

A meeting of the **CABINET** will be held in the **CIVIC SUITE, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, CAMBS, PE29 3TN** on **THURSDAY, 17 JUNE 2021** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1. MINUTES (Pages 5 - 6)

To approve as a correct record the Minutes of the meeting held on 19th May 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. A428 BLACK CAT TO CAXTON GIBBETT IMPROVEMENTS SCHEME (Pages 7 - 26)

To receive a report from the Strategic Growth Manager providing an update on the A428 Black Cat to Caxton Gibbet Improvements Scheme Development Consent Order application and the next stage as the programme moves into the pre-examination stage and Examination in Public.

Executive Councillor: J Neish.

Contact Officer: C Burton - (01223) 616841

4. EAST WEST RAIL - MAKING MEANINGFUL CONNECTIONS NON-STATUTORY CONSULTATION (Pages 27 - 42)

To receive a report from the Strategic Growth Manager on the route alignments being consulted on for the East West rail route based on the previously chosen Route E option.

Executive Councillor: J Neish.

Contact Officer: C Burton - (01223) 616841

5. CORPORATE PERFORMANCE REPORT 2020/21 (QUARTER 4) (Pages 43 - 86)

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

Executive Councillor: J Neish.

Contact Officer: D Buckridge - (01480) 388065

6. FINANCIAL PERFORMANCE REPORT 2020/21 (QUARTER 4) (Pages 87 - 124)

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

7. TREASURY MANAGEMENT 6 MONTH PERFORMANCE REVIEW (Pages 125 - 144)

To receive a report from the Chief Finance Officer providing an update on the Council's treasury management activity for the second six months of the year, including investment and borrowing activity and treasury performance.

Executive Councillor: J Gray.

Contact Officer: C Edwards - (01480) 388822

8. HINCHINGBROOKE COUNTRY PARK JOINT GROUP (Pages 145 - 148)

To receive the Minutes of the meeting of the Hinchingsbrooke Country Park Group on 12th March 2021.

Executive Councillor: Mrs M L Beuttell.

Contact Officer: H Peacey - (01223) 752548

9 day of June 2021



Head of Paid Service

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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Arrangements for these activities should operate in accordance with [guidelines](#) agreed by the Council.

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.

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

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

Emergency Procedure

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

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the Annual Meeting of the CABINET held at the BURGESS HALL, WESTWOOD ROAD, ST IVES, CAMBRIDGESHIRE, PE27 6WU on Wednesday, 19 May 2021

PRESENT: Councillor R Fuller – Chairman.

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

APOLOGY: An Apology for absence from the meeting was submitted on behalf of Councillor J Neish.

IN ATTENDANCE: Councillor J M Palmer.

1 MINUTES

The Minutes of the meeting held on 18th March 2021 were approved as a correct record and signed by the Chairman.

2 MEMBERS' INTERESTS

No declarations were received.

3 APPOINTMENT OF EXECUTIVE COUNCILLORS

RESOLVED

- a) that the executive responsibilities for the Municipal Year 2021/22 be allocated as follows:

Housing & Economic Development	Councillor R Fuller
Strategic Planning	Councillor J Neish
Corporate Services	Councillor D Keane
Leisure & Regulatory Services	Councillor K Prentice
Operations & Environment	Councillor Mrs M L Beuttell
Strategic Finance	Councillor J A Gray
Community Resilience & Wellbeing	Councillor S Bywater

- b) that Councillor J M Palmer be appointed as Cabinet Assistant; and
- c) that Executive Councillors be appointed to serve as ex-officio Members of the following:

Executive Councillor for Corporate Services	Employment Committee
Executive Councillor for Strategic Planning	Development Management Committee

4 HINCHINGBROOKE COUNTRY PARK JOINT GROUP

RESOLVED

that Councillors M L Beuttell, T D Sanderson, R J West and S R Wilson be appointed to serve on the Hinchingsbrooke Country Park Joint Group for the ensuing Municipal Year.

5 DEVELOPMENT PLAN POLICY ADVISORY GROUP

RESOLVED

that Councillors S J Conboy, S Corney, D B Dew, I Gardener, C J Maslen, J Neish and S Wakeford be appointed to serve on the Development Plan Policy Advisory Group for the ensuing Municipal Year.

6 MEMBER DEVELOPMENT WORKING GROUP

RESOLVED

that Councillors P Kadewere, L W McGuire, J P Morris, J Neish, T D Sanderson and R J West be appointed to serve on the Member Development Group for the ensuing Municipal Year.

7 SHARED SERVICES JOINT GROUP

RESOLVED

that the Executive Councillor for Corporate Services be appointed to serve on the Shared Services Joint Group for the ensuing Municipal Year.

Chairman

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: A428 Black Cat to Caxton Gibbet Improvements Scheme

Meeting/Date: Cabinet – 17th June 2021

Executive Portfolio: Executive Councillor for Strategic Planning

Report by: Strategic Growth Manager

Ward(s) affected: All Wards

Executive Summary:

Proposals have been submitted to upgrade the route between the Black Cat roundabout and Caxton Gibbet roundabout with a new 10-mile dual carriageway and a number of junction improvements. The scheme is one of the key investment programmes in the area. It will improve journey times for residents, businesses and visitors and support economic growth in the area between Milton Keynes and Cambridge as part of the wider aspirations of the Cambridge-Milton Keynes-Oxford (CaMkOx) Arc.

The Council has responded to three consultations on the proposed scheme to date:

- 2017 non- statutory consultation on preferred route options. This was reported to Cabinet on 20 April 2017 ([Minute 98 refers](#)).
- 2019 statutory consultation, following announcement of the preferred, providing outline detail on the route alignment, junction designs, routes for walkers, cyclists and horse riders and plans for environmental mitigation. This was reported to Members on 18 July 2019 ([Minute 22 refers](#)).
- 2020 statutory supplementary consultation outlining a number of changes to the development boundary and to the design of the scheme. This was approved by the Leader and Executive Councillor for Strategic Planning as technical matters only.

Details of the scheme and consultations held can be found on [Highways England A428 website](#) .

The Development Consent Order (DCO) was submitted by Highways England (HE) to the Planning Inspectorate (PINS) on 26th February 2021. All documentation in relation to the DCO can be viewed on the [National Infrastructure Planning website](#) . On 12th March 2021, the Council issued a response on the Adequacy of Consultation. This was approved by the Leader and Executive Councillor for Strategic Planning in consultation with the Corporate Director (Place) and the Strategic Growth Manager. The DCO application was formally accepted by PINS on the 23rd March 2021.

A briefing for members was held by Highways England on 24 March 2021 and a further round of engagement is anticipated.

This report includes an update on the Council's progress in negotiations with HE in our role as a Tier 1 Stakeholder and a statutory consultee in relation to the overall project. Recognising the strategic nature of this project throughout the process the Council has collaborated with Cambridgeshire County Council (CCC) in their role as the Local Highway Authority and South Cambridgeshire District Council (SCDC). There have been joint discussions relating to highway matters between Highways England, CCC, and the Bedford authorities.

The report outlines next steps and key milestones in the process. It notes the key issues identified to date from analysis of the information submitted and seeks member endorsement. Recognising this is a statutory process and may include the fixed timescales for formal Council responses on matters, such as but not limited to the Joint Local Impact Report (Joint LIR), it is recommended that authority is delegated to the Executive Leader and the Executive Councillor for Strategic Planning in consultation with the Managing Director and the Strategic Growth Manager. It is important to note that both the (Draft) Joint LIR and the (Draft) SoCG will remain continually evolving documents between now and during the Examination process as matters are negotiated as far as possible towards final agreement during the coming months.

RECOMMENDED

The Cabinet is recommended to:

- a) Note the update on the A428 Black Cat to Caxton Gibbet Improvements Scheme Development Consent Order application to the Planning Inspectorate and the next stages and timescales in the process
- b) Note the emerging principles of concern identified from the technical analysis and provide member direction and comment on the key issues as outlined at paras 5.1-5.2 and any other areas for consideration.
- c) Confirm the Council's continued support of the A428 Scheme, subject to reaching agreement on identified issues with Highways England
- d) Delegate authority to the Executive Leader and the Executive Councillor for Strategic Planning in consultation with the Managing Director and the Strategic Growth Manager to finalise the preparation and submission of the documents required from the Council as part of the legal Development Consent Order process, including the joint response with Cambridgeshire County Council and South Cambridgeshire District Council including the Local Impact Report, the Statement of Common Ground and Relevant and Written Representations.

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide an update on the A428 Black Cat to Caxton Gibbet Improvements Scheme Development Consent Order (A428 DCO) application and the next stage as the programme moves into the pre-examination stage and Examination in Public.
- 1.2 It notes the key issues identified to date from analysis of the information submitted and seeks member direction and comment on these.
- 1.3 Due to the tight timeframes that will be stipulated by the Planning Inspectorate (PINS) as the process progresses, it is recommended delegated authority is provided to ensure adherence to the short timescales for responses on matters such as, but not limited to, the responses, to be prepared with Cambridgeshire County Council (CCC) and South Cambridgeshire District Council (SCDC), on the Joint Local Impact Report (Joint LIR), the Statement of Common Ground (SofCG) and Relevant and Written Representations.

2. BACKGROUND

- 2.1 The current A428 acts as an important route to connect to the A14 in the east, and onwards to international hubs such as Felixstowe and Harwich ports, as well as linking Bedford, Milton Keynes and the M1 to Cambridge and the M11. The stretch of A428 between the Black Cat junction on the A1 and Caxton Gibbet is the only remaining element of single carriageway and has approximately 22,000 vehicles using it every day. With considerable local housing and job growth expected in the region, this number is likely to grow to 27,000 vehicles by 2038¹. This level of use causes regular congestion and significant delays to residents, businesses, visitors and the public both at a local level and wider regional and national levels.
- 2.2 The proposed A428 Black Cat to Caxton Gibbet Improvement Scheme is a key project within national transport corridor improvements, as part of the Oxford to Cambridge (OxCam) Arc. The Arc is a national economic priority area between Cambridge, Milton Keynes and Oxford – an area that spans the counties of Oxfordshire, Northamptonshire, Buckinghamshire, Bedfordshire and Cambridgeshire.
- 2.3 The Government's ambition for the Arc is to unlock transformational economic growth, supported by delivery of new housing and infrastructure. Delivery of growth in the Arc provides an opportunity to deliver exceptional design and placemaking, underpinned by sustainable transport (road and rail) and environmental enhancement. The proposed A428 Black Cat to Caxton Gibbet Improvement Scheme will be a key element to achieving that vision. The Arc accounts for 7.1% of England's economic output (measured by Gross Value Added, or GVA) and it is home to some of the country's fastest growing and most innovative places. However, it is constrained by inadequate infrastructure and escalating housing costs, amongst other matters.

¹ [Highways England A428 Scheme Information web page](#)

- 2.4 Potential growth opportunities may be opened up as a result of the A428 improvement scheme. The scale of this growth will be highly dependent upon the precise route and any opportunities that may arise from co-location of the East-West Rail route with the A428 improvement scheme. However, an improved A428 will improve connectivity between Bedford and Cambridge for existing users of the network.
- 2.5 The scheme is recognised as a Nationally Significant Infrastructure Project (NSIP). Under the Localism Act 2011, the Planning Inspectorate (PINS) is the government agency responsible for operating the planning process for Nationally Significant Infrastructure Projects (NSIPs). Such projects require a type of consent known as a 'development consent' under procedures governed by the [Planning Act 2008](#) (PA2008). Development consent, where granted, is made in the form of a Development Consent Order (DCO).
- 2.6 To date there have been three key consultations on the scheme:
- 2017 non- statutory consultation on preferred route options. This was reported to Cabinet on 20 April 2017 ([Minute 98 refers](#)).
 - 2019 statutory consultation, following announcement of the preferred, providing outline detail on the route alignment, junction designs, routes for walkers, cyclists and horse riders and plans for environmental mitigation. This was reported to Members on 18 July 2019 ([Minute 22 refers](#)). Delegated authority was agreed for a response to be issued following consultation with Executive Leader and the Deputy Executive Leader.
 - 2020 statutory supplementary consultation outlining a number of changes to the development boundary and to the design of the scheme. This was approved by the Leader and Executive Councillor for Strategic Planning as technical matters only.
- 2.7 Highways England (HE) submitted the Development Consent Order (DCO) application to the Planning Inspectorate (PINS) at the end of February 2021. Following this the Council was invited to submit a response on the Adequacy of Consultation. A [letter of response](#) was issued on 12 March 2021 by the Council to PINS enclosing a joint response with CCC and SCDC. This was approved by the Leader and Executive Councillor for Strategic Planning as technical matters only.
- 2.8 A member briefing on the scheme was held by Highways England on 24 March 2021 and a further one is planned in the coming month.

3. PROPOSED SCHEME

- 3.1 The A428 DCO, if approved, would authorise a new 10 mile (16km) dual 2-lane carriageway from the Black Cat roundabout in Bedfordshire to Caxton Gibbet roundabout in Cambridgeshire, to be known as the A421 (new dual carriageway) and in addition approximately 1.8 miles (3km) of tie-in works (the Scheme). Details of the scheme and the consultations held can be found on [Highways England A428 website](#) .
- 3.2 The Scheme also includes the following components:

- A new three-level grade separated junction at Black Cat roundabout, with the A1 at the lower level, the new dual carriageway on the upper level and a roundabout between the two at approximately existing ground level. In addition to slip roads, a new free flowing link between the A421 eastbound carriageway and the A1 northbound carriageway will also be provided.
- A new grade separated all movements junction will be constructed to the east of the existing Cambridge Road roundabout to provide access to the new dual carriageway and maintain access to the existing A428.
- At the Caxton Gibbet roundabout, a new grade separated all movements junction will be constructed, incorporating the existing roundabout on the south side of the new dual carriageway and a new roundabout on the north side. The new dual carriageway will then tie-in to the existing A428 dual carriageway to the east of the new Caxton Gibbet junction.
- In the vicinity of the new Black Cat junction, direct access onto the A1 from some local side roads and private premises will be closed for safety reasons. A new local road will provide an alternative route. The existing Roxton Road bridge will be demolished and replaced with a new structure to the west to accommodate the realigned A421.
- New crossings will be constructed to enable the new dual carriageway to cross the River Great Ouse, East Coast Main Line railway, Barford Road, the B1046/Potton Road, Toseland Road and the existing A428 at Eltisley. The existing A428 between St Neots and Caxton Gibbet will be de-trunked and retained for local traffic and public transport with maintenance responsibility transferred to the local highway authorities.
- An alternative access will be provided to side roads at Chawston, Wyboston and Eltisley.
- There will be safer routes for walkers, cyclists, and horse riders.
- The Scheme also involves changes to a number of existing utilities, including the diversion of a high pressure gas pipeline operated by Cadent Gas Limited which runs parallel to the East Coast Main Line east of the River Great Ouse in Tempsford in Central Bedfordshire.

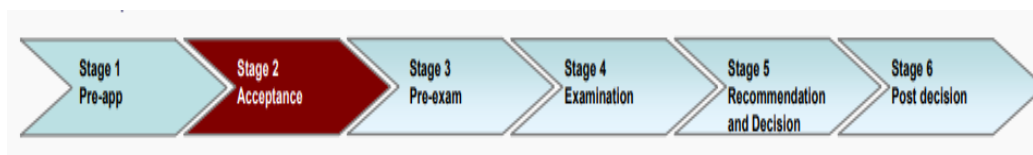
3.2 Highways England has identified six key benefits and objectives in developing the A428 scheme, as follows;

- Enabling economic growth
- A safe and serviceable network
- A more free-flowing network
- An improved environment
- A more accessible and integrated network
- Customer satisfaction

3.3 Throughout the process the Council has collaborated with CCC, as Local Highways Authority, and SCDC on the consideration of this scheme. The position jointly has been one of strong support for the overall aim of the scheme whilst recognising the need to hold Highways England to account on all matters as the A428 DCO has progressed. Over the past year, the Council has continued to engage with Highways England (HE) in our role as a key Stakeholder and a statutory consultee in relation to the overall project.

