,869 kWh (5% down on 2018/19)	N/a	N/a	9,710,467 kWh (5% down on 2018/19)	N/a	N/a

Comments: (Corporate Resources) Energy Management System not currently operational, to obtain data. Permanent Energy & Sustainability Officer appointed November 2020 and is still getting up to speed.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 23. Percentage of Business Rates collected in year (cumulative year to date)	99%	86%	85%	84%	R	99%	?	R

Aim to maximise								
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Comments: (Revenues & Benefits) Many businesses have been impacted by Covid-19. Having to close temporarily or seeing a drop in income is causing financial issues although grants and Business Rates holidays have been awarded where possible to help mitigate the situation.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 24. Percentage of Council Tax collected in year (cumulative year to date)	98%	87%	87%	85%	R	98%	?	R
Aim to maximise								

Comments: (Revenues & Benefits) It is difficult to forecast the outturn as the payment profile has changed this year with many customers opting to pay over 12 months instead of 10. Recovery action is still continuing.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 25. Number of magistrates court appeals against licensing decisions which have been upheld against the Council (cumulative year to date)	N/a	N/a	10	0	G	10	2	G
Aim to minimise								

Comments: (Community) To date, HDC has lost no cases where the original decision by officers have been appealed through the courts.

Performance Indicator	Full Year		Q3 2020/21	Q3 2020/21	Q3 2020/21	Annual	Forecast	Predicted
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	2019/20 Performance	Q3 2019/20 Performance	Target	Performance	Status	2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 26. Percentage satisfaction with ICT support services from feedback received (cumulative year to date) Aim to maximise	N/a	N/a	95%	98%	G	95%	93%	A

Comments: (3C ICT) Customer satisfaction has been affected by regular and frequent re-prioritisation of activity to take into account Covid-19 support and recovery, especially during Q1. Early in Q3, a sequence of service outages has also had an impact on performance which has in turn impacted customer satisfaction.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 27. Percentage of invoices from suppliers paid within 30 days (cumulative year to date) Aim to maximise	92%	88%	98%	78%	R	98%	81%	R

Comments: (Corporate Resources) The performance has been moderately impacted by the absence of people from the office due to working from home. Whilst a very slight improvement occurred in October, the effect of this has been mitigated by a dip in November and December due to the break. The Accounts Payable team is continuing to work with teams processing invoices, by investigating the occurrence of late payments and seeking to ensure that orders and goods received notes are promptly raised.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 28. Staff sickness days lost	6.5	4.8	6.5	3.8	G	9.0	6.3	G

per full time employee (FTE) (cumulative year to date)	days/FTE	days/FTE	days/FTE	days/FTE		days/FTE	days/FTE	
Aim to minimise								

Comments: (Corporate Resources) Recent sickness absence figures remain low. However, this excludes non-sickness absences related to Covid-19 (such as those required to shield or isolate who were unable to work from home). If these absences were included, the absence rate to the end of Q3 would increase to 8.2 days/FTE.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 29. Income generated from Commercial and Operational Estate Rental Income (cumulative year to date)	£4.9m	£4.0m	£2.9m	£3.8m	G	£3.9m	£4.6m	G
Aim to maximise								

Comments: (Corporate Resources) Slight downturn in forecast outturn due to more units being vacated and forecast incorporating provision for bad debt. Better than expected letting numbers are moderating void periods though.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 30. Percentage of calls to Call Centre answered (cumulative year to date)	83%	85%	80%	82%	G	80%	82%	G
Aim to maximise								

Comments: (Customer Services) We have been able to use Microsoft Teams to allow advisors to answer customer calls from home and

maintain service. Some of the loss of functionality around call recording and advanced routing of calls has been challenging, but the 3C telephone project this year should address this.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 31. Call Centre telephone satisfaction rate (cumulative year to date)	89%	89%	80%	N/A	N/a	80%	N/A	N/a
Aim to maximise								

Comments: (Customer Services) We have paused the sending out of paper surveys this quarter.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 32. Customer Service Centre satisfaction rate (cumulative year to date)	95%	95%	80%	N/A	N/a	80%	N/A	N/a
Aim to maximise								

Comments: (Customer Services) We have paused the sending out of paper surveys this quarter.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 33. Percentage of Stage 1 complaints resolved within time (cumulative year to date)	87%	86%	90%	95%	G	90%	95%	G

Aim to maximise								
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Comments: (Customer Services) Of 92 Stage One Complaints received so far, only 5 this year have been responded to late, 4 of which are in Operations and 1 for Covid-19 Grants. Development have received the most complaints with 24. Operations then follow with 20. There have been 17 complaints related to Covid/Discretionary Business Grants, though the majority of these are related to non-eligibility for discretionary grant schemes.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 34. Percentage of Stage 2 complaints resolved within time (cumulative year to date)	76%	79%	90%	87%	A	90%	90%	G
Aim to maximise								

Comments: (Customer Services) 30 Stage Two Complaints have been received, of which 4 were responded to late; 3 relating to Development and 1 related to Covid-19 Grants. 13 were related to Covid/Discretionary Business Grants and, as with Stage One complaints, the majority related to non-eligibility for discretionary grant schemes.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 35. Percentage reduction in avoidable contacts (cumulative year to date)	2%	2%	-15%	-12%	A	-15%	-15%	G
Aim to maximise								

Comments: (Customer Services) The introduction of the integrated Operations forms took place in May 2020 and new integrated Operations and Portal forms will be introduced in Q4 which should further reduce avoidable contact.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 36. Percentage of households with customer accounts generated (latest result) Aim to maximise	15%	10%	23%	27%	G	25%	30%	G

Comments: (Customer Services) We now have 21.4K accounts on the OneVu platform. A small proportion of these are registered to addresses outside the district. Multiple residents of a property may also have their own accounts.

Performance Indicator	Full Year 2019/20 Performance	Q3 2019/20 Performance	Q3 2020/21 Target	Q3 2020/21 Performance	Q3 2020/21 Status	Annual 2020/21 Target	Forecast Outturn 2020/21 Performance	Predicted Outturn 2020/21 Status
PI 37. Percentage of all council services that have an end to end digital process (latest position at end of each quarter) Aim to maximise	N/a	N/a	15%	TBD	A	20%	?	N/a

Comments: (Transformation) Key digital components have been released to enable future forms to have integrated payments. All new business grant forms were built on the portal platform with updates via the portal. Integrated Operations forms are due for release in Q4.