4. THE DEVELOPMENT CONSENT ORDER PROCESS

4.1 The consenting process has six key stages.



4.2 The process is currently in stage 3, the pre-examination stage. Further detail on the stages and role of the Council during each of these stages is shown at Appendix 1.

4.3 A Preliminary Meeting will be held shortly before the Examination starts which will cover technical and procedural matters and outline the timetable for consideration of the A428 scheme by the Inspector. In order to ensure compliance with the short timescale permitted to respond to PINS, it is recommended that delegated authority is agreed.

4.4 A Planning Performance Agreement was negotiated with Highways England between the Council, SCDC and CCC to cover costs of non-statutory areas of work and advise during the pre-examination stage.

4.5 All documentation in relation to the A428 DCO submitted by Highways England and responses received by PINS can be viewed at the [National Infrastructure Planning website](#) .

5. ANALYSIS OF THE A428 SCHEME FOR CONSIDERATION

5.1 The A428 DCO was submitted by Highways England to the Planning Inspectorate (PINs) on 26th February 2021 following which the specialist officers at Huntingdonshire District Council (HDC) along with colleagues at Cambridgeshire County Council (CCC), as Local Highways Authority, and South Cambridgeshire District Council (SCDC), have been analysing the information provided. The key matters for consideration are:

- Biodiversity
- Landscape
- Air quality
- Contaminated Land
- Cultural Heritage
- Non-motorised use/ Rights of Way
- Cycling
- Highway Network Impact
- Carbon/Climate change

5.2 Other key areas identified, which are the specific responsibility of CCC are:

- Minerals and Waste
- Flooding and Drainage
- Modelling
- Highway Design
- The agreement of protective provisions

- 5.3 The above are the key issues but this is an ongoing process and as such matters will evolve as the DCO is progressed. It is for that reason that delegated authority is recommended.
- 5.4 Specialist officers from HDC, SCDC and CCC attend Local Technical Working Group meetings together in order to ensure a consistent approach in the preparation of the joint Local Impact Report, the Statement of Common Ground and Written Representations as the A428 DCO moves into the Examination stage.
- 5.5 The Relevant Representations have to be submitted to PINs by the 10th June. At the time of drafting this report, these are still being drafted and as per recommendation and para 1.3 above, the completion of this requirement will be delegated accordingly. A further update to Cabinet will be provided at or before the meeting.
- 5.6 Members are asked to consider the issues identified and endorse the approach as set out in this report.

6. COMMENTS OF OVERVIEW & SCRUTINY

- 6.1 The Panel discussed the A428 Development Consent Order Update and Delegated Authority at its meeting on 2nd June 2021.
- 6.2 Concerns were raised regarding consideration of local infrastructure and development in St Neots, in particular that an effective traffic flow be maintained on routes abutting the A428 scheme. The Panel were advised that traffic modelling has been considered.
- 6.3 The Panel welcomed the report which will lead to the next stage and encourage the Cabinet to endorse the recommendations contained within the report.

7. RISKS

- 7.1 In the event HDC does not provide formal comments within the prescribed timescales the views of the Council may not be considered at key stages of the process. Meetings between stakeholders and HE will be held regularly to reach resolution or further discussion through the examination process.
- 7.2 The timetable as outlined below is set by PINS and out of the control of the Council. Requirements will need to be addressed as set out by PINS and will need to be addressed as a priority by officers across the Council, with potential impacts on the timeline of other areas of work.

8. TIMETABLE FOR IMPLEMENTATION

- 8.1 The Relevant Representations have to be submitted to PINs by the 10th June as referenced at para 5.5.

8.2 A timetable will be set for the next stages within the examination by PINs at the Preliminary Meeting, likely to be in the summer 2021. Following the Examination, the final decision on the application for development consent submitted by Highways England is expected to be made by the Secretary of State for Transport, early in 2022.

8.3 Indicative timelines for the A428 DCO process as part of the OxCam Arc are shown at Appendix 2.

9. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES
(See Corporate Plan)

9.1 This helps to deliver across a number of the Council's priorities for 2018 - 2022 but specifically:

- Support development of infrastructure to enable growth.

10. LEGAL IMPLICATIONS

10.1 Part 6 of the Planning Act 2008 sets out the legal requirements for deciding applications for orders granting development consent.

10.2 As the DCO progresses there may be a requirement for legal representation at the Examination.

11. RESOURCE IMPLICATIONS

11.1 A Planning Performance Agreement was negotiated with Highways England to cover the cost of non-statutory engagement and collaboration prior to the submission. External support in specialist areas such as ecology may continue to be required in order for the Council to meet its statutory responsibilities.

11.2 Specialist officer time across the Council will need to be prioritised to accord with the timetable set by the Planning Inspectorate.

11.3 In addition to this DCO, East West Rail are due to submit a DCO application which will require more officer time but from the same resources.

12. REASONS FOR THE RECOMMENDED DECISIONS

12.1 The A428 scheme is an infrastructure proposal of national significance. The Council has continued to support the proposal on the basis that it will, with other interventions, provide transport capacity to support the significant levels of growth planned for the district as detailed in the Huntingdonshire Local Plan 2036 and relieve existing congestion that constrains GVA productivity.

12.2 The proposed scheme is part of a coherently planned local and regional transport network, that of necessity should interact and integrate with capacity being provided elsewhere including:

- East West Rail Central Section between Bedford and Cambridge
- The A1 East of England Study improvements

12.3 Delegated authority is recommended in order to meet the short timescales to be set by PINS through the examination process.

13. LIST OF APPENDICES INCLUDED

Appendix 1 – Stages of the Development Consent Order
Appendix 2 – A428 Indicative Timeline

14. BACKGROUND PAPERS

[Planning Act 2008](#)
[Highways England A428 website](#) .
[National Infrastructure Planning website](#) .

CONTACT OFFICER

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Appendix 1

Stages of the Development Consent Order

Stage 1 Pre-app – now complete

As a statutory consultee, this has included consideration of the Statement of Community Consultation, negotiation on the Planning Performance Agreement with HE and attendance at a range of meetings at a Strategic Board level and a specialist level through Technical Working Groups and Work Package consideration.

Stage 2 Acceptance – now complete

Following the submission of the DCO application by HE to the Planning Inspectorate (PINs), the work moved into the acceptance stage. During the acceptance stage, which was required to be completed by PINs within 28 days, local authorities had the opportunity to make representations on the adequacy of the applicants consultation, as outlined in Section 55 of the Planning Act 2008. This was submitted 12 March 2021 and can be viewed with all other documentation on the PINS website as noted at para 4.5 in the main report. At this time local authorities are also advised to start thinking about the content of the Local Impact Report which will be requested at the next stage.

Stage 3 Pre-examination – current stage

This stage can take around 3 months. At this stage the application has been accepted and interested parties have the opportunity to register their interest in the application with PINS. Key elements of work during this stage will be to continue working with CCC and GCSPS to engage with HE on the Statement of Common Ground, the Local Impact Report and any Written Representations and the attendance at a Preliminary Meeting with all parties and PINS to discuss process matters including the forward timetable of the examination. The Preliminary Meeting could be held in the summer 2021.

Stage 4 Examination

The examination stage can take between three and six months, up to February 2021. The key roles for the Council at this time will be in relation to the Local Impact Report, Statement of Common Ground and Written Representations.

Stage 5 Recommendation and Decision

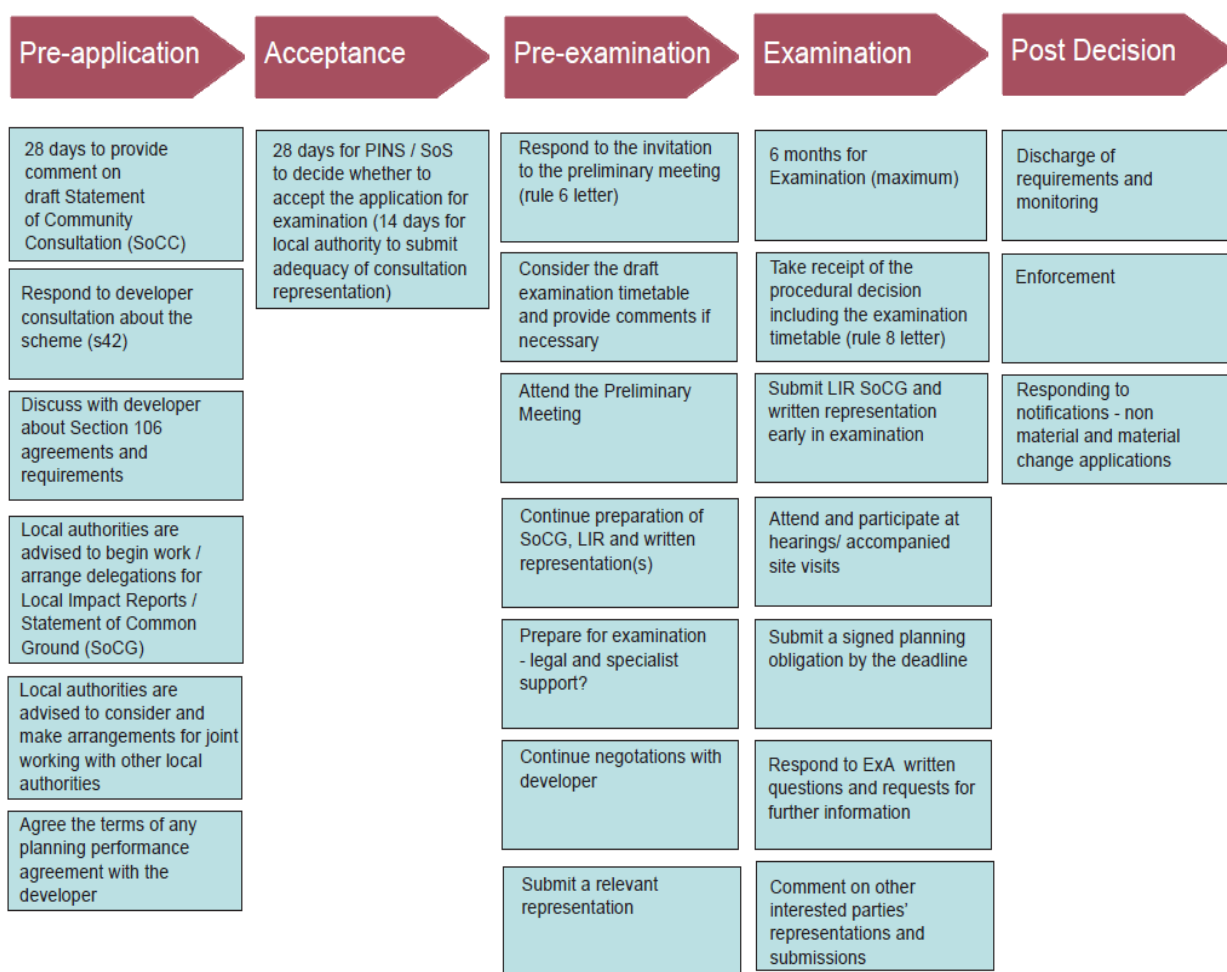
Following the examination, a recommendation will be issued by PINs within 3 months. The Secretary of State then has a further 3 months to issue a decision on the proposal.

Stage 6 Post Decision

Working with HE as the proposal moves into construction.

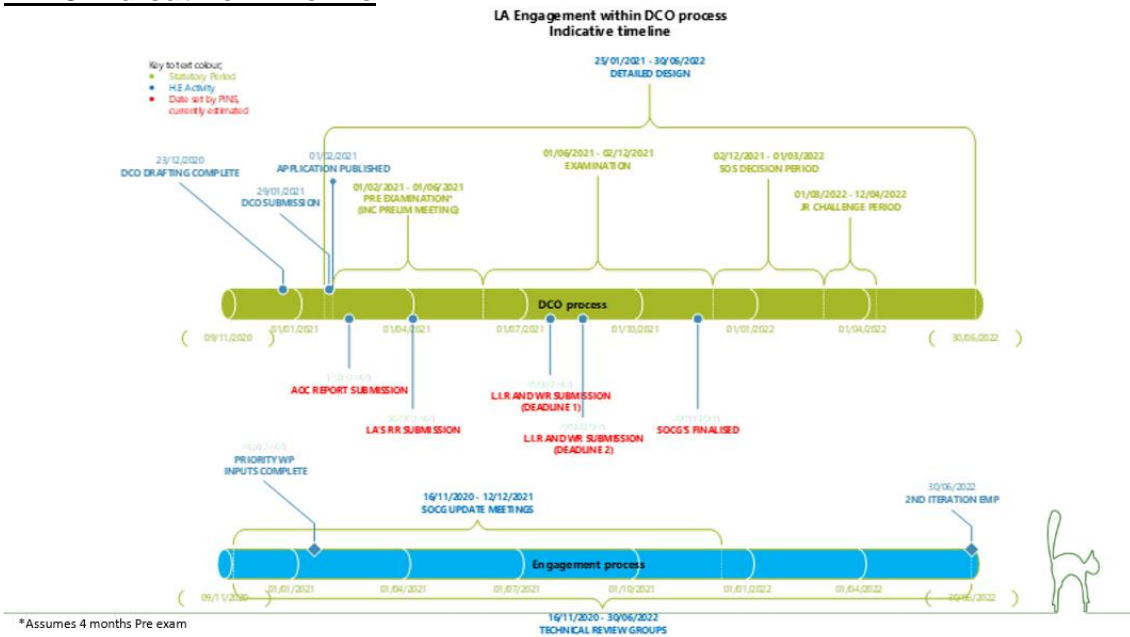
The diagram below provides more detail on the role of the Council during the DCO process.

The role of local authorities



Appendix 2

A428 Indicative Timeline



The above is an indicative timeline only from Highways England. The application was submitted one month later than shown. Acceptance by PINs was within the statutory 28-day period.

Construction is due to start in 2022 with the road opening in 2025/26.

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: A428 Black Cat to Caxton Gibbet Improvements Scheme

Meeting/Date: Cabinet – 17 June 2021

Executive Portfolio: Executive Councillor for Strategic Planning

Report by: Strategic Growth Manager

Ward(s) affected: All Wards

Addendum to Cabinet Report

The following has been actioned prior to the Cabinet meeting and is provided for information as a further update only.

As outlined in para 5.5 of the Cabinet Report and the recommendation for authority to be delegated to finalise the preparation and submission of the documents required from the Council as part of the legal A428 Development Consent Order process, the joint Relevant Representations have now been finalised and are attached as Appendix 3.

In order to ensure submission of the Relevant Representations to the Planning Inspectorate (PINS) by 10th June, a copy of the draft Relevant Representations with comments made by Overview and Scrutiny Panel will then be circulated to the Cabinet for approval ahead of the Cabinet meeting. Delegated authority will be recommended to the Executive Councillor for Strategic Planning in consultation with the Strategic Growth Manager to finalise the joint Relevant Representations response to be submitted with Cambridgeshire County Council and South Cambridgeshire District Council.

RECOMMENDATION

The Overview and Scrutiny Panel is invited to:

- a) Note the draft joint Relevant Representations and provide comment to be circulated to Cabinet for approval ahead of the Cabinet meeting.
- b) Note delegated authority to the Executive Councillor for Strategic Planning in consultation with the Strategic Growth Manager to finalise the joint Relevant Representations response to be submitted with Cambridgeshire County Council and South Cambridgeshire District Council.

APPENDIX 3

FINAL DRAFT FOR SIGN OFF LIMITED CIRCULATION
28th May 2021

A428 Relevant Representations

Cambridgeshire County Council (CCC), Huntingdonshire District Council (HDC) and South Cambridgeshire District Council (SCDC) are reviewing the A428 Black Cat to Caxton Gibbet Development Consent Order Application (the Application) and believe that discussion, further information, and changes to the Application will be required in the areas set out below. This is based on the current understanding of the information and may be altered, added to or amended as the review continues and discussion with Highways England begins.

Note: Cambridgeshire County Council are submitting this response in advance of a Committee resolution but will be considering at the next Highways and Transport Committee.