Project Name	Project Description	Original Approved End Date	Expected Delivery Date	RAG Status	Performance Summary	Last updated	Service Area	Project Sponsors	Project Managers
CPP - Core Portal Project	Part of the Customer Portal Project - Delivers the ability to create integrated dynamic eForms to the council with supporting people, process and technology. Additionally delivered forms for Operations Streets, Waste, Grounds.	31-Mar-21	31-Mar-21	A	Waste forms planned for testing in early December. Bulky Waste delayed due to being dependant on Greater Cambridge Shared Waste Service Bulky Waste. Other technical components released and being configured currently but not critical for release or Dynamics replacement. Project Delivery Lead position advertised for recruitment.	Dec-20	Transformation	John Taylor	Tony Evans
CPP - Dynamics Replacement	Replaces Dynamics with IEG4 CsVu.	31-Mar-21	31-Mar-21	A	Working to complete remaining tasks from the Yotta project, Transformation and the Digital team.	Dec-20	Customer Services	John Taylor	Michelle Greet
CPP - eBilling	Delivers an eBilling capability that will allow residents to request online council tax bills, letters and benefits statements and letters.	30-Sep-22	30-Sep-22	A	Work on e-billing won't start until Q1 2021/22 however outline plan of what is required has been established with e-form provider in order to be able to upload copies of bills to the customer portal. Bids being evaluated, anticipated that decision will be made on successful bid in December.	Dec-20	Revenues & Benefits	John Taylor	Amanda Burns
CPP - Data & Analytics	Creates a unified view of demand across digital and phone channels that will provide the basis for understanding demand for services and unit cost of interaction.	30-Sep-22	30-Sep-22	R	Developing full requirements specification to agree with partners. Risk around lack of defined process for securing systems within 3C ICT. No progress made due to capacity being divert to handle issues with Tascomi and responding to digital bids for CPCA COVID funding.	Dec-20	Transformation	John Taylor	Tony Evans
Retail in our Town Centres St Benedicts Court Regeneration	Investigate opportunities for working with the owners of St Benedicts Court in Huntingdon as part of a wider redevelopment 'quarter' approach to regenerate that part of the town centre (M25)		TBC	A	Now covered as part of the emerging Towns Programme, the Council has been re-approached by Threadneedle. Need to consider the site as part of the emerging plan for Huntingdon. Emma Taylor putting together the whole programme which will include several Huntingdon projects. Proposals to then feed into CPCA bid in September. £300k has been secured already to do some of the initial masterplanning across the three towns.	Dec-20	Development	David Edwards	Clara Kerr
The Leisure Ramsey 3G Artificial Pitch	3G Artificial Pitch (2018/19 Capital programme) (M10)	31-Dec-18	31-Mar-21	R	Project management company RLF have had issues getting contact from County Council Archaeology team but under control for March 2021 start date. Agreement in place with contractors to delay start date until March 2021 to manage risks associated with Archaeology works to be undertaken prior to build as part of planning conditions. Poor ground conditions in the winter period could result in additional works and additional spend. Agreement with main funder Football Foundation to delay and also fits in within the lease agreement with school to deliver project within 18 months of signing lease agreement.	Dec-20	Leisure & Health	Jayne Wisely	Martin Grey
New HR system	Full tender to replace the existing HR and Payroll system with a new, modern, cloud-based solution which better integrates with other systems (e.g. active directory, Tech1 etc.) Joint procurement with CCC and SCC, Procurement lead is CCC. Project Manager is external consultant.		31-Mar-21	G	Implementation of phase 1 of the project (Core HR, Self Service, Payroll, Pensions) is on track. Training is scheduled or completed and the Core HR and Payroll is under development, with HR/Payroll user testing scheduled for 3 weeks in Jan 2021. Parallel runs scheduled for Feb/March 2021. Data Migration is in hand with 3rd party (recommended by 3CICT), commenced test data extract Dec 2020 and live Data Conversion scheduled for Feb 2021. Two years of live data will transfer, options being explored for best solution for historic data which is secure, searchable, reportable and cost effective. Zellis have provided a solution for HDC to extract its documents from system storage and that is being costed. Comms plan and training plan are in progress; and due to be finalised in next few weeks. Phase 2 (recruitment, onboarding, L&D) will begin scoping in Q1 2021. (Non project issue, but impacts project) 3CICT are in talks with Zellis about server upgrade, which is required in order to run year end for statutory payroll purposes.	Dec-20	Corporate Services	Justin Andrews Fiona Bryant	Aileen Whatmore Randeep Singh (PM)

Project Name	Project Description	Original Approved End Date	Expected Delivery Date	RAG Status	Performance Summary	Last updated	Service Area	Project Sponsors	Project Managers
Bridge Place car park reprovion	Completion of property sale, reprovion of parking at alternative site (long stay car park serving Huntingdon). This will also involve setting up of a park alongside the car park.		30-Jun-21	A	Application has gone into Fields in Trust. We are currently in consultation for a change request. We are in discussions with 3rd party planning application to progress. Plans for alternative site (Riverside Huntingdon) underway with application to Fields in Trust for permission to allow planning design and consultation to be progressed. Draft requirements document in production for Design/Planning/CDM and Project Delivery in consultation with procurement and estates. Timeline is tight to match requirements of RGE sale. Critical path identified with built by date being July 2021.	Dec-20	Operations	Neil Sloper	Matt Chudley (site) George McDowell (Car Park works)
Environmental Health System Procurement / Implementation	Project has been broken down into two phases. Selection and Implementation. The Selection project is for the three Councils to choose a single supplier to replace current environmental health systems with a single system. SCDC is leading on the project on behalf of the three Councils.	31-Mar-20	31-Jan-21	A	Civica and Idox completed their second extraction of data from Flare and Uniform respectively and User Acceptance Testing (UAT) was conducted on the data imported into Tascomi. There were considerable issues with the data provided and a further migration of data must now take place to ensure it meets our needs at UAT before we can approve the final extract. Issue logs were fed back to the providers and revisions and additional field mapping will be made to their scripts for third test extracts. As a result of this, and the need to ensure that the data migrated is accurate and meets our needs, the project is in the process of being re-baselined with the Go Live date being pushed back around 4 weeks. Configuration work and development of UAT scenarios continues with processes being shared by councils to try and ensure they are as similar as possible. HDC has made the decision to use the Tascomi portal until IEG4 becomes available. The benefit will be the availability of an online capability for customers to report issues, submit applications, etc which will feed directly to Tascomi, however this will require further configuration on the part of HDC staff. It will also derisk the impact of Central Govt (GDS) withdrawing online licence forms that are currently used from March 2021 onwards. The budget figures have been updated to include the additional costs of configuration and a 1/3 share of the Programme Manager costs, which were not included in the original costs for this project and are forecast to be covered by savings within Licensing and Community.	Dec-20	3C Shared Services	John Taylor	David Pope
Outsourced Hybrid Mail & Printing Project	Outsourced Hybrid Mail & Printing Project	-	31-Dec-20	G	Shortlisted bidders have all been evaluated, scored and are we are at the demonstrations and presentations stage. This is scheduled to be completed on 16 December, following which appointments could be made subject to any challenges or stage 3 negotiations.	Dec-20	Customer Services	John Taylor	Andy Lusha
Operations Back Office System - Yotta	Streets/Grounds/Recycling and Waste Services: Phase 1: Streets April 2019 / Phase 2: Grounds Sept 2019 / Phase 3: Waste Services May 2020 / 3C project across the three authorities.	07-May-19	31-Dec-20	G	Phase 2 - Streets Hand over to support processes underway, service to be briefed. Phase 4 - Waste System in use since 7th October. Currently tracking tasks to enable project closure. Issue with auto-syncing now resolved. Hand over to support processes underway, service to be briefed. Phase 3 - Grounds Scope of new grounds project is now being developed with the service which will now include Trade Waste Rounds. Time scales being developed.	Dec-20	3C Shared Services	Joel Carre (CCC) Neil Sloper	Tony Allen