Biodiversity

- There are concerns about the robustness of the baseline survey data
- The assessment of net gain and the total has not used standard methodology
- Likely to request changes to species mix and habitats in some areas
- Likely to request mitigation for impact to habitats (e.g. arable field margins) which needs to be discussed and agreed
- Likely to request update of Environmental Masterplan – currently it's incomplete, doesn't reflect general works arrangement & doesn't maximise biodiversity opportunities
- CCC requirements from other disciplines (e.g. requirement for underpasses / works to the local roads) will need to be incorporated into the ecological assessment
- The borrow pit remediation should be reconsidered to improve biodiversity
- The Councils are seeking firm commitment to biodiversity net gain from an agreed baseline and measured using established methodology
- Further consideration of the impact on Hen Brook and Wintringham Brook is required in terms of biodiversity and water quality.
- Some of the assessments of ecological impact do not present robust evidence to justify the predicted impact.

Landscape

- Commitment to timing of planting, and maintenance regime needs to be clarified
- Likely to request changes to some planting mixes and species
- Some areas (St Neots, Caxton-Toseland) are likely to need more mitigation
- Limited connections are provided between some habitats (specifically near Hen Brook) and should be improved

- Hedgerows are not considered in the application and this is potentially a significant issue
- The borrow pit remediation should be reconsidered from a landscape perspective
- An agricultural mitigation strategy should be provided to clarify the removal and reinstatement of agricultural grade land

Noise

- Commitment to hours of operation of works, and monitoring required during construction and operation is required
- Commitment to officer input and control required during construction is required
- Cambourne West receptors have not been assessed
- Commitment to detailed local management plans required for specific areas is required
- Insufficient reasons have been given for the decision to discount mitigation at the eastern end of the scheme. Further explanation must be given and discussed with the Councils. Commitment is required for works not to start until certain conditions are met (i.e. affected properties insulated or residents relocated)

Air Quality

- Summary report reviewed and not currently an expected to be a significant issue, unless there are changes to the Transport Assessment
- Commitment to officer input and control required during construction

Contaminated Land

- Summary report reviewed, unlikely to be a material issue but commitment and further detail on approach to backfilling borrow pits required

Cultural Heritage

- Requirement for the joint authorities' archaeology brief to be fully integrated into the application
- Officers require agreement and approval of areas of the excavation strategy affected by an over-simplification of evaluation evidence
- Commitment that temporary works will not affect archaeological excavation areas
- Changes needed on applicant's objectives and methods for archaeological investigation and post excavation assessment
- Inconsistency of approach within the proposed scheme at specific areas e.g. land adjacent to Wintringham Scheduled Ancient Monument needs adjustment for clarification
- Consideration within the application of archaeology at affected watercourses required, key areas likely to be Hen Brook and Wintringham Brook

- Changes to the DCO document likely to be sought, to include mapping the archaeological investigation and protection areas on the General Arrangements Maps
- Engagement with CCC Museums Liaison Officer required for the Public Archaeology and Community Engagement Strategy
- Commitment to skills development and training in this area

Minerals and Waste

- Insufficient detail exists on the borrow pits to meaningfully assess the proposals and impacts that will arise from them, including cumulative impacts and implications for wider specialisms such as cultural heritage if the works and associated haul routes etc. are not controlled properly from the outset
- Clarity required on the restoration and biodiversity net gain benefits from the borrow pits
- Borrow pits have not been considered in cumulative assessment which is a potentially significant concern
- Changes to drafting and Requirements needed

Flooding and Drainage

- Lead Local Flooding Authorities (LLFA) are responding jointly to the application, noting that the Environment Agency's concerns largely addressed
- Protective Provisions for CCC as Lead Local Flood Authority are required
- The dis-application of s23 of the Land Drainage Act 1991 has not been agreed
- CCC noted as maintaining ponds and outfalls although this hasn't been discussed and isn't agreed
- Preference for the design to include reed planting instead of treatment plants
- Design for watercourses and ponds needs early engagement as soon as possible
- There is a need to discuss and agree how much work will be using LLFA consenting routes
- Further consideration of the impact on Hen Brook and Wintringham Brook is required in terms of biodiversity and water quality
- Further evidence is needed to demonstrate there are no downstream flooding issues at Wintringham Brook
- Flood modelling impact on neighbouring communities needs to be updated and reviewed if changes are made to the scheme

Climate

- Concerns about the carbon and climate change impact of the project
- Impact of induced traffic potentially significant
- Clarity needed on conflicts within the documents (i.e. are EV in assessment)

- Impacts on neighbouring communities were raised in scoping but are not covered in the application
- 6th Carbon Budget and its assessment within the DCO required clarification and discussion
- The cumulative impact and relationship of the project with EastWestRail / other projects require clarification and discussion

NMU and Rights of Way

- Lots of detailed design, routing, and procedural issues to discuss and resolve
- Consideration of policy requirements needed supporting NMU including Government Guidelines, the Cambridgeshire and Peterborough Local Transport Plan and Local Plan policies, which require new development to contribute to an enhanced transport network that supports an increasing proportion of journeys being undertaken by sustainable travel modes and seeks an proposal affecting a PROW or other formal NMU route to protect and enhance it.
- Changes to DCO drafting are required
- Some NMU provision is proposed to be downgraded, this hasn't been agreed
- Comments in work packages have not been addressed
- Generally, connectivity to local communities is poor
- There are unnecessary gaps in continuous route provision

Traffic Modelling

- Some routing in the base and forecast year models isn't realistic, insufficient information supplied to check
- Strategic model flows have been used to build the local junction models but these flows haven't been validated for this purpose
- Impacts of the scheme on particular areas of the local road network are of concern and need to be understood in more detail (specifically St Neots, Girton Interchange, Coton, others)
- Construction traffic flows need to be understood in more detail to assess impacts on local communities and the highway asset

Cycling

- LTN 1/20 compliance required for any asset to be maintained by, or handed over to CCC, and a compliant route required between Cambourne and St Neots
- Provision for users seems to be sub-standard with a lack of segregation and gaps in provision (for example at Eltisley)
- Crossings are not acceptable, specifically at A1198 where a grade separated crossing would meet LTN 1/20 guidance and an underpass for cyclists and pedestrians could also be used as a bat crossing.

- Eltislely Link North roundabout needs to facilitate cyclists who wish to continue north up the B1040 with a suitable transition from off to on road and be designed to slow traffic speeds.
- Lack of crossing facility on the old A428 between Abbotsley Rd and the proposed footway/cycle track on Toseland Rd
- The proposed footway/cycle track on the proposed bridge on Toseland Rd needs to allow for cyclists continuing north with a suitable transition from off to on road
- Lack of safe crossing facilities at New Cambridge Rd junction where the proposed footway/cycle track crosses the slip roads. The proposed bridge on the B1046 should have provision for cyclists and pedestrians to facilitate a future segregated route between the villages and St. Neots.
- Some provision for cyclists (Toseland Road) has been removed from the application

Highway Design

- Commitment to Vision Zero required
- Approval In Principle for highway design including Standards not yet agreed
- The submitted plans do not take account of the County Council's requirements regarding Local Road Highway Design Principles. As such the proposals include unnecessary Departures of Standard for carriageway widths/cross sections.

The principles to be applied in the design and construction of the Scheme's local roads within Cambridgeshire are as follows:

- Consistent application of MCDHW standards and specifications
- Full compliance with standards wherever possible, but departures from standard are not justified for carriageway width/cross section
- The methods of highway drainage should be considered at the preliminary design stage
- Holistic design approach is required to avoid unnecessary maintenance risk/cost to the County Council
- A lighting strategy is not in place and will be required to secure acceptable lighting design for both the new assets and those on the sections to be detrunked.
- Commitment to the principle that no street lighting assets should be older than 2 years old at the point of handover whether on new or detrunked sections is required.
- Detrunking and Assets requires extensive discussion
- Boundaries need to be defined, including the land to be handed over. In principle, CCC will not accept land that is not required for highways purposes.
- Changes to DCO drafting required to ensure appropriate protective provisions in relation to asset handover of local road network, NMU routes, and RoW

- Detrunking process as set out is unacceptable and requires changes to the drafting of the DCO to follow a process agreed with the Highway Authority
- In particular the DCO should require either Protective Provisions with regard to Highway matters, or entry into an agreement as to handover of new and de-trunked roads. The agreed Handover Plan and Legal Agreement to be required under the DCO
- Numbering of detrunked roads needs to be included within the application

Highway Network Impact

- Impact on network from construction traffic and re-routing needs to be understood and how any adverse impacts will be mitigated
- Proposals in the DCO relating to Traffic Manager responsibilities are unacceptable and will require redrafting
- Permitted construction network routes need to be revised and the restrictions clarified
- Effective ways of measuring and managing temporary traffic diversions need to be secured
- More information required on the construction programme and timings for closures

Digital Connectivity

- The Councils request that the opportunity is taken as part of this major investment to install a fibre backbone along the route to enable connectivity along the corridor

Other Matters

- There has been no discussion to date of Development Consent Obligations
- There is no provision or discussion of a legal agreement covering Highway matters although this has been requested
- There has been no discussion to date of the detail of drafting in the DCO
- There has been limited discussion to date of matters for the Statement of Common Ground

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: East West Rail - Making Meaningful Connections
Non-Statutory Consultation

Meeting/Date: Cabinet – 17th June 2021

Executive Portfolio: Executive Councillor for Strategic Planning

Report by: Strategic Growth Manager

Ward(s) affected: All Wards

Executive Summary:

This report considers the route alignments being consulted on for the East West rail route based on the previously chosen Route E option.

In 2018, the Department for Transport created the East West Railway Company (EWRC) to look at plans being developed for a new railway between Oxford and Cambridge. The original plans were developed by the Department for Transport, Network Rail and the East West Rail Alliance. EWRC is now responsible for planning the section of East West Rail (EWR) between Bletchley and Cambridge, while overseeing delivery of the section between Bicester and Bletchley, which is being delivered by the East West Rail Alliance.

The EWR proposal is a nationally significant infrastructure project. It will enable faster journey times, lower transport costs and ease pressure on local roads. Locally, it will also open up jobs and growth opportunities and support opportunities for existing and new communities. It will support economic growth in the area as part of the wider aspirations of the Oxford-Milton Keynes-Cambridge (OxCam) Arc.

Cabinet previously considered the principle of the project and has supported Route E through the 2019 consultation by EWRC ([See Minute 62](#)). The responses to the 2019 consultation can be found at Appendix 1.

In January 2020 the preferred route was announced as Route E, which would serve:

- Bedford Midland station, providing interchange with Thameslink and Midland Main Line services
- A new station between the existing Sandy and St Neots stations, providing interchange with the East Coast Main Line
- A new station at Cambourne

- Cambridge station, after connecting to the West Anglia Main Line to the south of Cambridge, with at least some EWR services also expected to serve the proposed new Cambridge South station that is being promoted separately by Network Rail.

The provision of an east-west rail link is a key component of the Oxford to Cambridge Arc. It has been supported through the Council's own Corporate Plan, Cambridgeshire and Peterborough Local Transport Plan (CPCA, 2020), and the England's Economic Heartland's Transport Plan (EEEH, 2021).

EWRC is currently undertaking a non-statutory consultation, the subject of this report. This report considers the current, non-statutory consultation on the EWR proposals on nine option alignments that have been considered for the new rail link based on the preferred Route E within the section passing through Huntingdonshire, called the Clapham Green (north of Bedford) and The Eversdens (northwest of Harlton) section. Appendix 2 includes a plan of the five shortlisted route alignments from the nine options considered. Specialist officers have reviewed the current consultation documents and this report outlines key elements highlighted noted. This along with the ongoing discussions with neighbouring authorities, including the Cambridgeshire County Council, will help to inform and guide the final response to be submitted by the Council, as noted in the recommendations below.

Recommendation(s):

The Cabinet is recommended to:

- a) Note the information provided in relation to the current consultation regarding potential route alignment
- b) Consider the key elements noted to be referenced in the Council's response following consultation with specialist officers and provide direction or comment.
- c) Confirm the Council's continued support of the EWR scheme including a new station to the south of St Neots
- d) Delegate authority to the Executive Leader and the Executive Councillor for Strategic Planning in consultation with the Managing Director and Strategic Growth Manager to complete and finalise the Council response to the consultation following ongoing discussions.

1. PURPOSE OF THE REPORT

- 1.1 This report provides an outline of the details set out in the non-statutory consultation on the East West Rail (EWR) proposals. It sets out the background and outlines the route alignment options presented by EWR. It considers the advantages and disadvantages of the options in so far as possible with the information available at this time and current context. Recommendations on the response on behalf of Huntingdonshire District Council (HDC) to the consultation are set out. If further information becomes available a further update will be provided before or at the meeting.

2. BACKGROUND

- 2.1 The EWR proposal is recognised as a Nationally Significant Infrastructure Project (NSIP). It is a key component within national transport corridor improvements, which also includes the A428 Black Cat to Caxton Gibbet Improvement Scheme, addressing the connectivity opportunities identified in the Oxford to Cambridge (OxCam) Arc Economic Prospectus. The Arc is a national economic priority area between Cambridge, Milton Keynes and Oxford – an area that spans the counties of Oxfordshire, Northamptonshire, Buckinghamshire, Bedfordshire and Cambridgeshire.

- 2.2 The vision for the Arc is that:

“By 2050, the Arc will be the world leading place for high-value growth, innovation and productivity. A global hub where ideas and companies are generated and thrive, home to exemplary models of 21st century development, with a high-quality environment and outstanding quality of life, and with a strong economic focus that drives inclusive clean growth. The Arc accounts for 7.1% of England’s economic output (measured by Gross Value Added, or GVA) and it is home to some of the country’s fastest growing and most innovative places. However, it is constrained by inadequate infrastructure and escalating housing costs, amongst other matters.”

The EWR proposal may open up a range of growth opportunities. The scale of this growth will be highly dependent upon the precise alignment and its relationship with the proposed A428/A421.

- 2.3 In 2019 EWR consulted on route options for EWR. A joint response by Bedford Borough Council, Huntingdonshire District Council, South Cambridgeshire District Council, and Cambridge City Council was issued along with one directly from the Council. This included reference to:

- support of additional development associated with a NSIP such as this provided there are specific identified benefits to Huntingdonshire that outweigh the overall cost
- support of the route providing the potential for growth at the junction of the East Coast Mainline, East West Rail, A1, A428/A421 between St Neots and Sandy.

- 2.4 This collective support from the Council and its neighbouring authorities noted in the above paragraph was for Route E. It also set out the shared view that the interchange with the East Coast mainline should be a new station south of St Neots; and that the route through South Cambridgeshire should be to Cambourne but must be sensitive to the relationships with existing villages and should tie in with a Cambridge South station at the biomedical campus. The full responses are shown at Appendix 1.
- 2.5 In January 2020 it was announced that the preferred route as Route E (Bedford Midland – south of St Neots / Tempsford area – Cambourne – Cambridge). EWRC has since worked on identifying alignments for the route.
- 2.6 The current consultation details can be found on the [EWR website](#). It covers customer experience, railway operations and a range of infrastructure proposals. These include route alignments, stations and level crossings. The route has been divided into six geographical areas. Project Section D covering Clapham Green to the Eversdens includes the part of the route within Huntingdonshire. Nine alignment options have been considered which have been shortlisted to five. Alignments 1 (dark blue) and 9 (purple) have been identified as the emerging preferences by EWRC (See consultation doc page 23 for reasons). A plan of the five shortlisted route alignments can be seen at Appendix 2.
- 2.7 Due to the pandemic, the usual public consultation events cannot be held but virtual consultation rooms can be visited from the EWR website. A number of events have been held that have included stakeholders and ward members to the south of the district.
- 2.8 The public consultation period is 31st March 2021 – 9th June 2021. EWRC have approved a later submission by the Council to enable Cabinet to consider the proposals.

3. ALIGNMENT PROPOSAL

- 3.1 The alignments proposed by EWR can be viewed via the consultation documents and an [Interactive Map](#). Due to information from Highways England on the A428 scheme and comments received from the 2019 consultation, EWR has considered how potential alignments in the area of the proposed A428 scheme might also perform compared to those wholly within the Preferred Route Option area. The opportunity, by working with Highways England, to modify the design of the A428 Improvement Scheme to better accommodate the new railway is noted which could:
- Allow the railway to run closer to ground level, particularly in the areas around the proposed A428 Improvement Scheme junctions and reduce the volume of earthworks and number / length of structures required for EWR.
 - Allow EWR to consider moving the railway closer (horizontally) to the road alignment where possible which may have benefits for construction and reduce overall impacts of the Project.