Project Name	Project Description	Original Approved End Date	Expected Delivery Date	RAG Status	Performance Summary	Last updated	Service Area	Project Sponsors	Project Managers
One Leisure St Ives Changing Rooms	Capital 2019/20	TBC	31-Mar-21	G	Design tweaks now completed. Waiting on professional fee update so more expenditure expected imminently. Tender release planned for Monday 7th Dec. 2 week return (using Framework), with work on site due beginning of January. Negotiations ongoing with fit out specialists (lockers and cubicles) with savings expected.	Dec-20	Leisure & Health	Paul France	Chris Keeble
Alms Close, Huntingdon - Land development	Development of Land at Alms Close, Huntingdon	31-Oct-19	18-Sep-20	Closed	Total certified construction value as of 18/09/2020 is £1,515,039.40. Likely overspend of construction works £100K, the total sum including consultancy fees of circa £120K = £1,624,440.50 (all sums excluding VAT). Practical Completion was achieved on 4th November 2020 and therefore the 12 month defects liability period has commenced.	Dec-20	Corporate Services	Justin Andrews	Carl Egonu
Data Centre Migration	Data Centre Migration from Shire Hall to Peterborough (interim hosting)		31-Mar-21	A	This month we have moved on from the cancellation of the November weekend and agreed a new date at the end of January. The project team is making progress on a number of remediation tasks to improve the link, the reliability of the data centre hosts and the data centre network traffic routing.	Dec-20	3C Shared Services	Oliver Morley	Peter Holmes
Godmanchester Sluice	Funding of repair/renovation to sluice structures, Mill Steps site, and potential additional fish/eel passage. None of this is HDC money.		30-Nov-20	G	There are no recent status changes to project. Planned to start work Jan 2021, included within CPCA Bids for recovery work.	Dec-20	Operations	Neil Sloper	Andrew Rogan
Market Towns Programme	Programme to Regenerate St Neots, St Ives, Ramsey and Huntingdon. Building on the work of Prospectuses of Growth (St Ives, Ramsey and Huntingdon) and Masterplanning work undertaken for St Neots.		31-Mar-35	A	Bid to CPCA for £300k for Ramsey, St. Ives and Huntingdon agreed by Board. Interim Programme Manager in post October 20. Market Town Programme being developed to capture Prospectuses for Growth ambitions into one programme, including on street WiFi and Covid-19 walking/cycling and Smart Towns. The Programme also includes the Future High Streets Bid for St Neots. Governance arrangement being established. Procurement of multi-disciplinary agency to undertake masterplanning and business case work for St Ives, Huntingdon and Ramsey to commence early 2021.	Dec-20	Strategic Planning	Clara Kerr	Emma Taylor
COVID 19 Accelerated Programme	A programme of short-term interventions to support market towns of St Ives, Huntingdon and Ramsey respond to challenges associated with COVID 19.		31-Mar-21	A	Long list of projects has been discussed and officers are now preparing the required information for submission to the Combined Authority by 18 December. DE to brief the Leader and ongoing discussions with the Town Council representatives. Expected that a bid totalling £1.5M will be submitted. Delivery within the CPCA timescale of 31 March 2021 is challenging, even with proceeding at risk on some of the work. Some tender opportunities will be issued w/c 7 December.	Dec-20	Development	David Edwards	Seamus Cleary
Cycle Route Improvements	Management of work with county on deliver cycling routes. 120 submitted to CCC.		31-Mar-21		Local Cycling and Walking Infrastructure Plans schemes are delayed due to work establishing walking route improvements needed, which Sustrans is assisting with. Consultation expected in Spring 2021. Covid-19 measures have either been delivered, ruled as unfeasible or moved to Tranche 2. Tranche 2 is to be delivered by end of March 2021. Funding has been confirmed by Government. CCC is appointing contractors to assist with the detailed project work to ensure it can deliver schemes in this timescale.	Dec-20	Strategic Planning	Clara Kerr	Melissa Reynolds

Project Name	Project Description	Original Approved End Date	Expected Delivery Date	RAG Status	Performance Summary	Last updated	Service Area	Project Sponsors	Project Managers
Hinchingbrooke Country Park	Business Plan investment to return site to non-subsidy. Subject to agreement of long lease with County Council		31-Mar-23	A	Lease to be written and agreed by CCC. Timeline for individual stages of the project created, starting with improvements to lakeside and footpaths, then play opportunities. Research currently being undertaken. Initial projects being scoped on timeline for end of Q3 so investment can be seen in 2021 season. Parking design and consultation next step. Due to Great Crested Newts build considerations on car park, earliest is Autumn 2021 depending upon survey work and advice underway. Draft Planning Consultant Document for Design/Application and Build underway. Possible CPCA project for key play which is 'shovel ready' in consultation with Mark Thompson to accelerate delivery for 2021 season. Combined EA and HDC project to re-invigorate fishing underway ready for 2021. Options being discussed with canoe club. Feature play being commissioned as part of recovery work to be in place for Summer 2021. Included speculatively in CPCA bids.	Dec-20	Operations	Neil Sloper	Judith Arnold
Programme of COVID-19 related work	Package of projects that will be undertaken as the recovery work for the Council.		31-Mar-23	A	Further work has been undertaken on the scoping document for discussion with directors on Thursday 10 December. Limited response from some of the lead officers in terms of their project details and proposal is to de-scope some of the work that had been discussed previously in the People and Place recovery groups. Aim is to present a paper to the Board on 15 December, however, that will depend on the outcome of the discussion. Officers have also been asked to identify any capacity constraints. It is proposed that projects will be classified as 'go', 'hold', 'BAU' and 'stop'.	Dec-20	Strategic Planning	David Edwards	Fay Downer
MAICLG data given Covid-19 Project	4 month project to test impact of proactive outbound contact with residents on basis of known risk factors. Project includes build of outbound digital comms.		31-Mar-21	G	The direct support to the Clinically Extremely Vulnerable cohort finished at the end of the second lockdown. Information on how effective the types of communication were have been gathered and will be utilised in the development of the different approaches to engagement. Two meetings held with Unboxed who have been tasked with developing tried and tested scripts for research with a targeted audience which will in turn form the content of the emails/letters/contact that is to be trialled.	Dec-20	Transformation	Oliver Morley	Claudia Deeth
Recovery Programme - Affordable Housing Delivery Project- 13 sites	Yr1: Review of 42 sites, establishing package of sites for affordable housing and competition to find delivery partner. Cabinet approved sale of 13 sites to Longhurst Group. Exchange of contracts target date Jan 2021. Project brief to come to WP Board on 15 December. Yr2: Longhurst to obtain planning permissions, complete land purchase of viable sites and start on site. Land value could be used for Private Rented homes. Yr3&4 Developments to be completed by March 2023.		31-Mar-23	G	Cabinet approved sale of 13 sites for development of circa 91 new Affordable Housing to Longhurst Group with option for HDC to receive Private Rented homes in lieu of capital receipt for land. HDC sales costs of circa £200,000 expected to be recouped from land sale. Total budget for development circa £20,000,000 to be funded by Longhurst and Homes England grant. Stage 1: Establishing package of sites, securing a delivery partner and Cabinet approval completed. Stage 2: Exchange of land contracts - target January 2021. Stage 3: Obtaining planning applications, determining which of 13 sites are viable and completing land sales - target Phase 1 December 2021 & Phase 2 September 2022. Stage 4: Completion of new homes - target March 2023.	Dec-20	Development	David Edwards	Adrian Davey

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Public
Key Decision – No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Finance Performance Report 2020/21, Quarter 3

Meeting/Date: Cabinet – 11th February 2021

Executive Portfolio: Executive Councillor for Strategic Resources,
Councillor Jonathan Gray

Report by: Chief Finance Officer

Wards affected: All

Executive Summary:

The Covid-19 pandemic has had a considerable impact on the Council. The Government's lockdown, announced on 20th 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 3rd 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 £2.8m. 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 in 2020/21 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

It is recommended that:

- The Cabinet is invited to consider and comment on the financial performance at the end of December, as detailed in Appendices 1, and the register of reviews of Commercial Investment Strategy propositions at Appendix 2.

1. PURPOSE OF THE REPORT

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

- Revenue outturn estimated overspend of £0.799m.
- Capital outturn estimated underspend of £11.890m

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 £3.862m, of which £2.816m has already been claimed. Together with furlough recovery of £1.115m (received £0.492m; estimated £0.623m)

2. 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 has not been produced. However, this is constantly under review and any significant changes will be reported to cabinet.

The MTFS is currently under review for 21/22 onwards within the current budget setting cycle.

2.2 The detailed analysis of the Q3 outturn as at 31st December is attached at **Appendix 1**.

3. FINANCIAL PERFORMANCE

3.1 Financial Performance Headlines

The forecast 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 forecast outturn being £18.487m which is an overspend of £0.799m, a decrease of £1.604m compared to Q2 forecast. The main reasons are shown on the next page.

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 £8.630m giving an underspend of £11.890m.

3.2 Summary Revenue Forecast 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	Revised Forecast £'000s	Variance £'000s	Comments
AD Corporate Resources	5,899	5,390	(509)	Emergency funding for Covid 19 -£2.202m; off set by increase costs of £0,737m; reduction in CIS rental income +£0.683m due to no CIS acquisitions as planned, increase voids and expected lower rental growth across the whole portfolio
AD Transformation	401	303	(98)	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	4,330	(95)	Increase agency costs for Development Management; Mid year adjustment on Housing Benefit, off set by various salary and efficiency across the whole service
Corporate Leadership	603	731	128	Increase costs due to supporting response to Covid 19
Head of ICT	2,139	2,128	(11)	
Head of Leisure & Health	(215)	579	794	Loss of income due to closure of Leisure Facilities
Head of Operations	3,347	4,037	690	Loss of income due to car park charges being suspended during lock down.