- Allow integration of the construction programme for both schemes, to be more efficient and minimise the overall period of time for which residents are affected by construction.
- Create efficiencies arising from joint arrangements to divert underground and overhead utility services

3.2 The nine alignments considered were assessed against a series of factors to reach the short list being consulted on (see Technical Report Chapter 9, section 9.6). These factors were transport user benefits (journey time and modal shift); contribution to enabling housing and economic growth including best serving areas benefiting from developable land; capital cost (including programme risk); overall affordability (maintenance and renewal); performance (infrastructure reliability, and resilience); safety risk (operations and maintenance); and environmental impacts and opportunities. The shortlisted five options now being consulted are noted below with information of the part of the route within Huntingdonshire to Cambourne:

- **Route Alignment 1 (dark blue)** – St Neots South Option A station to Cambourne North station
Within the district a new St Neots South Option A station is proposed where the alignment crosses the East Coast Main Line (ECML). The alignment follows the same corridor as the proposed A428 scheme running to the north of the dual carriageway and continues to the north of Cambourne where a further new station is proposed. A viaduct is proposed between the A1/Black Cat junction and the ECML.
- **Route Alignment 2 (red)** St Neots South Option A station to Cambourne South station
Within the district a new St Neots South Option A station is proposed where the alignment crosses the ECML. The alignment follows the same corridor as the proposed A428 scheme running to the north of the dual carriageway before turning south to cross the A428 scheme on a viaduct to the west of Cambourne. A new station would be located to the south of Cambourne. A viaduct is proposed between the A1/Black Cat junction and the East Coast Main Line (ECML)
- **Route Alignment 6 (light blue)** St Neots South Option B station to Cambourne South station
This alignment includes a proposed viaduct to the south of St Neots between the A1 Black Cat Junction and the ECML. It includes viaduct crossings of the A1 and the River Great Ouse. A new St Neots South Option B station would be provided where the alignment crosses the ECML. The alignment crosses under the A428 Improvement Scheme and passes to the south of Abbotsley. The alignment passes between Great Gransden and Eltisley and curves to the south to pass between Caxton and Cambourne. A station would be located south of Cambourne.
- **Route Alignment 8 (yellow)** Tempsford Option B station to Cambourne South station
This alignment proposes viaducts over the A421 and A1 roads and the River Great Ouse. The alignment passes Brickhill Country park and affects Willow Cottage Cattery. North of Tempsford the alignment passes near to a sewage treatment works before crossing the ECML on

a viaduct where a new station would be provided. The alignment curves to pass south of Abbotsley and passes between Great Gransden and Eltisley. A station would be located to the south of Cambourne.

- **Route Alignment 9 (purple)** Tempsford Option A station to Cambourne North station

This alignment proposes viaducts over the A421 and A1 roads and the River Great Ouse. The alignment passes Brickhill Country park and affects Willow Cottage Cattery. North of Tempsford the alignment curves to the north and crosses the ECML on a viaduct, where a new station would be provided. The alignment crosses under the proposed A428 Improvement Scheme and under the B1046. The alignment follows the same corridor as the A428 Improvement Scheme, running to the north of the new dual carriageway and continuing to the north of Cambourne. The alignment impacts the Papworth Inn to the north west of Cambourne. A station would be provided to the north of Cambourne.

3.3 EWR has identified the dark blue and purple alignments (Alignment 1 and Alignment 9) as the emerging preferences for the following reasons:

- Joined up infrastructure – they benefit from a shared ‘travel corridor’ with the proposed A428 Black Cat to Caxton Gibbet Improvement Scheme, meaning they already cover a route used regularly to connect people to places
- New housing and communities – there are more potential for new homes and communities in the area (particularly for Cambourne North compared to Cambourne South)
- Economic growth – alongside the development of new housing, a new station could bring economic growth to the community, creating more jobs and prosperity
- Value for money – they are expected to be less costly to deliver than other alignments connecting to the same station pairings.

3.4 The consultation document states that whether a new station should be at St Neots South or Tempsford is still being considered. EWR have noted that there could be substantial advantages to choosing to go via Tempsford but are awaiting further evidence.

4. ANALYSIS

4.1 The consultation documents have been reviewed by specialist technical officers at the Council and initial comments provided. Key areas for consideration are:

- Air quality
- Land contamination
- Vibration effects
- Lighting
- Electromagnetic radiation and odour from diesel engines
- Noise
- Landscape and Visual impacts
- Ecology and Biodiversity

- Cultural Heritage:
 - Health Impacts including walking/cycling opportunities
 - Climate change
- 4.2 It is evident that the Arc, including EWR provides significant potential economic opportunities that weigh in favour of continued support of EWR.
- 4.3 Huntingdonshire Economic Growth Strategy signposts infrastructure improvements as one of the districts conditions for economic growth. Improved road and rail infrastructure is viewed as an essential ingredient to aid the growth of the district. An improved A428 and East West Rail is cited as an important part of this package.
- 4.4 A new station closest to St Neots (Option A St Neots South) would provide an opportunity to establish north/south and east/west connectivity within close geographic proximity. However, limited availability of evidence means that the economic advantage or disadvantage of either of the stated preferred options of Alignment 1 or Alignment 9 is difficult to assess at this stage.
- 4.5 As highlighted in the 2019 response, the risk of coalescence between St Neots and any growth has been cited. It could, with careful planning, provide a corridor to form a spinal buffer zone between existing and future development with a new station accessible to both communities. Alignments 1 & 9 have similar impacts on St Neots and are closely co-located with the A428 improvement scheme. Environmental aspects are a key consideration. Opportunities to combine mitigation to maximise environmental benefits may also be possible.
- 4.6 A key concern is the lack of detailed information evidencing how the assessments in the consultation document were made and supporting detail on the impacts and mitigation of the scheme. Of particular note is the lack of detail regarding land considered for housing and growth despite conclusions being drawn on this assessment factor in Table 9.2 of the Consultation Technical Report. As the East West Rail proposal forms part of the wider OxCam Arc growth aspirations the absence of this is critical to the ability to make fully informed judgements and responses to the choice of alignment that should be supported.
- 4.7 The consultation notes that growth potential around Tempsford has been identified in local development plans, which is not yet the case around the St Neots South station option. However, given the timeline for progressing the East West Rail project compared to that for bringing forward a replacement local plan this should not be considered a significant drawback. The potential capacity of this area will be affected by the land take necessary for the A428 and East West Rail projects and as EWR develop their proposals further it is expected that there will be continued discussions relating to anticipated growth.
- 4.8 It is considered that the EWR proposal is seen as a key opportunity to improve east-west connectivity and unlock growth opportunities. At this time, while recognising that this is a non-statutory consultation and at the

very early stages of engagement, the East West Rail consultation document states that Alignment 1 demonstrates preferable environmental improvements on air quality, climate, historic environment and water resources and flooding in comparison to Alignment 9. It goes on to say that Alignment 9 would result in a slight worsening of the impact on ecology and biodiversity, which would not be in line with the ambitions of the OxCam Arc prospectus and it would cost more. However, more detail will be required in order for officers to fully assess the alignments proposed and the necessary mitigation required, including the consideration of the economic, environmental and existing and future community needs.

5. COMMENTS OF OVERVIEW & SCRUTINY

- 5.1 The Panel discussed the East West Rail Making Meaningful Connections Non-statutory Consultation at its meeting on 2nd June 2021.
- 5.2 The Panel noted that the consultation was non-statutory and that both Councillors and residents are encouraged to submit their own responses to the consultation online.
- 5.3 Concerns were raised regarding the location of a viaduct in the vicinity of St Neots and the impact this may have on planned housing provision in the Local Plan. It was agreed that not enough information has been made available on this proposal by East West Rail but that this will be investigated once it becomes available.
- 5.4 Concerns were raised regarding the location of the proposed St Neots/Tempsford station, support for a station at St Neots South continues to be encouraged in order to provide maximum economic benefits for Huntingdonshire residents.
- 5.5 The biodiversity and consideration of the environmental impact of the scheme was welcomed and Councillors enquired about the use of hydrogen or electric trains as a greener option.
- 5.6 Although there was overall support for the proposal, Councillors expressed frustration that there is currently not enough detail provided by East West Rail on route alignments and location of stations. The Panel encourage the Cabinet to endorse the recommendations contained within the report.

6. KEY IMPACTS / RISKS

- 6.1 The level of future growth within the District will need to be considered. The Council will continue to work in co-operation with neighbouring authorities to understand the implications for the wider area. This is especially important in the context of the OxCam Arc and ensuring that the benefits of the Arc are fully realised for Huntingdonshire and any obstacles overcome. The EWR consultation comes ahead of a consultation on the proposed spatial framework for the Oxford-Cambridge Arc, planned for later this year.

- 6.2 Lack of detailed information is noted and, whilst it is acknowledged that this is an early stage of the EWR programme, it is key that any relevant information be made available to enable fully informed decision making. It is hoped that further detail will be provided by EWRC prior to any decision on the final alignment and station location. This is especially so as it relates to future growth and any potential environmental impacts. Officers will work with the EWR company and neighbouring authorities in seeking to ensure that these risks are adequately addressed, preferably ahead of the next stage of consultation.

7. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 7.1 The Council response will be submitted before the end of June as agreed with EWRC.
- 7.2 Following this non-statutory round of consultation, there will then be a statutory consultation at the end of 2021/early 2022, prior to submitting detailed plans to government for a development consent order (DCO). The DCO is likely to be developed and considered by stakeholders with EWR between 2022-2024. Should the DCO be approved, it is anticipated that construction on the new railway will start in 2025.

8. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES *(See [Corporate Plan](#))*

- 8.1 This helps to deliver across a number of the Council's priorities for 2018 - 2022 but specifically:
- Support development of infrastructure to enable growth.

9. LEGAL IMPLICATIONS

- 9.1 None currently for the Council, as this is a non-statutory consultation response. Part 6 of the Planning Act 2008 sets out the legal requirements regarding Development Consent Order applications.
- 9.2 As the DCO progresses there may be a requirement for legal representation at the Examination

10. RESOURCE IMPLICATIONS

- 10.1 There are no resource implications for the Council at this stage. As the scheme continues to be developed, more officer time will be required. This is in addition to the ongoing DCO for the A428.
- 10.2 Specialist external officer advice, including legal advice, may be required for the DCO at the Council's cost.

11. HEALTH IMPLICATIONS

- 11.1 The Government has recognised the need to plan for and deliver substantial new infrastructure ahead of the arrival of new communities, including necessary transport infrastructure, utilities, digital connectivity, health and education. The EWR project has potential to remove motor vehicle trips from the road and, if appropriately located and designed, encourage people to arrive at any train station by non-motorised means or public transport, with benefits to the environment air quality and health through encouraging active lifestyles.

12. REASONS FOR THE RECOMMENDED DECISIONS

- 12.1 It is considered there is not enough information provided in relation to how the alignments were assessed by EWRC. The Council will continue to work with EWR as further supporting material used in EWRC's assessments is made available. Similarly, further detail is required to enable fuller consideration of the potential environmental impacts.
- 12.2 At the time of drafting this report, ongoing dialogue is continuing with our neighbouring authorities and for that reason our recommendations are for the following reasons.
- The Council remains supportive of the EWR project as part of the OxCam Arc
 - Support for a new station south of St Neots has previously been given by Members.
 - Until such time as more detailed information is provided by EWR, it is not possible to respond in terms of stating a preferred alignment and station location
 - The Council would welcome the opportunity to provide further response on this as detailed information is provided.

13. LIST OF APPENDICES INCLUDED

Appendix 1 – Plan of the five shortlisted route alignments

Appendix 2 – Letter responding on behalf of HDC to the 2019 consultation

14. BACKGROUND PAPERS

- [Cabinet Report February 2019](#)
- [East West Rail Consultation website](#)
- [East West Rail Consultation Technical Report](#)
- [East West Rail Interactive Map](#)

CONTACT OFFICER

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Appendix 1

Huntingdonshire District Council response to the 2019 consultation



Pathfinder House, St.Mary's Street
Huntingdon PE29 3TN
www.huntingdonshire.gov.uk

contact@eastwestrail.co.uk

Date: 11th March 2019

Dear Sirs

Huntingdonshire District Council's response to the East West Rail Bedford to Cambridge Route Option Consultation

Following careful consideration of the 5 proposed options, Huntingdonshire District Council (HDC) supports Routes B or E on the basis that:

- **HDC is keen to welcome additional development provided there are specific identified benefits to Huntingdonshire that outweigh the additional cost, and Routes B and E have the potential to do this.**
- Along with the A428/A421, these routes would provide a key, single, multi-modal east-west transport corridor along which to concentrate connected, sustainable (economic, social and environmental) growth hubs, and encourage modal shift. This would promote real choice of transport type and costs (to the traveller). A new station south of the District's largest town, St Neots, also provides a significant and powerful opportunity to enable sustainable east-west and north-south travel and thereby expansion of that functional economic and housing market geography. A new station on the East Coast Mainline at Alconbury Weald to the north of Huntingdon would also connect the 150ha Enterprise Zone at Alconbury Weald to this North-South and East-West network.
- They provide the potential for growth at the junction of the East Coast Mainline, East-West Rail, A1, A428/A421 between St Neots and Sandy, not as further extensions to existing towns but as a new connected, sustainable settlement(s).
- We support South Cambridgeshire District Council's view that a station at Cambourne rather than Bassingbourn would be preferable to build upon the existing settlement strategy in the South Cambridgeshire Local Plan. In addition to the benefits of a single multi-modal corridor highlighted above, a single multi-modal corridor also has an important environmental benefit in that it significantly

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reduces the visual and climate change impact compared to having two entirely separate transport/growth corridors.

- The responsibility here and now that must not be missed is the much greater and holistic opportunity to deliver the future growth and community connectivity opportunities, not just a simplistic transport operating cost/time efficiency solution.
- Route E has the collective support of South Cambridgeshire District Council, Cambridge City Council, Huntingdonshire District Council and Bedford Borough Council.

Whilst East-West Rail undoubtedly provides the opportunity for further growth, given that the consultation does not make clear what scale of growth would be needed to support any one route, it is not currently possible to say whether such growth could be physically accommodated, or whether it would be environmentally or socially acceptable.

It is essential that, following the close of this consultation period, East-West Rail Co. collaborates with local authorities along the route at each stage of the project's progression.

Yours sincerely



Graham Bull
Executive Leader

 01480 388047

Email: graham.bull@huntingdonshire.gov.uk

Joint authorities' response to the 2019 consultation



Huntingdonshire
DISTRICT COUNCIL



South
Cambridgeshire
District Council



East West Railway Company Ltd
Via Email

Antoinette Jackson
Chief Executive, Cambridge City Council
Antoinette.jackson@cambridge.gov.uk
01223 457001
(on behalf of:
*Bedford Borough Council,
Huntingdonshire District Council,
South Cambridgeshire District Council, and
Cambridge City Council*)

08 March 2019

Dears Sirs

Re: East West Rail Bedford to Cambridge Route Option Consultation

The public consultation is now underway for the route options and the undersigned councils have established a common understanding of local principles that we wish to collectively register.

There is an understanding that with infrastructure investment there is an expectation of housing growth. All the councils are currently delivering significant housing growth and are continuing to work with other councils in the development of the OxCam Arc. There is already significant latent capacity within this area with thousands of new homes already "live" in the planning system. The critical measure of success for all of us is that the delivery of these new homes is accelerated. We believe this can be achieved effectively through confident and definitive decisions about investment in strategic infrastructure accompanied by a planned and sustainable approach to community development. What is important is that future growth is accompanied by the local and the strategic infrastructure expected by communities. In this way, housing should be seen as just one part of a planned approach to developing economically successful, sustainable and healthy places where people want to live and work.

Consensus has also been reached on the value of some of our existing landscapes and there is a preference for routes that do not despoil currently undeveloped countryside and make maximum use of existing corridors, so protecting existing rural communities from encroachment by urban and suburban expansions. The obvious corollary to this is that there is then a significant opportunity to enhance natural capital and reduce environmental impact.