Housing Manager	177	208	31	
Growth Manager	842	745	(97)	Salary savings and reduced costs due to delay in projects due to Covid 19.
Programme Delivery Manager	70	36	(34)	
Total	17,688	18,487	799	

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 forecast net expenditure outturn is £9.717m, an underspend of £10.802m.

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

	Budget £000	Forecast outturn £000	Forecast (underspend) / overspend £000	Main reasons for variance
AD Resources	12,371	1,898	-10,473	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

	Budget £000	Forecast outturn £000	Forecast (underspend) / overspend £000	Main reasons for variance
Chief Operating Officer	2,306	1,674	-632	Reduction in disabled adaptations
Head of ICT	62	65	3	
Head of Leisure & Health	1,149	425	-724	Additional spend to be funded from CIL and grant income
Head of Operations	3,819	1,893	-1,926	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	2,675	2,069	Additional spend is CIL funded projects not shown within the budget.
Total	20,520	8,630	-11,890	

3.4 Finance Dashboard

The Outturn for Q3 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 11% compared to 19/20.

4. 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)
Cash Investments			
CCLA Property Fund	(162)	(160)	2
Total Cash Investments	(162)	(160)	2
Property Rental Income	(5,880)	(4,471)	1,409
MRP	879	697	(182)
Net Direct Property Income	(5,001)	(3,774)	1,227
Management Charge	144	15	(129)
Total Property Investments	(4,857)	(3,759)	1,098
TOTAL	(5,019)	(3,919)	1,100

4.3 Investments

The property investment market is subdued at present, although there has been steady activity with many off-market transactions. A number of funds and investment companies have still not returned to the market, although there were signs of increased activity in late 2020. In retail property, a number of retail parks came to the market and there were active buyers, although yields have moved out some distance from the top of the market. Retail parks have generally fared better than high street units and shopping centres suffering the most in the retail sector. The industrial and distribution investment market continues to steal the show with record transactions in the latter part of 2020 and yields falling to levels as low as 3.75% for prime property. Investments being openly marketed in the last quarter tend to be either large lot sizes (over £10m) or development sites. Only one opportunity arose within Huntingdonshire, the Hotel Chocolat Distribution centre in St Neots, which came to the market at £20m (yield 5.5%), this was a property we were outbid on three years ago and sold for c£16.5m at the time. The lease has been re-gearred to Hotel Chocolat and the yield remains at a similar level but off a higher rental base. Efforts have been again focussed on maintaining income through re-lettings, which are running at double normal activity levels, but balanced by some tenants not renewing leases at lease end. A summary of opportunities reviewed in Q3 is included in **Appendix 2**.

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

- 5.1 The comments of the relevant Overview and Scrutiny Panel will be circulated separately ahead of the Cabinet meeting.

6. RECOMMENDATION

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


7. LIST OF APPENDICIES INCLUDED

Appendix 1 – Financial Performance Monitoring Q3

Appendix 2 – Register of reviews of CIS investment propositions, Q3

CONTACT OFFICER

Claire Edwards, Chief Finance Officer

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Financial Performance Monitoring Suite December 2020 – Quarter 3

Executive summary

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

Revenue - the forecast outturn is an estimated overspend of £0.799 when compared to the approved budget. The significant overspend is due to the Covid 19 pandemic and the effect of the national lock down affecting income streams within our Leisure, Car Parking Facilities and Commercial Properties. This includes initial emergency Covid 19 funding from central government of £2.202m, off set by additional costs of £0.737m. and £0.454m of reduce costs from furloughing staff from the Leisure Facilities.

Central Government announced further support for Local Authorities in relation to Leisure Facilities and Car Park, Income Compensation Scheme. Commercial Property income is excluded from this scheme. This will allow the authority to claim back 75p for every £1 of net losses and after deduction of 5% of budgeted fees and charges for those services. The first claim covers April to November, which the council has claimed to £2.816m (subject to approval) and will be on a retrospective basis. Due to the latest national lock down the forecast includes an estimate from December to March, of a further £1.046m due to claim, bringing the total to £3.862m.

Capital Programme – the forecast outturn is an estimated underspend of £11.890m.

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	Actuals to December 2020 £'000s	Budget £'000s	Forecast £'000s	Variance £'000s	Variance %	Forecast Spend £'000s	Forecast Income £'000s
AD Corporate Resources	897	5,899	5,390	(509)	-8.6	13,102	(7,712)
AD Transformation	174	401	303	(98)	-24.4	366	(63)
Chief Operating Officer	4,254	4,425	4,330	(95)	-2.1	37,198	(32,868)
Corporate Leadership	578	603	731	128	+21.2	731	0
Head of ICT	3,164	2,139	2,128	(11)	-0.5	7,850	(5,722)
Head of Leisure & Health	1,549	(215)	579	794	+369.3	5,312	(4,733)
Head of Operations	3,592	3,347	4,037	690	+20.6	8,914	(4,877)
Housing Manager	136	177	208	31	+17.5	208	0
Growth Manager	(1,876)	842	745	(97)	-11.5	1,188	(443)
Programme Delivery Manager	19	70	36	(34)	-48.6	36	0
Total	12,487	17,688	18,487	799	+4.5	74,905	(56,418)

Service Grouping Summary

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

Head of Service	Service Grouping	Actuals to December 2020 £	Budget £	Forecast £	Variance £	Var %	Commentary on Result	Action Required	MTFS Impact
AD Corporate Resources	Head of Resources	(2,419,276)	106,242	(1,363,811)	(1,470,053)	-1,383.7	Within this are the Covid 19 additional costs +£737k and emergency funding (£2,201k)		
AD Corporate Resources	Corporate Finance	3,083,632	5,135,547	5,351,973	216,426	+4.2	+£179k 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.		
AD Corporate Resources	Finance	634,613	794,948	811,288	16,340	+2.1	Increase costs due to childcare vouchers		
AD Corporate Resources	Risk Management	848,653	652,742	735,267	82,525	+12.6	Additional cost due to increase in insurance premiums		
AD Corporate Resources	Environmental & Energy Management	146,910	218,640	201,564	(17,076)	-7.8	-£8.5k saving due to restructure to form Property Services Team -£8.5k underspend on consultancy fees due to vacant Energy Officer & Sustainability Officer position.		

Service Grouping Summary

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

AD Corporate Resources	Facilities Management	770,802	865,276	897,704	32,428	+3.7	<p>£31k Roof repairs to St Ives Bus Station</p> <p>£6.5k Replacement equipment after fire at Eastfield House (Oct 19)</p> <p>(£5k) Budget savings identified</p>	<p>Works agreed by Cllr Jonathan Gray to go ahead, agreed overspend due to H&S compliance</p> <p>Transfer funds from insurance monies to cover costs</p>
AD Corporate Resources	Democratic & Elections	578,912	831,404	728,742	(102,662)	-12.3	<p>Staffing</p> <p>£4k District elections – none scheduled</p> <p>£9.7k electoral registration – canvassers fees £11.5k less than previous year</p> <p>£7.3k land charges – vacant post not recruited to yet</p> <p>Income</p> <p>European elections reimbursement for £57.2k; £40k</p> <p>Land charges, increase in search volumes, official and personal searches</p> <p>Supplies & Services (£65k) unspent in for District elections not</p>	<p>Land charges fees to be reviewed by end of January 2021. Awaiting action by Accountant to progress further.</p> <p>District budget should be realigned for one in four years when the scheduled District elections are i.e. 2022/23 for the next elections</p>

Service Grouping Summary

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

							scheduled; (£19.5k) Members Allowances and Support.		
AD Corporate Resources	Human Resources	374,645	588,867	688,084	99,217	+16.8	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		

Service Grouping Summary

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

							<p>new approach to recruitment, spend to be offset by saving across organisation on recruitment agencies</p> <p>* Kickstart placement officer hired in HR team, hired to support implementation and set up, will be funded by scheme once placements start</p> <p>Overspend on Supplies and Services:</p> <p>* New HR and Payroll system overspend in year 1, due to rapid implementation approach, to avoid 3 year contract costs with legacy supplier.</p> <p>*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</p>		
AD Corporate Resources	Procurement	8,116	62,132	20,133	(41,999)	-67.6	Salary saving due to vacant post – now being recruited.		

Service Grouping Summary

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

AD Corporate Resources	Commercial Estates	(3,143,748)	(3,586,787)	(2,903,253)	683,534	+19.1	<p>Income forecast down due to not purchasing investments this year, likely bad debt 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 MRP and costs</p>	<p>Income is a workstream in the recovery project and reported monthly.</p> <p>Task force approach to secure lettings from current interest in vacant units and seeking expert advice on CIS units.</p>	Impact on MTFS has been incorporated into new budget.
Chief Operating Officer	Environmental Protection Team	29,890	375,054	256,033	(119,021)	-31.7	<p>Additional income and expenditure related to Government grants supporting Covid-19. Staffing underspend related to half post vacancy.</p>		
Chief Operating Officer	Environmental Health Admin	86,517	143,794	123,018	(20,776)	-14.4	<p>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.</p>		

Service Grouping Summary

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

Chief Operating Officer	Closed Churchyards	612	(13,000)	961	13,961	+107.4	Income shortfall arising from previous savings item inserted with no clear delivery plan.	Assessment of deliverability to include liaison with Parish Councils with closed churchyards	
Chief Operating Officer	Licencing	(86,213)	(62,710)	(88,108)	(25,398)	-40.5	Employee salaries are reduced due to vacancy of operational manager but these costs partially offset by temp staffing to cover licencing manager covering ops manager post. Income and fees reduced due to approx. 10% drop in taxi licences not being renewed due to covid and drop in other licencing activities i.e Fees for one off events, not chasing unpaid annual fees during Q1 & Q2, temporary short licences being issued for vehicle licences due to Gov` t MOT extension.	No actions required at present. Supplies and services should not increase due to temp staff being replaced by fixed contract.	

Service Grouping Summary

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

Chief Operating Officer	Housing Benefits	2,576,355	1,371,355	1,512,366	141,011	+10.3	<p>Employees - adjusted to absorb cost of Financial Investigator post into budget plus cost of contractor (offset by grant income)</p> <p>Income & Fees and Benefit & Transfer Payments - adjusted to reflect current position on benefit expenditure and subsidy</p> <p>Supplies & 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 Needs	693,597	1,145,981	1,046,865	(99,116)	-8.6	<p>£40k in-year saving declared as no joint commissioning of Housing Related Support Services (HRS) this financial year.</p> <p>£30k in-in year saving relating to mainstreaming of Homelessness Trailblazer work.</p> <p>£18k in-year saving due</p>	No specific actions required at present.	£40k HRS in-year saving from above coming forward as MTFS declared saving for future years.

Service Grouping Summary

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

							to end of Private Sector Lease scheme.		
Chief Operating Officer	Customer Services	596,619	887,625	836,671	(50,954)	-5.7	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	Document Centre	197,827	175,580	219,922	44,342	+25.3	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.	This has been addressed in the 21/22 budget setting	
Chief Operating Officer	Chief Operating Officer	79,667	103,378	113,378	10,000	+9.7	Resource being needed for Business Grants and Customer Portal work		
Programme Delivery Manager	Programme Delivery	19,072	69,549	36,476	(33,073)	-47.6	The staff vacancy has resulted in an underspend. The forecast shows the new Programme Delivery Manager has started in August 2020.		

Service Grouping Summary

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

Planning Policy Manager	Economic Development	(2,411,389)	185,434	289,671	104,237	+56.2	Overspend is due to market town programme managers costs and this will be funded from reserves.		
Planning Policy Manager	Planning Policy	522,821	633,058	434,755	(198,303)	-31.3	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.		
Housing Manager	Housing Strategy	136,238	177,006	208,337	31,331	+17.7	Employees: Salary savings due to vacancy Supplies & Services: Consultants cost to be funded from reserves		
Corporate Leadership	Directors	483,456	508,300	608,301	100,001	+19.7	Additional staff costs incurred because cover for sickness leave was required to maintain HDC response to the impact of Covid-19 on the District.	This is an unavoidable in year situation.	

Service Grouping Summary

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

Corporate Leadership	Executive Support & Business Planning	94,757	95,014	122,567	27,553	+29.0	Supplies & Services:- Additional costs of +£16k from LGA 3C shared service project partially offset by savings on stationery. Employees:- £20k needs to be transferred to Customer Services and so this forecast overspend is off-set by £20k savings on Customer Services		
AD Transformation	Transformation	174,470	400,988	303,207	(97,781)	-24.4	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 paused to support this as we have not brought in additional resources but instead reprioritised	Review when we hear back around further external grant funding applications to understand impact on financial position. Additional work will need to be reviewed based on results of CPCA funding applications.	

Service Grouping Summary

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

Head of Operations	CCTV	39,072	(89,496)	(59,253)	30,243	+33.8	+£7.4k HDC share of the tech consultancy costs with City Critec, +£5k for Klaxon marketing company who will run an exercise relating to the trading company. +£4k proposal to recover additional income from town and parish councils offset by income budgeted for HDC ventures which will not start in 20/21.	The costs for the marketing company and the tech consultancy are one off costs.	A budget bid has been submitted to take out the income expected from the trading company. This will be put back once the results of the marketing exercise is known.
Head of Operations	CCTV Shared Service	482,550	233,251	299,976	66,725	+28.6	+£21k relates to trading company income which will not occur in 20/21. +£15.5k 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	The amount that HDC can claim from City directly relates to the costs that HDC incurs for the CCTV shared service	Budget bid has been submitted to take out income from the trading company until the marketing exercise is complete.
Head of Operations	Head of Operations	166,484	83,342	107,910	24,568	+29.5			

Service Grouping Summary

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

Head of Operations	Waste Management	1,907,256	2,518,306	2,499,951	(18,355)	-0.7	<p>(97k) significant variance on this figure Expenditure of fuel is understated by 41k Income on second green bin is overstated by 48K This would reduce our current total variance from (97k) to (9k) Trade income is down 20K due to Covid, second green bin charge is up (18K) bulky waste is up (77K) Recycling reprocessing cost have increased 55K Increase cost of collection for bulky 20K (increased operating costs)</p>		
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Service Grouping Summary

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

Head of Operations	Fleet Management	226,751	300,234	314,894	14,660	+4.9	(18k) employee-staff leaving and recruiting produced a surplus 25k 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.	No action required.	
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Service Grouping Summary

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

Head of Operations	Markets	90,054	(34,550)	106,471	141,021	+408.2	<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>	<p>Employees - 2021/22 budget adjustment required to reflect the Green Book enhancements required to be paid.</p>	<p>Employees - will continue unless budget reflected to accommodate Green Book enhancements.</p>
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Service Grouping Summary

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

Head of Operations	Car Parks - Off Street	(635,994)	(1,445,010)	(1,169,635)	275,375	+19.1	<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 & services - this is lost income, however sits against wrong account headings in Tech1.</p> <p>Benefit & Transfer - payments back of income under contract to CCC & supermarkets for managed sites. due to reduced income, the share to be paid back is lower.</p>	<p>Income - revenue bid submitted as part of budget setting to accommodate the potential reduction in income due to ongoing pandemic and recover of 4 years.</p> <p>Supplies & services - this relates to income against wrong 1 codes. This has been rectified for 2021/22 budget packs.</p>	<p>Income - ongoing pandemic has seen drop in town centre usage. this has been accounted for in a revenue bid submitted as part of budget setting. his will be monitored as part of 2022/23 budget setting to understand if income position is improving.</p>
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Service Grouping Summary