The technical report accompanying the consultation contains limited detail on the spatial, economic and environmental considerations underpinning the development of the route options to date. It also recognises the theoretical basis for several assumptions underpinning the route identification methodology.

The consultation proposals omit significant and important detail on the environmental effects of the route options and the expectations around housing delivery. Significant further work will be required to assess the impact and acceptability of the options.

In respect of locational points we collectively agree that:

- The interchange in Bedford should serve the existing Bedford Midland station
- The interchange with the East Coast mainline should be a new station south of St Neots
- The route through South Cambridgeshire should be to Cambourne but must be sensitive to the relationships with existing villages and should tie in with a Cambridge South station at the biomedical campus.

This leads to only one conclusion which is that route E represents the Councils' favoured route based upon the material to date. There are however many nuances to this position which will be referenced by the individual council submissions, which will support the specific locational points. Given the significant work underway to consider growth in the corridor and beyond, we would also highlight the need for continued and richer engagement with the local authorities in the area as the evidence base and critical delivery requirements emerge. The decisions on strategic infrastructure cannot be taken in isolation but must have regard to local authority plans.

We look forward to continuing a positive dialogue as matters move forward.

Yours faithfully,

**Cllr Dave
Hodgson MBE**

Elected Mayor and
Leader of Council,
Bedford Borough
Council

Cllr Graham Bull

Executive Leader,
Huntingdonshire
District Council

**Cllr Bridget
Smith**

Leader, South
Cambridgeshire
District Council

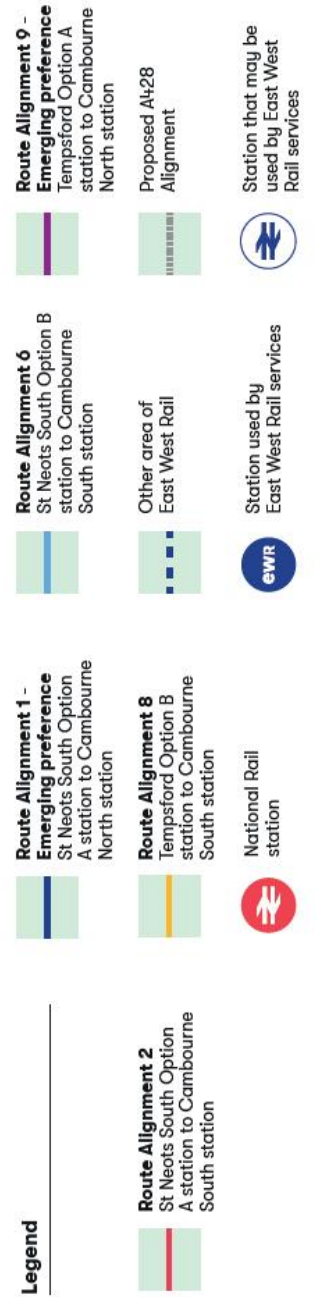
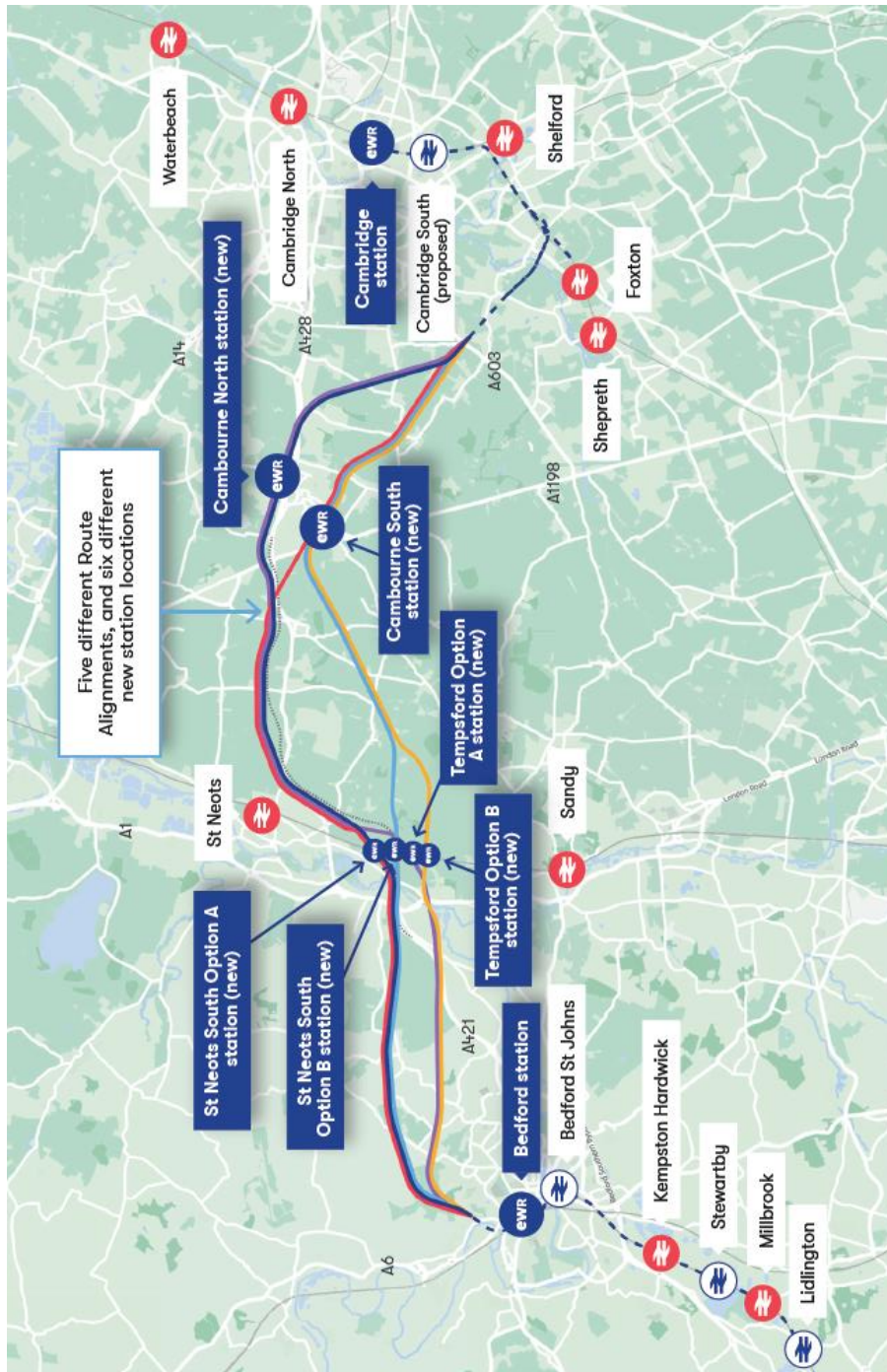
**Cllr Lewis
Herbert**

Leader,
Cambridge City
Council

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Appendix 2 – Plan of the five shortlisted route alignments



**Public
Key Decision – No**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Corporate Performance Report, 2020/21 Quarter 4
Meeting/Date:	Cabinet, 17 June 2021
Executive Portfolio:	Councillor Jon Neish, Executive Councillor for Strategic Planning
Report by:	Business Intelligence & Performance Manager
Ward(s) affected:	All

Executive Summary:

The purpose of this report is to brief Members on results at the end of the financial year for the Key Actions and Corporate Indicators listed in the Council's Corporate Plan 2018/22 and progress 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 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 the year end results.
- 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 26 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 4 will be added to section 4 of this report following the Overview and Scrutiny meeting on 2 June 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 4. **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 final outturn progress in delivering Key Actions for 2020/21:

Status of Key Actions	Number	Percentage
Green (on track)	27	71%
Amber (within acceptable variance)	9	24%
Red (behind schedule)	2	5%
Awaiting progress update	0	0%
Not applicable	1	

Most key actions were on track at the year end, with two significantly behind schedule. Both 'Red' actions were due to the impact of the lockdown requiring the leisure centres to close. Without these facilities open, the Council's ability to work with partners to provide greater leisure and health opportunities (KA 1) and to take actions to aid recovery from the pandemic around promotion of health and wellbeing, sport and fitness activities, weight loss and healthy eating (KA 3) was significantly hampered.

Actions which had positive progress in 2020/21 include:

- KA 2. A Healthy Open Spaces Strategy and Plan were approved in October 2020.
- KA 4. We awarded £287k from the Discretionary Hardship Fund to help people in need with their housing costs in addition to £632k in Hardship Fund payments to working aged people claiming Council Tax Support.
- KAs 5-7. Strategic and practical work has helped to reduce homelessness, with a new Lettings Policy adopted in March 2021, action taken to house rough sleepers as part of the 'Everyone In' pandemic response and efforts with a range of partners continuing to identify early intervention opportunities to prevent homelessness.
- KA 8. Six community-based job clubs are due to be launched across the district.
- KA 10-12. Support for voluntary and community organisations has been invaluable 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.
- KA 16. Electric vehicle charging points have now been installed in car parks in St Neots, St Ives and Huntingdon, with energy supplying over 3,000 miles of cleaner travel enabled in the first 5-6 weeks of operation.
- KA 21. An Economic Growth Strategy for Huntingdonshire has been adopted.
- KA 22-25 & KA 27. The Growth team continues to work with partners including the Cambridgeshire and Peterborough Combined Authority and key transport providers to secure funding and delivery of projects to support the development of infrastructure to enable growth. This includes over £6m of funding for Future High Streets Fund projects in St Neots. Masterplanning continues in other market towns.
- KAs 30 & 31. Work to improve the supply of new and affordable housing has included approval gained for the sale of Council-owned land to deliver affordable homes and the adoption of a new Housing Strategy in October 2020.
- KAs 33, 34, 37 & 38. Progress has continued with actions to improve the Council's use of data, digital skills and understanding of residents and customers, including the transition of the contact centre onto a new digital platform alongside the creation of more self-service forms to improve efficiency and customer experience.

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, including the need to divert resources from planned activities to aid emergency and recovery work. The pandemic has been a factor in delays to KA 11 (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 26 (preparing and implementing an updated Section 106 Supplementary Planning Document and Community Infrastructure Levy charging schedule) and KA 32 (managing non-operational assets), KA 36 (developing a workforce strategy).

3.5 Final outturn results for 2020/21 Corporate Indicators are shown in the following table:

Corporate Indicator results	Number	Percentage
Green (achieved)	21	60%
Amber (within acceptable variance)	12	34%
Red (below acceptable variance)	2	6%
Awaiting progress update	0	0%
Not applicable (data/target unavailable)	2	

This shows the Council achieved the majority of its targets in 2020/21, while only two indicators had a Red status due to performance being below an acceptable variance.

A summary of the performance indicators follows below with more detail provided in Appendix B. It should be noted that some targets had previously been revised to account for the impacts of the pandemic/lockdown on services, where possible.

Indicators where services met or exceeded their targets last year include the following:

- PIs 1 & 2. The Benefits Team's processing times for new claims and changes of circumstance remained within target despite significant increases in volume.
- PI 3. The number of homelessness preventions was higher than in 2019/20 despite court action being suspended and the pandemic/lockdown restrictions limiting some prevention activities.
- PI 9. 90% of areas sampled were clean or predominately clean, with continued regular cleaning and additional resource leading to high levels of cleanliness in open spaces and rural areas despite an increase in use of open spaces.
- PI 10. A combination of the new in-cab technology system and monitoring from waste managers resulted in a reduction in the number of missed bin collections.
- PI 15. There were no costs awards against the Council from planning appeals.
- PIs 17-19. There were improvements in the processing speeds of all types (major, minor, household extensions) of planning application when compared to 2019-20.
- PI 22. The amount of energy used in Council buildings in 2020/21 was significantly lower than in previous years. While much of this related to the closure of leisure centres due to lockdown restrictions, both Pathfinder House and Eastfield House used less energy despite remaining open throughout the year.
- PI 26. Satisfaction with ICT support services remained on target despite service outages in Q3 which had been expected to affect performance.
- PI 28. The annual staff sickness rate is the lowest ever reported, although non-sickness absences related to Covid-19 are not included in this figure.
- PI 29. Estate rental income remained above the revised target with better than expected letting numbers but was lower than the performance reported in 2019/20.
- PIs 30, 33, 35 & 36. Customer Services have reported good performance in several areas, including 89% of calls to the Call Centre answered in the year, although there are concerns about the accuracy of the data recorded which will be resolved through a move to a new system by October 2021. The target for responding to Stage 1 complaints was met, the number of avoidable contacts was reduced and there are now over 24,000 accounts on our customer portal, equivalent to over 30% of households if each account relates to a separate household.

Indicators where services are below their targets as a direct result of the impact of Covid-19 are:

- PI 4, 5, 6, 7 & 8. Lockdown restrictions and closures affected Leisure Centre and Active Lifestyles activities throughout most of 2020/21. While reduced targets had been met at the end of Quarter 3 for most of these performance indicators, the third lockdown prevented most activities and classes from taking place during Quarter 4.
- PI 13. Lockdown has resulted in fewer taxi/hackney carriage/private hire vehicle licence applications, so fewer newer vehicles licensed has meant fewer meeting low vehicle emission standards than expected when the target was set.
- PI 20. Covid-19 is said to have affected the number of new affordable homes built.

- PI 23. Despite significant issues affecting many local businesses during the year, the target to collect 99% of Business Rates in year was only just missed (98%) while the team was also able to award around £22m of reliefs to qualifying firms.

There was one Red indicator with performance below acceptable variance that was not directly linked to Covid-19 or the impact of the lockdown on services:

- PI 27. Only 76% of invoices from suppliers were paid within 30 days, with a significant number of invoices still not issued according to the agreed process. Retrospective invoicing (not raising a purchase order until after the invoice has arrived) and non-timely receipting of goods/services received are the key issues.

3.6 The status of corporate projects at the end of March is shown in the following table.

Corporate project status	Number	Percentage
Green (progress on track)	11	42%
Amber (progress behind schedule, project may be recoverable)	15	58%
Red (significantly behind schedule, serious risks/issues)	0	0%
Pending closure	0	
Closed (completed)	0	
Awaiting progress update	0	

There are no projects showing as Red at the end of Quarter 4.

Details of all projects can be found in **Appendix C**.

4. COMMENTS OF OVERVIEW & SCRUTINY PANELS

- 4.1 The panel discussed the Corporate Performance Report 2020/21 (Quarter 4) at its meeting on 2nd June 2021.
- 4.2 The Panel welcomed the report and thanked officers for their hard work and diligence over the course of the challenging year.
- 4.3 Members noted that the transparency of the figures was good to see. It was also observed that any red actions were due to unprecedented circumstances.
- 4.4 The Panel praised the work that has been undertaken to prevent homelessness over the past year. It was noted that although it was hoped that this would have a positive long-term impact, the Council would continue to support all residents in homelessness prevention.
- 4.5 Members were reassured that a recovery plan is in place for One Leisure and Active Lifestyles.
- 4.6 The reduction in staff sickness absence was noted. Following a question regarding long term plans for working practices, it was assured that working practices are being considered alongside the business needs of the Council.