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

Head of Operations	Car Park - On Street	(101,604)	(131,724)	356	132,080	+100.3	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).	income - no action required currently.	
Head of Operations	Countryside	155,963	255,023	280,678	25,655	+10.1	<p>Employees- vacancy at HCP -Countryside Support Worker left in July. Not being replaced due to COVID impact</p> <p>Income and fees Cafe income down. Countryside Centre Bookings down due to COVID impact</p> <p>Buildings less usage, expecting electricity to be lower.</p> <p>Supplies and services. £50,000 Grant received to build hides at Paxton. Materials being bought out of original codes £20,000 contribution</p>	loss of income is due to COVID	<p>Ongoing impact of COVID is likely to keep the café income low in short term. Staff costs reduced where possible, and looking for ways to further reduce</p> <p>Countryside Centre is unlikely to ever rebuild the type of use previously seen as more people are using TEAMS / ZOOM</p> <p>seeking new market and different opportunities in short term. Longer term to</p>

Service Grouping Summary

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

							from Friends of PPNR towards purchase of side arm flail mower Transport - less use of machinery and movement to other sites.		become café/restaurant
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Service Grouping Summary

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

Head of Leisure & Health	One Leisure Active Lifestyles	179,129	155,819	286,298	130,479	+83.7	<p>OLAL has had to stop delivering activities due to the three national lockdowns</p> <ul style="list-style-type: none"> • 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. • In mitigation, the service has reduced controllable expenditure by £39.1k • Unavoidable Growth: As per Q2 unavoidable growth £45k <ul style="list-style-type: none"> o £35K bid for Playing pitch strategy - presumption that this would be CIL funded. o £10K The Children and families project. • Furloughing of Staff: • Income Compensation Scheme – any money recovered has been shown within OL as whole and not split out. 		
Head of Leisure & Health	St Ives Outdoor Centre	199,699	19,159	291,429	272,270	+1,421.1	OLF has had to stop delivering activities due to the third national		

Service Grouping Summary

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

Head of Leisure & Health	Leisure Centres Corporate	170,391	379,380	226,687	(152,693)	-40.2	lockdown, this is expected to extend until the end of this financial year in some form. As reported in Q2 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:- <ul style="list-style-type: none"> • We will receive a total of £2.6m as part of the Income Compensation Scheme (this includes OLAL income) • We will receive £153K income per month 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	One Leisure Management Team	(1,269,924)	149,731	(3,514,640)	(3,664,371)	-2,447.3			
Head of Leisure & Health	St Neots Leisure Centre	604,205	(330,590)	898,093	1,228,683	+371.7			
Head of Leisure & Health	Huntingdon Leisure Centre	555,013	(124,849)	768,298	893,147	+715.4			
Head of Leisure & Health	St Ives Leisure Centre	794,039	(544,878)	1,161,763	1,706,641	+313.2			
Head of Leisure & Health	Ramsey Leisure Centre	135,309	(3,893)	245,575	249,468	+6,408.1			
Head of Leisure & Health	Ramsey Leisure Centre	253,786	(3,893)	378,145	382,038	+9,813.5			

Service Grouping Summary

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

Head of 3C ICT	ICT Shared Service	3,162,941	2,139,047	2,127,890	(11,157)	-0.5			
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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 £11.890m, 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	Project Code	Description	Lead Officer	Original Budget	Latest Budget*	Spend This Year to Date	Forecast Spend	Year end forecast Variance	Comment on Variance
3CICT	100057	3CICT EFH Fire Insurance Settlement	Sam Smith	0	0	3,435	3,435	3,435	
3CICT	100088	Generator - 3CICT Backup	Sam Smith	27,000	27,000	0	27,000	0	
3CICT	100089	Data Centre Storage	Sam Smith	23,000	23,000	0	23,000	0	
3CICT	100090	Wi-Fi Access Points	Sam Smith	12,000	12,000	0	12,000	0	
Chief Operating Officer	100075	Environmental Health Software	Finlay Flett	0	40,000	0	40,000	0	
Chief Operating Officer	100082	Traveller Security Improvements	Finlay Flett	0	0	0	30,490	30,490	Project originally for 19-20. Elements delayed until current year
Chief Operating Officer	100007	Disabled Facilities Grants	Housing Strategy Manager	2,250,000	2,250,000	1,047,426	1,523,512	(726,488)	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 contractor's ability to carry out works.
Chief Operating Officer	100064	Printing Equipment	Andy Lusha	0	16,000	0	0	(16,000)	
Chief Operating Officer	100099	Huntingdon On-Street WiFi	John Taylor	0	0	79,700	79,700	79,700	Part of the Covid 19 Recovery plan funded by CPCA?
Corporate Resources	100001	Bridge Place Car Park Const	Claire Edwards	0	377,642	23,955	23,955	(353,687)	Dependant on the sale of bridge place car park which has been delayed.
Corporate Resources	100052	HTC Grant	Claire Edwards	0	0	(50)	(33)	(33)	

Capital Project Expenditure Summary

Department	Project Code	Description	Lead Officer	Original Budget	Latest Budget*	Spend This Year to Date	Forecast Spend	Year end forecast Variance	Comment on Variance
Corporate Resources	100061	VAT Exempt Capital	Claire Edwards	59,000	59,000	0	23,600	(35,400)	Will be impacted by the reduction in expenditure on capital schemes
Corporate Resources	100063	Company Share Investment	Claire Edwards	0	100,000	0	0	(100,000)	Assuming the company will remain dormant in 20/21
Corporate Resources	100085	Huntingdon Redevelopment	Claire Edwards	8,500,000	8,500,000	0	0	(8,500,000)	Will be delayed due to the pandemic and refocusing on prospectus for growth agenda.
Corporate Resources	100006	Bldg Efficiency - Salix Funding	Mark Houston	0	0	15,058	60,179	60,179	Salix Pot Total we're expected to spend is £60,179
Corporate Resources	100035	Retro-Fit Buildings	Mark Houston	0	227,501	0	0	(227,501)	Project has not progressed due to staff turnover, Budget still required in 2021/22
Corporate Resources	100092	Lighting - Loves Farm Footpath	Mark Houston	16,000	16,000	0	8,000	(8,000)	Tenders received have come in more cost effective than originally estimated.
Corporate Resources	100054	Oak Tree Remedial Work	Jackie Golby	1,000,000	1,911,811	23,720	487,369	(1,424,442)	Decanting of the premises to modular units has begun. Main building work to start in February and this will run until July.
Corporate Resources	100056	Alms Close	Jackie Golby	665,000	1,094,229	1,102,325	1,256,953	162,724	£135k overspend previously agreed with S151 Officer/PFH
Corporate Resources	100059	Health and Safety Works on Commercial Properties	Jackie Golby	0	15,499	(918)	15,082	(417)	costs being re-tendered due to Covid access
Corporate Resources	100060	Energy Efficiency Works at Commercial Properties	Jackie Golby	25,000	69,000	0	13,333	(55,667)	Delay due to pandemic
Corporate Resources	100071	Oak Tree Centre Car Park Redevelopment	Jackie Golby	0	0	350	9,967	9,967	Following SLT, this project has been shelved until further notice

Capital Project Expenditure Summary

Department	Project Code	Description	Lead Officer	Original Budget	Latest Budget*	Spend This Year to Date	Forecast Spend	Year end forecast Variance	Comment on Variance
Growth	100076	A14 Upgrade	Growth Manager	200,000	400,000	0	400,000	0	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	100077	Housing Company	Growth Manager	0	206,000	0	0	(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	100047	Community Infrastructure	Claire Burton	0	0	119,993	2,275,180	2,275,180	This expenditure is funded from CIL receipts
Leisure & Health	100019	Hunt Leis C - Gen Improve (Cs)	Phil Lisseman	0	0	1,687	0	0	Decision made to stop condition survey work for the time being.
Leisure & Health	100020	Leisure Cents - Future Improve	Phil Lisseman	306,000	306,000	0	139,000	(167,000)	
Leisure & Health	100021	Ramsey L C - Gen Improve (Cs)	Phil Lisseman	0	0	287	0	0	
Leisure & Health	100023	Sn Leis C - Gen Improve (Cs)	Phil Lisseman	0	0	18,288	0	0	
Leisure & Health	100024	St Ivo - General Improve (Cs)	Phil Lisseman	0	0	1,541	0	0	
Leisure & Health	100025	St Ivo L C - Outdoor Gen Mtce (Cs)	Phil Lisseman	0	0	48,009	0	0	
Leisure & Health	100068	One Leisure St Ives New Fitness Offering	Paul France	0	0	24,415	24,415	24,415	
Leisure & Health	100078	OL St Ives Changing Rooms	Chris Keeble	0	250,000	13,278	237,500	(12,500)	Retention to be paid in 21/22 - therefore needs slipping. Project expected/planned to be complete 4.4.21
Leisure & Health	100058	One Leisure Ramsey 3G	Martin Grey	0	593,512	23,906	23,906	(569,606)	Scheme expenditure is now expected to slip to 2021/22