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, Quarter 4, 2020/21

Appendix B – Corporate Plan Performance Report, Quarter 4, 2020/21

Appendix C – Project Performance, March 2021

CONTACT OFFICERS

Corporate Plan Performance Monitoring (Appendices A and B)

Daniel Buckridge, Business Intelligence and Performance Manager 📞 (01480) 388065

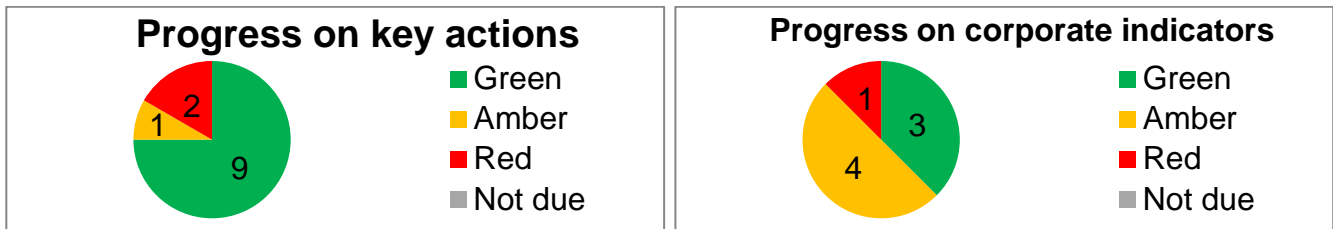
Project Performance (Appendix C)

Manjit Pope, Programme Delivery Manager, email manjit.pope@huntingdonshire.gov.uk

Corporate Performance Summary Quarter 4, 2020/21

People

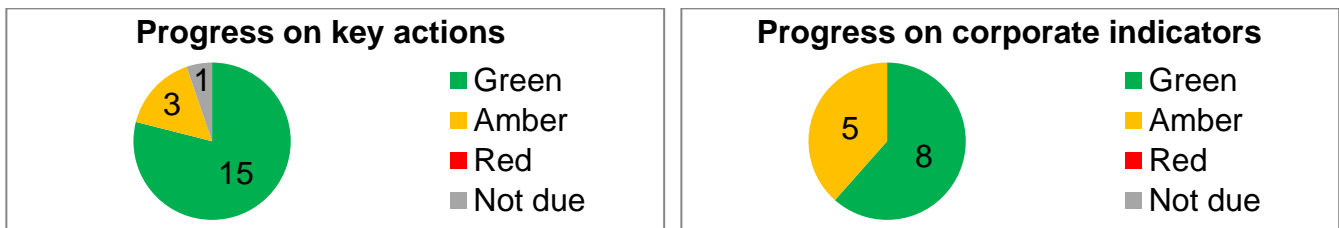
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include improved processing speed for new Housing Benefit and Council Tax Support claims despite an overall 25% increase in volume mainly attributable to the pandemic.

Place

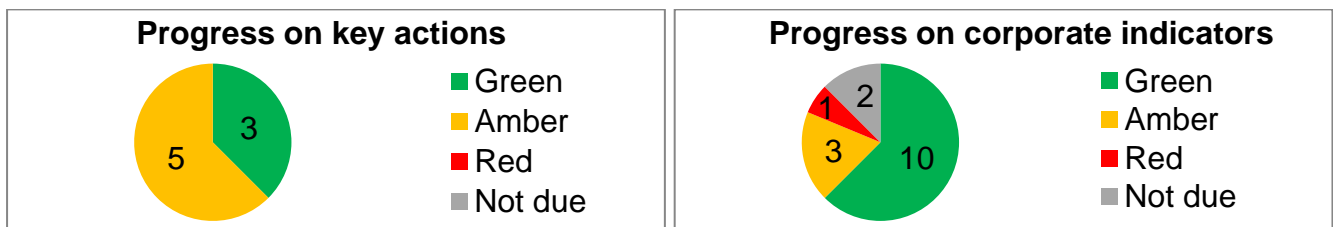
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include the completion of electric vehicle charging point installation in car parks in St Neots, St Ives and Huntingdon.

Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include a further reduction in the annual sickness absence rate among staff (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 January to March 2021

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
	9		1		2		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
	3		4		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
R	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	Closures to the leisure industry dictated that the service was only able to deliver face to face activity for 5 months of the year with severe restrictions around what could and could not be delivered during those months. Online services were developed but had limited uptake as customers responded to

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					surveys stating that they valued the human interaction and therefore found alternatives during periods of closure.
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.
R	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	Whilst recovery commenced on two occasions, subsequent decisions to shut down facilities and activities meant that by the end of the financial year only outdoor activities had resumed (for 3 days). Online services via the Training Shed App and Classes were delivered as an alternative for those that were seeking support.
G	KA 4. Provide financial assistance to people on low incomes to pay their rent and Council Tax	Ongoing	Cllr Gray	Amanda Burns	Maximised spend on Discretionary Hardship Fund to help people with their housing costs - £287k awarded. Continued to award Hardship Fund payments to working age people claiming Council Tax Support - £632k awarded.
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. This has been a key part of our Covid-19 response in particular to ensure that those most at risk to the threat of rough sleeping have been assisted during the pandemic.
G	KA 6. Adopt a new Homelessness Strategy and a new Lettings Policy	December 2020	Cllr Fuller	Jon Collen	Lettings Policy was adopted in March 2021 and will be fully implemented once all the Home-Link partner local authorities take the policy through their Member processes. Consultation on the Homelessness

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					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. A further 22 short term lets provided by Chorus will come on line in April 2021 as the conversion of an outdated Sheltered scheme to this use is completed.

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	A plan has been developed around the implementation of six community based job clubs across Huntingdonshire. Social Echo located in Yaxley launch on 1st June 2021 with face to face and online courses, skills and employment support available. Brampton have received their training and will also launch on 1st June 2021. Discussions underway with St Neots partners in relation to a shared offer with Diamond Hampers. 'Payment by Results' type funding offered to the Job Clubs by Cambridgeshire Skills.

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
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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	Bury and Buckden Neighbourhood Plans going to referendum on 6th May.
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	Contract in place with CAB which has been flexed in line with the needs identified as a result of the pandemic. Contract in place with Hunts Forum who were heavily involved with the development of the Recognised Organisations as well as the ongoing development of these. They have offered key support and advice to the community and voluntary sector throughout the pandemic.
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	Developing Oxmoor initiative has been slowed by the pandemic but initiatives have continued and a number of new projects have got underway. This includes the opening of a community fridge based within a primary school that since 25th March 2021 has issued 1418.43kgs of food that would have otherwise gone to landfill. The offer will expand to cover hygiene products from 25th May 2021. Funding has also been secured from the Office of the Police and Crime Commissioner to jointly fund a post within St Peters school that will work directly with male pupils at risk of becoming a victim or a perpetrator of crime, disorder or anti-social behaviour (ASB). The project will focus on keeping aspirations high.
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 underway with Hunts Forum to review the definition of Recognised Organisations potentially into a tier system. This will mean that more community and voluntary organisations will be eligible for receiving the recognition and in turn increase the opportunities for volunteering.

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	Annual 2020/21 Target	Outturn 2020/21 Performance	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	24	21	G

Comments: (Revenues & Benefits) There was an overall 25% increase in the volume of work received mainly attributable to the pandemic. Additional temporary staff were taken on to assist with this. Proactive work was carried out to encourage people claiming Universal Credit to claim Council Tax Support (CTS). Housing Benefit caseload has reduced as people gradually migrate to Universal Credit but CTS caseload has increased due to people not working as a result of the pandemic.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	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	5.0	4.5	G

Comments: (Revenues & Benefits) There was an overall 25% increase in the volume of work received mainly attributable to the pandemic. Additional temporary staff were taken on to assist with this. Over 56,000 changes to claims were processed during the year.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 3. Number of homelessness preventions achieved (cumulative year to date) Aim to maximise	521	400	523	G

Comments: (Housing Needs & Resources) The cumulative number of successful homelessness preventions to the end of Q4 was 523 (119 in Q1, 113 in Q2, 142 in Q3 and 150 in Q4). Although prevention work has been impacted during the pandemic lockdown as Court action was suspended and prevention activities are also more limited, this has picked up in Q3 & Q4 with a higher number of successes in Q4 as landlords and agents have restarted possession action processes where we have then been able to positively intervene.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	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) Aim to maximise	43,383	40,000	6,829	R

Comments: (Leisure and Health) The full year (April 20-March 21) has been affected by Covid-19. The service was unable to operate 'normally' at any point in the year. Activities were either not permitted or subject to restrictions (outdoor sessions, limited numbers, etc...). Staff were redeployed to other business areas (business grants, pharmacy deliveries, etc...) or furloughed.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	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	1,400	824	A

Comments: (Leisure and Health) The full year (April 20-March 21) has been affected by Covid-19. The service was unable to operate 'normally' at any point in the year. Activities were either not permitted or subject to restrictions (outdoor sessions, limited numbers, etc...). Staff were redeployed to other business areas (business grants, pharmacy deliveries, etc...) or furloughed.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	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	1,500	719	A

Comments: (Leisure and Health) See commentary for PI 5.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 7. People participating more often: Number of One Leisure Facilities admissions – swimming, Impressions,	1,425,633	350,000	304,290	A

fitness classes, sports hall, pitches, bowling and Burgess Hall (excluding school admissions) (cumulative year to date)				
Aim to maximise				

Comments: (Leisure and Health) See commentary for PI 4.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 8. People participating more often: One Leisure Active Lifestyles total attendances (cumulative year to date)	57,098	12,000	5,709	A
Aim to maximise				

Comments: (Leisure and Health) See commentary for PI 5.

STRATEGIC THEME – PLACE

Period January to March 2021

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
15		3		0		0		1	

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		5		0		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
G	KA 13. Establish a new park in St Ives	31 March 2021	Cllr Beuttell	Neil Sloper	The new park, named Berman Park, opened for public use on the Easter weekend.
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	<p>All installations have now been completed across car parks in St Neots, St Ives and Huntingdon. See press release for further details: https://www.huntingdonshire.gov.uk/news/electric-vehicle-charging-points-rolled-out-across-the-district/</p> <p>All points are operational with the exception of Ingram Street in Huntingdon which is waiting for UKPN to attend to rectify a grounding issue on site. This piece of work is being managed by PodPoint on our behalf who will attend site after completion to commission the final charge point. Bay markings have been completed for Huntingdon and St Ives, with St Neots due to take place in the next 2 weeks. St Neots markings were delayed as the Town Council were looking to install a charge point at one of their own sites and, by completing the works at the time of their site, we were able to help them make a saving, however at this time their plans are not being progressed so we are proceeding without them.</p> <p>The great news is that these charge points are already being used and have provided the following energy to vehicles so far: April: 836kWh, May: 324kWh.</p>

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					With EV cars travelling between* 2.8 & 3.5 miles per kWh, this means that our total of 1,160 kWh supplied has enabled over 3,248 miles of cleaner travel in the 5-6 weeks they have been in operation. * https://www.whatcar.com/news/what-car-real-range-which-electric-car-can-go-farthest-in-the-real-world/n18159
N/a	KA 17. Install secure cycle storage facilities in specific council owned car parks	31 March 2021	Cllr Beuttell	Neil Sloper	This work has been moved to the CPCA funded projects.

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	Regeneration Plan with Senior Leadership Team.
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	Awaiting further details of the Shared Prosperity Fund to inform Local Investment Fund bids. Regular dialogue in place with Cambridgeshire and Peterborough Combined Authority (CPCA). New Economic Development Manager recruited to and continuing working with CPCA to deliver ambitions, including reviewing impact of Covid-19.
G	KA 21. Recovery Action (Economic Development – Economic Growth Strategy)	Q3	Cllr Fuller	Clara Kerr	The Economic Growth Strategy has been adopted.

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	HDC has secured £3.7m MHCLG funding for the Future High Streets Fund (FHSF); £3.2m CPCA funding toward the FHSF. In addition, bids to the CPCA Market Towns Fund bid have been submitted, including the accelerated fund (across Huntingdon, St. Ives and Ramsey) and the longer term fund to initiate masterplan/feasibility studies for Huntingdon, St Ives and Ramsey. In addition, A141 study continues, and St Ives study to commence.
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 FHSF has been confirmed for St Neots and the individual projects are being developed, along with a communications and engagement strategy. Masterplanning feasibility briefs are being developed for St Ives, Huntingdon and Ramsey. In addition, the accelerated towns programme (CPCA) is underway with a series of projects to be implemented by March 2022.
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	Development Consent Order (DCO) for A428 has commenced. Non-statutory additional EWR consultation live, and closing on the 9th June.
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	Ox-Cam Non-Statutory Spatial Framework to launch and CEO engaged as lead on 'place shaping'. MHCLG discussions underway to review opportunities in the corridor.
A	KA 26. Prepare and implement an updated Section 106 Supplementary Planning	Ongoing	Cllr Neish	Clara Kerr	Paused in agreement with Portfolio Holder due to uncertainties of pandemic and impacts on land values and costs for infrastructure.

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
	Document and Community Infrastructure Levy charging schedule				
G	KA 27. Recovery Action (Economic Development - enable growth through infrastructure development)	Ongoing	Cllr Neish	Clara Kerr	Officers continue to work with the CPCA (Market Towns, A141, St Ives study) to ensure infrastructure is enabled. In addition, working collaboratively with Highways England/Cambridgeshire County Council/South Cambridgeshire District Council on the A428 and will also work with partners on EWR as it moves toward DCO.

WE WANT TO: Improve the supply of new and affordable housing, jobs and community facilities to meet current & 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	A141 discussions ongoing and moving to Strategic Outline Business Case. St Ives Study to commence Q1 21/22; DCO for A428 commenced and EWR non-statutory consultation underway until 9th June 2021.
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	New Housing Strategy 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	Annual 2020/21 Target	Outturn 2020/21 Performance	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%	80%	90%	G

Comments: (Operations) Continued regular frequency cleansing action has led to a high level of cleanliness in open spaces and rural areas. Additional resource has been deployed during the Covid-19 pandemic to counteract increase usage of open spaces.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 10. Number of missed bins per 1,000 households (cumulative year to date) Aim to minimise	0.79	0.75	0.57	G

Comments: (Operations) A reduction in the number of missed bin has been a result of the Alloy system and continued monitoring from the waste managers.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 11. Percentage of household waste recycled/reused/composted (cumulative year to date) Aim to maximise	60%	60%	58%	A

Comments: (Operations) The final figure is 58% of household waste recycled/reused/composted.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 12. Number of complaints about food premises (cumulative year to date) Aim to minimise	748	550	123	G

Comments: (Community) Due to Covid-19 and extended food business closures, food related complaints have reduced.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 13. Percentage of licensed taxi/hackney carriage/private hire vehicles that meet 'Euro 6' low vehicle emission standards (latest position at end of each quarter) Aim to maximise	N/a	40%	31%	A

Comments: (Community) 230 out of 739 licensed vehicles registered after 01/09/2015.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	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) Aim to minimise	25% (4 out of 16)	15%	24%	A

Comments: (Development) 38 appeals, of which 9 were allowed

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 15. Number of costs awards against the Council where the application was refused at Development Management Committee contrary to the officer recommendation (cumulative year to date) Aim to minimise	1	0	0	G

Comments: (Development) In total, there were four costs appeals heard in 2020/21 (all cases, not just those refused at Development Management Committee) and none were allowed.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 16. The amount of Community Infrastructure Levy (CIL) funding allocated for small-scale infrastructure development (cumulative year	N/a	N/A	£7,975,727.31	A

to date)				
Aim to maximise				

Comments: (Growth) This figure is cumulative spend to date excluding Future High Streets Fund.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 17. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period) (cumulative year to date)	87%	86%	88%	G
Aim to maximise				

Comments: (Development) 37 of 42 majors were within 13 weeks or agreed extension of time (EOT).

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	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%	No target set due to impact of Covid-19 on planning services locally and nationally	88%	G
Aim to maximise				

Comments: (Development) 218 of 247 minors were within target date or EOT.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	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%	No target set due to impact of Covid-19 on planning services locally and nationally	90%	G

Comments: (Development) 293 of 325 household extension applications were within target date or EOT.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 20. Number of new affordable homes delivered in 2020/2021 (cumulative year to date) Aim to maximise	440	338	274	A

Comments: (Growth) As reported previously, Covid-19 has affected delivery of affordable homes. At Q3, we estimated completions by year end would be 246 homes. In the event, the outturn has been better than expected with 274 homes completed. Bearing in mind the potential greater shortfall expected and that the programme can fluctuate in any event, this is considered to be a good performance.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	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	No target set. Defer to AMR	1,038	G

Comments: (Growth) The total at 31 March 2021 was just over 1,000 higher than at 29 March 2020. The increase was similar to the previous year despite lockdown measures affecting house building. The Annual Monitoring Report (AMR) is indicating a 5.24 years housing supply.

STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period January to March 2021

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
5		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
10		3		1		0		2	

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	A further 4 new lettings and one lease renewal completed in Q4 at a total income of £193.2k p.a. (increase of £41.1k on previous annual rents). For the whole of 20/21, transactions amount to: 15 lettings (generating £133k annual rent and £37.6k service charge, an increase of £69.5k on previous rents and £37.6k on service charges), 8 rent reviews/lease renewals settled at a new rent of £465k p.a. (an

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					increase of £41.5k p.a. on previous rents), one off income of £5.5k has been received. Eleven units have been vacated during the year at a loss of annual income of £152.4k, the new lettings (including 6 of the vacated units), rent reviews and lease renewals completed have replaced this annual income, but higher than expected vacations and business failures have meant that the budgeted growth in income has been a struggle. Double the usual number of lettings has taken place but there is still a high rate of transactions not being completed due to a fickle market and offers being withdrawn.
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	Working with the Chief Operating Officer to develop better process for defining and iterating unit costs and a process for developing unit value metrics that focus on effectiveness. Data warehouse design has passed security review after being on hold while the alpha release has been supporting business grants delivery. Further work will be undertaken with HR and the workforce strategy to improve the skills within the wider organisation to support exploitation of data. Transformation resources are being upskilled via a degree apprenticeship scheme. Further MHCLG funding received to improve the usage of data to predict household vulnerability to enable early engagement.
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	Focus has been on supporting the implementation of the new environmental health and licensing system and looking to develop processes that will exploit the new functionality within the system. Focus will shift on working with services and 3C ICT on how to enable power user models within our systems that will allow

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					services to more rapidly iterate their system configurations to enable faster improvements to processes.
A	KA 35. Recovery Action (Finance e.g. respond to impact on budget)	Ongoing	Cllr Gray	Claire Edwards	Improvement on expected overspend from Q3 due to one-off funding received in Q4. Otherwise this is in line with expectations
A	KA 36. Develop Workforce Strategy including options for best use of apprenticeship levy	Ongoing	Cllr Keane	Justin Andrews	Current focus is to Future ways of working; and the broader workforce strategic work will need to align to Core Services Strategy, Digital Strategy and Vision.

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
G	KA 37. Develop our understanding of customer and resident needs and demands	Ongoing	Cllr Keane	Michelle Greet	A proposal is underway to introduce a customer forum to HDC. The forum will enable us to embed a culture of engagement which will widen and deepen the involvement of local communities in shaping the Council's future. Anyone can sign up to be part of the forum, but we are aiming for a diverse group of people so the views are as representative as they can be of different groups in the district.
G	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	We have transitioned the contact centre onto the new digital platform and deployed further self-service forms for waste that will soon be integrated with back office systems, removing any re-keying and meaning actions taken by delivery officers within Operations automatically update the customer. This also allows for online payment for services.
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

Status	Key Actions for 2020/21	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					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	Annual 2020/21 Target	Outturn 2020/21 Performance	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	9,710,467 kWh (5% down on 2018/19)	6,263,445 kWh (35% down on 2020/21 target)	G

Comments: (Corporate Resources) There has been a considerable reduction in energy usage over the last 12 months. This is can be contributed mainly to Covid-19 restrictions limiting the opening of the leisure centres. Both Pathfinder House and Eastfield House experienced reductions in energy usage despite remaining open throughout the year. This was also the first full year since OL Sawtry is no longer a HDC asset.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 23. Percentage of Business Rates collected in year (cumulative year to date) Aim to maximise	99%	99%	98%	A

Comments: (Revenues & Benefits) In view of the significant issues that a number of businesses faced during the year, the outturn performance is excellent. The team worked tirelessly with businesses to establish payment plans to enable the liability to be paid in-year. In addition, around £22m of reliefs were awarded to qualifying businesses.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 24. Percentage of Council Tax collected in year (cumulative year to date)	98%	98%	98%	G
Aim to maximise				

Comments: (Revenues & Benefits) During a difficult year for a number of our residents, the team were able to provide extra support by deferring instalments at the start of the financial year for 2 months, offering to increase the number of instalments from 10 to 12 months to reduce monthly payments, promoting the use of Direct Debits to help people who couldn't leave their homes and delaying sending reminders for non-payment until June. The approach then taken was to prompt customers to contact the team if they were having difficulty paying. Despite all of the challenges the team faced, the collection rate is virtually on target.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	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	10	1	G
Aim to minimise				

Comments: (Community) Of 11 appeals to court, 10 decisions were in favour of HDC and one was in favour of the applicant on an appeal against a vehicle licence.

Performance Indicator	Full Year 2019/20 Performance	Annual 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	95%	95%	G

Comments: (3C ICT) Performance recovered during Q4 from just below target to just above target.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 27. Percentage of invoices from suppliers paid within 30 days (cumulative year to date) Aim to maximise	92%	98%	76%	R

Comments: (Corporate Resources) The Accounts Payable (AP) team are continuing to process invoices promptly, and are usually up to date on a daily basis. However, only invoices that are entering the payment process are capable of being processed by the AP team. Unfortunately there are a significant number of invoices that cannot be processed either because no purchase order has been raised/authorised or the good receipting process is not being completed in a timely manner by service teams, until reminded to do so by the AP team. Without these parts of the procurement process being completed the invoice cannot be paid. The continued reliance by service teams on retrospective ordering (i.e. order raised after the invoice has arrived), is an added contribution, since there is then a built-in delay while the invoice is raised and receipted, whereas if the order were already available the invoice could be matched to the order and put in the payment process straight away. Note that the March data is estimated, but the actual data is unlikely to alter the overall %.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 28. Staff sickness days lost per full time employee (FTE) (cumulative year to date)	6.5 days/FTE	9.0 days/FTE	5.1 days/FTE	G

Aim to minimise				
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Comments: (Corporate Resources) Absence management continues to be a key focus for the HR team and line managers, who take a very proactive approach with triggers and return to work processes. Covid-19 related absences (self-isolating and shielding) are excluded from these figures. For further information, see the Workforce Report to be published on June's Employment Committee agenda.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 29. Income generated from Commercial and Operational Estate Rental Income (cumulative year to date)	£4.9m	£3.9m	£4.8m	G
Aim to maximise				

Comments: (Corporate Resources) Approximately double rate of usual units vacated with larger rent units particularly impacted. Local tenants have continued to endeavour to meet rent payments in the main, although hospitality and retail sectors have been most impacted. Expected to continue to see turnover of tenants in smaller units, demand has been high for small unit space but there are signs this is softening. Income includes returns from CCLA Property Fund investment.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 30. Percentage of calls to Call Centre answered (cumulative year to date)	83%	80%	89%	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 and we have experienced reliability issues with Teams and have some concerns about the accuracy of the data recorded. Customer Services will move to a new Call Centre system by the end of October 2021 which will greatly enhance functionality and our ability to manage the service.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 31. Call Centre telephone satisfaction rate (cumulative year to date)	89%	80%	N/a	N/a
Aim to maximise				

Comments: (Customer Services) We have decommissioned the old customer service CRM system that surveys were generated from. We are evaluating the option for surveying customers through the new OneVu Customer Portal.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 32. Customer Service Centre satisfaction rate (cumulative year to date)	95%	80%	N/a	N/a
Aim to maximise				

Comments: (Customer Services) We have decommissioned the old customer service CRM system that surveys were generated from. We are evaluating the option for surveying customers through the new OneVu Customer Portal.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 33. Percentage of Stage 1 complaints resolved within time (cumulative year to date)	87%	90%	93%	G
Aim to maximise				

Comments: (Customer Services) Of 113 Stage One Complaints received so far, only 8 this year have been responded to late, 4 of which are in Operations, 1 for Planning, 1 for Community and 1 for Covid-19 Grants. Development have received the most complaints with 30. Operations then follow with 22. There have been 21 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	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 34. Percentage of Stage 2 complaints resolved within time (cumulative year to date) Aim to maximise	76%	90%	87%	A

Comments: (Customer Services) 31 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.

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Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 35. Percentage reduction in avoidable contacts (cumulative year to date) Aim to maximise	2%	-15%	-15%	G

Comments: (Customer Services) The introduction of the integrated Operations forms took place in May 2020 and the continued development of the portal has helped reduce avoidable contact.

Performance Indicator	Full Year 2019/20 Performance	Annual 2020/21 Target	Outturn 2020/21 Performance	Outturn 2020/21 Status
PI 36. Percentage of households with customer accounts generated (latest result) Aim to maximise	15%	25%	31%	G

Comments: (Customer Services) We now have 24.3K 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	Annual 2020/21 Target	Outturn 2020/21 Performance	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	20%	19%	A

Comments: (Transformation) Integrated forms within Operations were made live that support integrated payments and updates back to customers based on actions taken within their key systems. Work continues to develop improved processes of designing and implementing end to end digital processes. Resources that were earmarked to deliver this improvement have been committed to support business grants work so progress is slower.

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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	Integrated waste forms are now live, with integrated payments. Finalising the ongoing processes for managing the project as a live Business As Usual (BAU) capability and then transitioning into ongoing operations. The project will close in Q1 21/22.	Mar-21	Transformation	John Taylor	Tony Evans
CPP - Dynamics Replacement	Replaces the system uses in the Call Centre (Dynamics) with one that both customers and staff can use to increase self-service (IEG4 CsVu)	31-Mar-21	30-Jun-21	A	We went live with IEG4's CsVu product on 12th April. There are some outstanding issues that are being worked through and these will be dealt with as part of Business as Usual (BAU) work. The project will close in Q1 21/22.	Apr-21	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	G	February - supplier has been selected for new Hybrid Mail contract, but still some issues on finalising contract - and work will begin with them shortly but annual billing is the priority for the rest of Q4. March - no further action taken.	Mar-21	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	31-Mar-22	A	Proof of Concept (PoC) deployment being reviewed for lessons learnt prior to build of final solution. Digital elements largely built but need to review and rebuild the data storage tier and its interface based on input from security and IG. Working with 3C ICT to prioritise the work alongside the digital work.	Apr-21	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)		31-Mar-22	A	Council needs to consider the scope of the regeneration programme for Huntingdon as part of the Towns Programme. Levels of occupancy are now lower and this is a key gateway route into the town centre, especially for people using public transport. Market Towns Programme Board meets monthly. Contracts agreed with CPCA and being signed off. masterplan tender brief has been prepared and with leader for sign off. Expressions of Interest anticipated w/c 10th May. Proposed contract start date 26th July, with a view to completing exercise by 31st March 22 (in accordance with CPCA spend parameters). This is part of the Market Towns Programme, listed separately.	May-21	Development	David Edwards	Clara Kerr
One Leisure Ramsey - 3G Artificial Pitch	3G Artificial Pitch (2018/19 Capital programme) (M10)	31-Dec-18	31-Mar-21	A	Works started 22nd March with all pre-meets held and traffic management/health and safety documents produced by contractor. Build time currently scheduled for 19 weeks and due to be completed by the end of July.	May-21	Leisure & Health	Jayne Wisely	Martin Grey

Project Name	Project Description	Original Approved End Date	Expected Delivery Date	RAG Status	Performance Summary	Last updated	Service Area	Project Sponsors	Project Managers
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.		01-May-21	G	<p>System now live and in use.</p> <p>Solutions to document extract from previous system has been secured and planned into project plan, along with legacy data solution. Data load and extraction was delayed and quality of data caused issues, delaying the phasing of implementation. HDC mitigated by delaying implementation, within our existing contract provision. This has moved our go live back one month to May 2021 (parallel runs now March and April), but allowed longer for user testing. The future phasing (Learning & Development, Recruitment) are currently being reworked to allow for focus on core HR and payroll initially. There have been issues on the supplier side, but we now have a new dedicated project support and trainer. Supplier has underestimated a multi-council build and our testing has identified a number of areas the supplier has not built to our blueprint, which are being rectified. An issue has been identified with security controls in line with organisation policy and steps have been taken to add additional controls, until Active Directory Single Sign-On is implemented - unknown impacts on setting up users for go live - but priority work on this.</p>	Apr-21	Corporate Services	Justin Andrews Fiona Bryant	Aileen Whatmore Randeep Singh (PM)
Bridge Place car park reprovision	Completion of property sale, reprovision 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	31-Mar-22	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/Construction Design and Management (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. Progress impacted by COVID and recovery work, Design and Build Contract required. Tender for design, planning and clerk of works delayed due to COVID CPCA funding decision change at HDC, now due out 17th February to achieve build by end of year. Initial Request For Quotation (RFQ) for design, planning and CDM did not draw any bids, responses indicated a lack of capacity to undertake the works. Bid document reviewed and was re-issued 1st March with closing date 14th March.	Mar-21	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-Mar-21	A	<p>HDC and Cambridgeshire Home Improvement Agency went live on 22nd March 2021. There are a number of issues with the data migration which are being addressed by the supplier, however the necessary supplier resources to deal with these issues have not been available to their Project Manager, which has resulted in our Project Sponsor having to escalate this to Director level with Idox to ensure these issues are reviewed and rectified.</p> <p>A Gap Analysis has been submitted to the supplier highlighting the areas that we believe have not been delivered by them in the required time frame and we are awaiting a meeting with them to rectify these issues.</p> <p>A review of the additional work required, such as integration with other systems, is taking place this month to plan the second phase of the project.</p>	Apr-21	3C Shared Services	John Taylor	David Pope
Outsourced Hybrid Mail & Printing Project	Outsourced Hybrid Mail & Printing Project	31-Dec-20	30-Jun-21	A	Implementation discussions with new suppliers will commence as soon as contracts have been returned from the solicitors and signed. We are still waiting for Cambridge City to confirm when this is likely to happen. In the meantime, printing is still being fulfilled by emergency fulfilment contractors and limited in-house Document Centre facilities. Any further delays with the contacts may impact on full implementation dates, currently forecast during Q1 FY 2021-22.	Apr-21	Customer Services	John Taylor	Andy Lusha

Project Name	Project Description	Original Approved End Date	Expected Delivery Date	RAG Status	Performance Summary	Last updated	Service Area	Project Sponsors	Project Managers
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-21	A	<p>Super User training complete. Configuration underway. Burndown list produced to track configuration.</p> <p>Configuration affected by key resource Josh completing integration testing with IEG4 forms and at risk due to Josh going down to 2 days per week. Sponsor decision to accept risk, configuration will take longer and look to involve Yotta in build. Workshop build process with Yotta agreed based on successes of Waste Implementation. Project definition implementation for back office (service) only does not include sprints or connectivity with IEG4, this will be a follow on project if justified - Yotta design will however include mapping and open Application Programming Interfaces (APIs) ready for this potential project in the future. Project also looking at separating instances of City and HDC for simplicity and ease moving forward.</p>	Apr-21	3C Shared Services	Joel Carre (CCC) Neil Sloper	Tony Allen
One Leisure St Ives Changing Rooms	Capital 2019/20	31-Mar-21	30-Jun-21	G	April 2021: Work onsite ongoing. Programme indicating small delay (week) due to floor substrate works and drying times. Communications going out to customers ready for re-opening to set expectations.	Apr-21	Leisure & Health	Jayne Wisely	Paul France
Data Centre Migration	Data Centre Migration from Shire Hall to Peterborough (interim hosting)		31-Mar-21	G	Move from Shire Hall completed January 29th. Follow up tasks now being discussed with the board. Discussions taking place with the Intelligent Clients around a couple of failover tests, project closure report in draft pending timing of follow up tasks. Project closure report is in the process of being completed.	Apr-21	3C Shared Services	Oliver Morley	Peter Holmes
Oldmanchester 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	31-Dec-21	G	April 07 update- The project is now entering the construction phase, the principle contractor (Breheny Civil Engineering) has been appointed and contracts have been signed by both parties. A principle designer has also been appointed who will also take responsibility of the CDM roles. The project equipment will be on site by the end of April with piling and construction starting in the first week of May 2021. There is a communication plan in place.	Apr-21	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	Update April 21 - Market Towns Programme is being developed to capture Portfolio for Growth ambitions into one programme, including on street WiFi and Covid-19 walking/cycling and Smart Towns as well as the Towns Accelerated Programme (see project below). The Programme also includes the St Neots Future High Streets Fund which received final approval from MHCLG on 3 April. Officers are now starting to draft the Delivery Plan and Communications, Marketing and Stakeholder engagement Plan. The Market Towns Programme governance arrangements are being established and Programme Board meetings are held monthly. Procurement Strategy for multi-disciplinary agency to undertake masterplanning and business case work for St Ives, Huntingdon and Ramsey has been agreed. A Visioning Exercise to inform the tender brief has been undertaken involving workshops (held in March) with the Town Councils, Ward Councillors and Leadership Team. The draft vision statements have been received and are being considered. A Programme Resource Plan has been prepared - resourcing requirements have been identified and are being discussed with the Chief Responsible Officer and Programme Sponsor. Resourcing is a key risk for the Programme.	Apr-21	Strategic Planning	Clara Kerr	Emma Taylor