Capital Project Expenditure Summary

Department	Project Code	Description	Lead Officer	Original Budget	Latest Budget*	Spend This Year to Date	Forecast Spend	Year end forecast Variance	Comment on Variance
Leisure & Health	100018	OL St Neots Synthetic Pitch	Jonathon Clarke	0	0	(8,879)	0	0	
Leisure & Health	100050	OL St Neots Pool Building	Jonathon Clarke	0	0	180	180	180	
Operations	100040	Wheeled Bins	Andrew Rogan	238,000	238,000	131,992	167,207	(70,793)	More being spent on commercial waste bins but this is more than offset by reduced expenditure on household bins
Operations	100043	Vehicles & Plant	Andrew Rogan	1,199,000	1,254,746	1,150,695	1,266,612	11,866	Current fleet replacement is planned, small cost overrun
Operations	100083	Godmanchester Mill Weir Improvements	Andrew Rogan	0	0	12,802	12,802	12,802	This will be funded from CIL
Operations	100073	Parking Strategy	George McDowell	37,000	127,094	6,180	87,784	(39,310)	Delay due to pandemic
Operations	100091	Civil Parking Enforcement	George McDowell	217,000	217,000	0	0	(217,000)	Project under review, budget will need to be slipped to 2021/22 if project proceeds
Operations	100093	Secure Cycle Storage	George McDowell	58,000	58,400	0	38,933	(19,467)	Delay due to pandemic
Operations	100028	Lone Worker Software	Eddy Gardener	0	20,000	0	10,000	(10,000)	Delay due to pandemic
Operations	100002	Cctv PFH Resilience	Eddy Gardner	0	20,000	10,195	14,826	(5,174)	

Capital Project Expenditure Summary

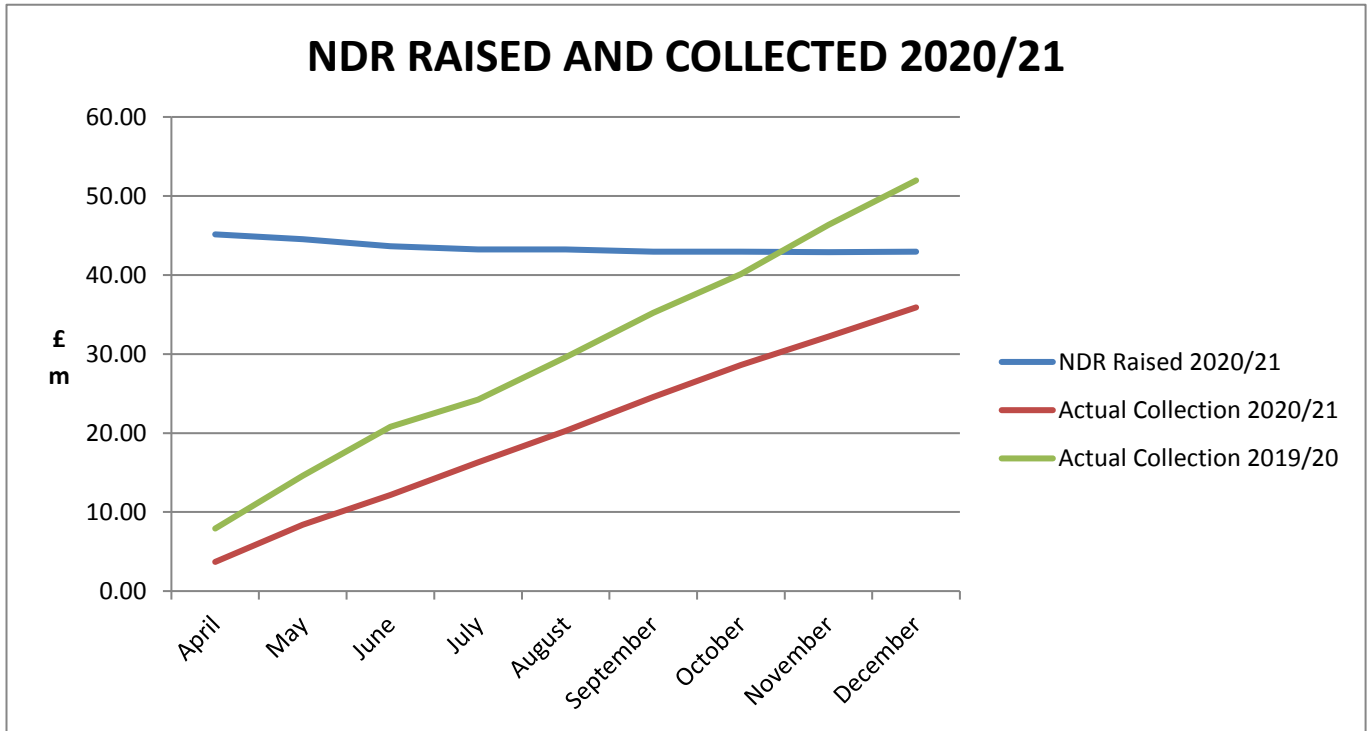
Department	Project Code	Description	Lead Officer	Original Budget	Latest Budget*	Spend This Year to Date	Forecast Spend	Year end forecast Variance	Comment on Variance
Operations	100037	Cctv - Camera Replacements	Eddy Gardner	0	0	3,893	106,000	106,000	Capital project tender was for £504,196.00 (both wireless 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	100038	Cctv - Wireless	Eddy Gardner	0	0	7,409	7,409	7,409	
Operations	100039	Play Equipment	Helen Lack	53,000	53,000	6,393	43,000	(10,000)	£10k slipped to 2021/22 due to Covid restricting projects
Operations	100066	Operations Back Office	Helen Lack	0	198,392	21,833	84,244	(114,148)	
Operations	100074	Park Fencing	Helen Lack	12,000	12,000	8,361	14,491	2,491	
Operations	100095	Hinchingbrooke Country Park	Judith Arnold	1,550,000	1,550,000	41	20,000	(1,530,000)	only small amount of interpretation likely, due to Covid and floods causing waterlogged grounds
Operations	100065	HCP Wooden Bridge	Matthew Chudley	0	0	0	0	0	
Operations	100094	Districtwide Signage	Matthew Chudley	70,000	70,000	0	0	(70,000)	Delay due to pandemic
Operations	100100	St Neots Riverside Park Path/Cycle Imps	Matthew Chudley	0	0	19,551	19,551	19,551	

Capital Project Expenditure Summary

Department	Project Code	Description	Lead Officer	Original Budget	Latest Budget*	Spend This Year to Date	Forecast Spend	Year end forecast Variance	Comment on Variance
Transformation	100005	Crn Replacement	Tony Evans	0	63,396	0	0	(63,396)	
Transformation	100081	Robotics	Tony Evans	0	50,000	0	0	(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	100096	Audio Visual Equipment	Tony Evans	30,000	30,000	0	0	(30,000)	Project not commenced, will now start in 2021/22
Transformation	100097	Customer Portal and Call Centre Software	Tony Evans	30,000	30,000	0	0	(30,000)	Project not commenced, will now start in 2021/22
Transformation	100098	Voice Bots	Tony Evans	34,000	34,000	0	0	(34,000)	Project not commenced, will now start in 2021/22
				16,611,000	20,520,222	3,917,050	8,630,581	(11,889,641)	

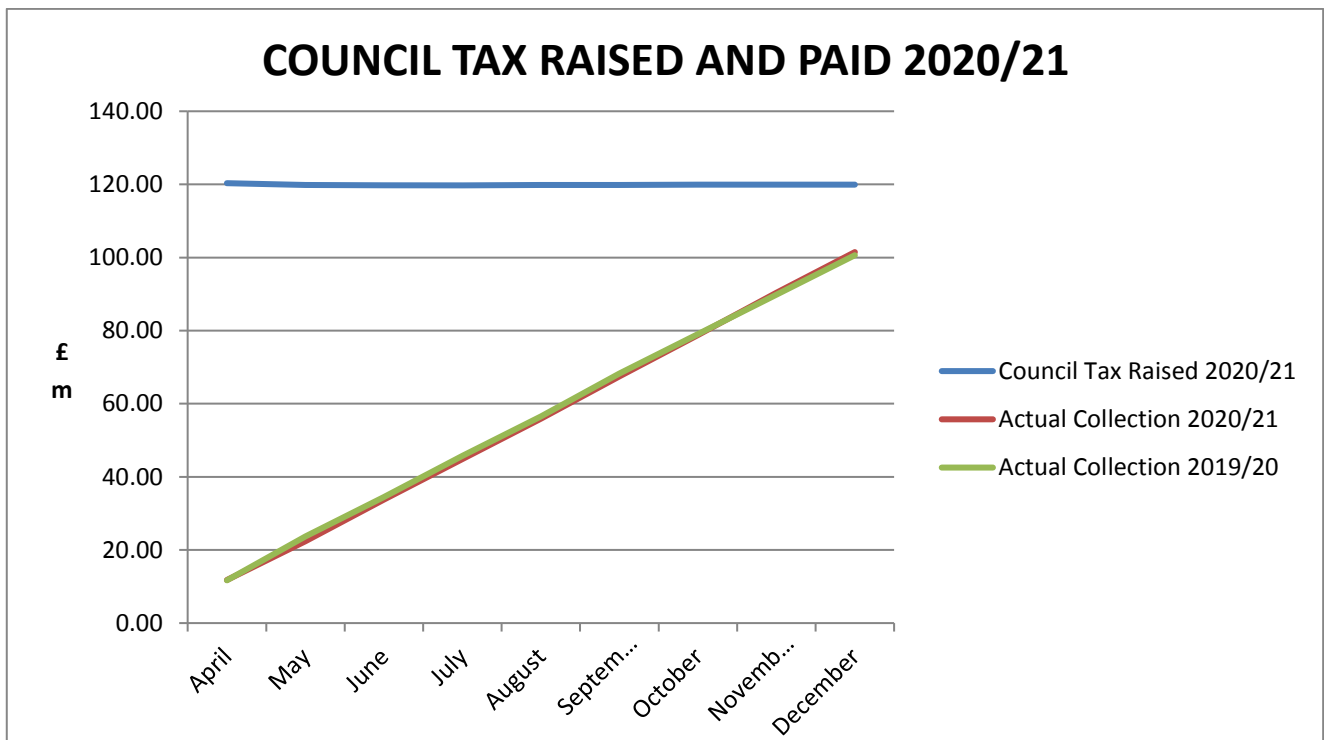
* Includes unspent budget slipped from 2019/20

Financial Dashboard



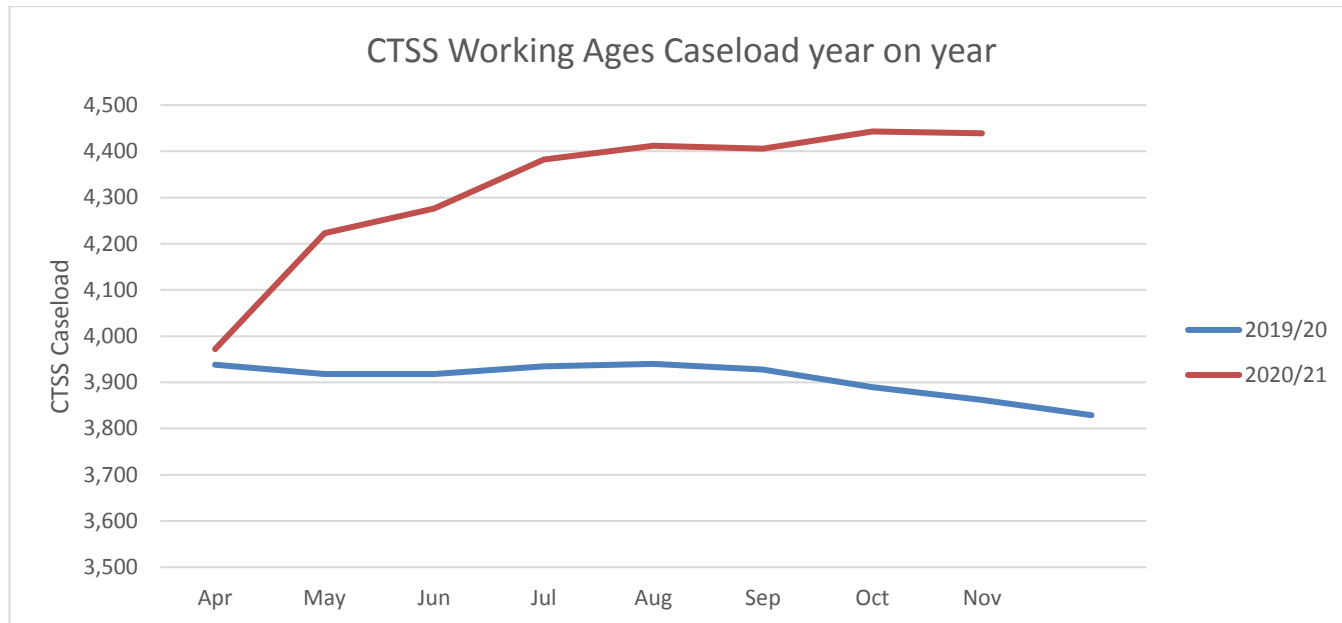
The NDR graph above shows the total amount of NDR bills raised in 2020/21 and the actual receipts received up to the end of December. For 2020/21 Central Government introduce significant reliefs for the retail and hospitality sector, which has reduced the annual billing by £21.151m. District Council’s are being compensated for these relief’s 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 in March 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 15.9%.

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 31st December is £2.166m (June 2020, £4.575m), of which 77.9%, became due for payment since 1st April.

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

Department	Amount Owed £m
CIL & s.106	0.527
Commercial Estates	0.639
Housing	0.408
Operations	0.188

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The process of considering CIS opportunities is as follows:

Step 1

Property investment opportunities are both introduced by agents and actively sourced by the Commercial Estates Team. An initial review is undertaken against the outline criteria of the CIS such as yield, length of lease, tenant strength etc. and if they are judged to be reasonable investments, further preliminary initial due diligence is undertaken to determine the quality of the leases and an initial financial appraisal is undertaken.

Step 2

If Step 1 is passed, more detailed due diligence is undertaken (including detailed tenant strength review, ownership title, property energy efficiency, market analysis of rents and yield etc), this may lead to a site visit and more robust financial appraisal/modelling and further market scrutiny.

Step 3

If Step 2 is passed, then approval is sought from the members of the Treasury & Capital Management Group, the Managing Director, Corporate Director (Services) and the Head of Resources to submit a formal initial bid, subject to contract and relevant building and condition surveys

Step 4

If the bid submitted at Step 3 is successful, then this progresses to consideration by Overview and Scrutiny and approval for Cabinet.

Step 5

Once approval is given, formal legal and building condition due diligence commences by instruction of lawyers and building/specialist surveys are undertaken. This may take several weeks during which all concerns raised on legal and lease title and building condition are satisfied. If any significant concerns are unsatisfied, these can either be negotiated on price or withdraw from the purchase.

Reviews Undertaken October - December 2020 (Q3)

Over the above period, 19 properties in total were considered, all to stage 1 only. By property type the investments considered in Q2 are as follows:

Offices	5	Distribution	3
Development sites	1	Retail	5
Other	1	Industrial/warehouse	2
Car parks	2		

Priority work is still targeted to manage existing tenants and sustain income as much as possible due to the impact on businesses due to Covid 19. Fewer investments being introduced to HDC as many transactions are taking place off-market and HDC are known not to be current active buyers along with many Councils.