Project Name	Project Description	Original Approved End Date	Expected Delivery Date	RAG Status	Performance Summary	Last updated	Service Area	Project Sponsors	Project Managers
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	Update April 21 - A bid for £1.8M value of projects was submitted to the CPCA on 18 December 2020. These have been accessed and all were approved by the CPCA Board on 27 January 2021. Draft funding agreements have been received from the CPCA and are being finalised. Discussions have taken place around addressing the unequal split across the market towns and potentially making a project substitution. Two bids for Ramsey were submitted to the CPCA and approved by the Board on 26 March for evaluation. Project Management arrangements are now in place and a workshop was delivered to all Project Sponsors and Project Managers on 8 April. Focus is now on delivery and identifying/developing bids for the remaining CPCA funds.	Apr-21	Development	Nigel McCurdy	Seamus Cleary
Cycle Route Improvements	Management of work with county on deliver cycling routes. 120 submitted to CCC.		31-Mar-22	A	<p>Consultation on the draft Local Cycling and Walking Infrastructure Plan (LCWIP), which sets out cycling and walking route improvements needed by priority for each district, is due to commence on 14th May 2021. Cabinet is due to consider the Council's response at its June meeting.</p> <p>Covid-19 measures have either been delivered, ruled as unfeasible, or moved to Tranche 2. Tranche 2 is now to be delivered by end of March 2022. Funding has been confirmed by Government under its Active Travel Fund, however Cambridgeshire did not secure the full amount it applied for. CCC has appointed contractors to assist with the detailed project work to ensure it can deliver schemes in this timescale. The initial list of scheme concepts has been analysed to assess deliverability challenges and sorted based on how challenging they are. All schemes for Huntingdonshire now fall into either the medium or most challenging categories. Further design work on these will take place between May - July 2021. Stakeholder engagement is to take place mid-May-end of June. Delivery of feasible schemes will be either in Oct-Dec 2021 or in first quarter 2022.</p>	May-21	Strategic Planning	Clara Kerr	Melissa Reynolds
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 Environment Agency (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. Design and Build contract required. No progress due to concentration on other Recovery priorities. Small element on fishing enhancement with EA and Angling Club underway and also enhancement project for Canoe Club almost agreed. Plan and procurement for play element being progressed to achieve installation Q2. RFQ for design, planning and CDM out on 4th March, closing date 26th March.	Mar-21	Operations	Neil Sloper	Judith Arnold

Project Name	Project Description	Original Approved End Date	Expected Delivery Date	RAG Status	Performance Summary	Last updated	Service Area	Project Sponsors	Project Managers
Programme of COVID-19 related work	Package of projects that will be undertaken as the recovery work for the Council.		31-Mar-22	A	New Programme Manager appointed, due to start week commencing 19 April - current project manager to provide handover. Assistant Director Recovery appointment still to be confirmed, Oliver Morley covering in the meantime. Recovery group last met on 24 March - updated on Job Clubs and this is to be formalised with documented plan (Manjit Pope following up). Group were supportive of mapping walking / cycling routes to formalise our approach to a strategy - awaiting confirmation on funding options for this work. Group also supportive of work around digital connectivity and agreed project work / staffing in this area - again awaiting confirmation on funding options. Metrics ongoing. Business Customer Relationship Management (CRM) project being revised - contractor not carrying work as planned so likely that this will halt and be rescheduled. Initial risk register and issue log prepared - will need to be reviewed at the next Recovery Group meeting at end April.	Apr-21	Strategic Planning	David Edwards	Liz Smith
MHCLG data driven 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 communications.		31-Mar-21	G	April 21 Update: 6 day sprint with Unboxed completed that considered examples of proactive outbound contact and resulted in a mock up being tested as part of user research. We will now commence a test with 70 residents identified as vulnerable who will receive the email contact that has been developed. We will assess effectiveness/ impact of email by follow up communication. Work is underway to stabilise the structure and posts for the vulnerable team to continue this work.	Apr-21	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	Feb 21 Update: Heads of Terms signed by both parties. Signing of Exclusivity Agreement on course for end February 2021. Negotiation of stage two Conditional Land Sale Contract underway with exchange targeted for end of March 2021 or soon after. Tidying up licences, adverse possession risks and registering unregistered title being worked on, so that HDC can provide vacant possession of land to be sold. As previously reported: Cabinet approved sale of 13 sites for development of 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. Preliminary enquiries are with DM for consideration	May-21	Development	David Edwards	Adrian Davey

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**Public
Key Decision - No**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Finance Performance Report (Q4)
Meeting/Date:	Cabinet – 17th June 2021
Executive Portfolio:	Executive Councillor for Strategic Finance (JG)
Report by:	Chief Finance Officer (CE)
Ward affected:	All

Executive Summary:

The Covid-19 pandemic has had a considerable impact on the Council. The Government's lockdown, announced on 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 £5.398m. However, it is difficult to quantify the impact of Covid-19 with any certainty. Due to the Council's reliance on commercial income and fees and charges and consequently its exposure to the economic cycle, the Council has sought in recent years to build up the general fund balance to

ensure the Council is financially resilient in a recession. The Council is therefore able to draw upon its general fund reserve balances if required to balance its budget.

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

Recommendation(s):

It is recommended that:

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

PURPOSE OF THE REPORT

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

- Revenue outturn estimated underspend of £0.053m.
- Capital outturn estimated underspend of £13.415m

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

BACKGROUND

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

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

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

FINANCIAL PERFORMANCE

3.1 Financial Performance Headlines

The outturn position for the current financial year and the impact of variations will be incorporated within the MTFS.

Revenue The approved Budget is £17.688m with the forecast outturn being £17.634m which is an underspend of £0.053m, a decrease of £0.853m compared to Q3 forecast. The main reason for this is a net increase in one off grant funding; £110k income compensation scheme; £186k furlough recovery and £492k of clinically vulnerable grant funding not reflected in Q3 outturn.

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

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

3.2 Summary Revenue Variances by Service

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

Head of Service	Budget £'000s	Actual £'000s	Variance £'000s	Comments
AD Corporate Resources	5,899	5,238	(661)	Emergency funding for Covid 19 - £2.226m; offset by increased costs of £1.168m; reduction in CIS rental income +£0.732m due to no CIS acquisitions as planned, increase voids and expected lower rental growth across the whole portfolio
AD Transformation	401	178	(230)	Combination of delays in projects and recruitment to vacant posts due to focusing and support the response to Covid 19
Chief Operating Officer	4,425	4,061	(356)	Increase costs for customer portal licences; emergency planning and enforcement, offset by; -£110k adjustment on Housing Benefit, One of Government Funding for Clinically vulnerable of -£497k off set by various salary and efficiency across the whole service
Corporate Leadership	603	684	81	Increase costs due to supporting response to Covid 19
Head of ICT	2,139	2,007	(132)	Reduced activity for HDC
Head of Leisure & Health	(215)	361	576	Loss of income due to closure of Leisure Facilities, off set by more furlough compensation than expected
Head of Operations	3,347	4,082	735	Loss of income due to car park charges being suspended during lock down.
Housing Manager	177	154	(23)	
Growth Manager	842	811	(31)	Salary savings and reduced costs due to delay in projects due to Covid 19.
Programme Delivery Manager	70	58	(12)	
Total	17,688	17,634	(53)	

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

3.3 Capital Programme

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

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

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

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

3.4 Finance Dashboard

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

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

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

Council Tax Support Scheme has seen a significant increase in caseload within the working age group of 11% compared to 19/20.

UPDATE ON THE COMMERCIAL INVESTMENT STRATEGY

4.1 The Commercial Investment Strategy (CIS) was approved by Cabinet in September 2015 and the CIS Business Plan in December 2015. The implementation of the CIS is seen as a key means by which the Council can generate income to assist it in meeting the forecast gap in the revenue budget.

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

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

4.3 Investments

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

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

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

5 COMMENTS OF OVERVIEW & SCRUTINY

- 5.1 The Panel discussed the Financial Performance Report 2020/21 (Quarter 4) at its meeting on 2nd June 2021.
- 5.2 The Panel welcomed the report and thanked officers for their hard work and diligence over the course of the challenging year.
- 5.3 The Panel noted that the need to do the right thing for residents took precedence at the start of the pandemic and that the financial support from the Government which followed was unprecedented.
- 5.4 Following a query, it was confirmed that a one off grant providing funding for the clinically and extremely vulnerable was part of a national support package giving an amount per head on residents identified by local GPs.

6. RECOMMENDATIONS

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

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

7. LIST OF APPENDICIES INCLUDED


Appendix 1 – Financial Performance Monitoring Q4

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

Appendix 3 – Revenue budget carry forwards

CONTACT OFFICER

Claire Edwards, Chief Finance Officer

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Financial Performance Monitoring Suite March 2021 – Quarter 4

Executive summary

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

Revenue - the forecast outturn is an estimated underspend of £0.053 when compared to the approved budget and an improvement to Q3 of £853k. The underspend is due to additional one of funding from Central Government for Income compensation scheme of £110k; furlough recovery £186k and Clinically Vulnerable funding of £492k, not included in the Q3 forecast.

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

Service Grouping Summary

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

Service Commentary

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

Head of Service	Budget £'000s	Q3 Forecast £'000s	Provisional Outturn £'000	Contribution to/(from) reserves £'000	Proposed Budget C/fwd £'000s	Revised Provisional Outturn £'000s	Variance to Budget		Variance to Forecast		Actual Spend £'000s	Actual Income £'000s
							£'000	%	£'000	%		
AD Corporate Resources	5,899	5,390	5,216	0	22	5,238	(661)	-11.2	(152)	-2.8	13,483	(8,266)
AD Transformation	408	303	130	0	48	178	(230)	-56.4	(125)	-41.3	304	(174)
Chief Operating Officer	4,417	4,330	4,061	0	0	4,061	(356)	-8.1	(269)	-6.2	37,531	(33,470)
Corporate Leadership	603	731	684	0	0	684	81	+13.4	(47)	-6.4	709	(25)
Head of ICT	2,139	2,128	2,007	0	0	2,007	(132)	-6.2	(121)	-5.7	8,032	(6,025)
Head of Leisure & Health	(215)	579	326	0	35	361	576	+267.9	(218)	-37.7	5,587	(5,261)
Head of Operations	3,347	4,037	4,082	0	0	4,082	735	+22.0	45	+1.1	9,017	(4,935)
Housing Manager	177	208	199	(45)	0	154	(23)	-12.8	(54)	-25.8	199	0
Growth Manager	842	745	709	102	0	811	(31)	-3.7	66	+8.9	1,223	(514)
Programme Delivery Manager	70	36	58	0	0	58	(12)	-17.1	22	+61.1	58	0
Total	17,687	18,487	17,472	57	105	17,634	(53)	-0.3	(853)	-4.6	76,143	(58,670)

Service Grouping Summary

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

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

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								£	%	
AD Corporate Resources	Democratic & Elections	831,404	728,742	708,905	0	0	708,905	(122,499)	-14.7	<p>Staffing £4k District elections – none scheduled £9.7k electoral registration – canvassers fees £11.5k less than previous year £7.3k land charges – vacant post not recruited to yet</p> <p>Income European elections – remittance advice received for £57.2k reimbursement, YTD actual £40k Land charges – difficult to quantify but increase in search volumes, official and personal searches</p> <p>Supplies & Services Bulk (£65k) unspent in for District elections not scheduled (£19.5k) Members Allowances and Support – saving against SRAs. Lower than budget allocated.</p>
AD Corporate Resources	Environmental & Energy Management	218,640	201,564	191,320	0	0	191,320	(27,320)	-12.5	<p>16k saving due to restructure to form Property Services Team</p> <p>14k underspend on consultancy fees due to Energy Officer & Sustainability Officer leaving the Council and the permanent Energy & Sustainability Officer replacement not being in position until November.</p>

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								£	%	
AD Corporate Resources	Facilities Management	865,276	897,704	843,048	0	22,350	865,398	122	+0.0	
AD Corporate Resources	Finance	794,948	811,288	854,485	0	0	854,485	59,537	+7.5	Increase salary costs to support implementation of Payroll/HR system
AD Corporate Resources	Head of Resources	106,242	(1,363,811)	(959,754)	0	0	(959,754)	(1,065,996)	-1,003.4	Within this are the Covid 19 additional costs +£737k and emergency funding (£2,201k)
AD Corporate Resources	Human Resources	588,867	688,084	653,373	0	0	653,373	64,506	+11.0	<p>Employee costs is due to 3 factors:</p> <ul style="list-style-type: none"> *2 staff on maternity leave, so maternity pay in addition to backfill costs (somewhat mitigated by backfilling one post at more junior at less hours) * 1 backfill to maternity was recruited at more senior (Experienced), and higher salary, this was agreed value for money proposal, to pilot new approach to recruitment, spend to be offset by saving across organisation on recruitment agencies * Kickstart placement officer hired in HR team, hired to support implementation and set up, will be funded by scheme once placements start <p>Overspend on Supplies and Services:</p> <ul style="list-style-type: none"> * New HR and Payroll system overspend in year 1, due to rapid implementation approach, to avoid 3 year contract costs with legacy

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								£	%	
										supplier. *Investment in recruitment sites and platforms to support new approach to recruitment. Budget bid in for future years. this is to tools used across the whole of the council
AD Corporate Resources	Legal	223,940	217,653	193,446	0	0	193,446	(30,494)	-13.6	Recharges now based on hours consumed, rather than fixed fee
AD Corporate Resources	Procurement	62,132	20,133	21,732	0	0	21,732	(40,400)	-65.0	Salary saving due to vacant post – now being recruited.
AD Corporate Resources	Public Conveniences	6,400	5,010	24,882	0	0	24,882	18,482	+288.8	Additional cost due to increase cleaning and service charges
AD Corporate Resources	Risk Management	652,742	735,267	671,655	0	0	671,655	18,913	+2.9	Additional cost due to increase in insurance premiums
Chief Operating Officer	Building Control	152,540	152,540	109,435	0	0	109,435	(43,105)	-28.3	Reduce costs due to reduced activity during the year
Chief Operating Officer	Business Team	278,018	276,539	226,371	0	0	226,371	(51,647)	-18.6	Salary saving due to vacant post -£96k; used to offset additional costs for temporary staff £59k
Chief Operating Officer	Chief Operating Officer	96,038	113,629	207,891	0	0	207,891	111,853	+116.5	Overspend due to Customer Portal Licence
Chief Operating Officer	Closed Churchyards	(13,000)	961	612	0	0	612	13,612	+104.7	Income shortfall arising from previous savings item inserted with no clear delivery plan.
Chief Operating Officer	Community Team	540,710	546,085	48,703	0	0	48,703	(492,007)	-91.0	One off grant funding for Clinically and Extremely Vulnerable -£532k

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								£	%	
Chief Operating Officer	Corporate Health & Safety	64,706	64,531	52,983	0	0	52,983	(11,723)	-18.1	Underspend on supplies & services -£11.7k
Chief Operating Officer	Council Tax Support	(121,896)	(120,702)	(119,925)	0	0	(119,925)	1,971	+1.6	
Chief Operating Officer	Customer Services	887,625	836,671	857,119	0	0	857,119	(30,506)	-3.4	Underspend in Employees is mainly due to delays in recruitment. The delay was mainly due to limitations in how we train and support new team members due to covid.
Chief Operating Officer	Development Management	(425,985)	(430,407)	(403,513)	0	0	(403,513)	22,472	+5.3	Increase salary costs +£40k, temporary staff +£19k; offset by savings on supplies and services -£26k and increased application fees -£7k
Chief Operating Officer	Document Centre	175,580	219,922	261,159	0	0	261,159	85,579	+48.7	There is little in-house printing and no printing work being carried out for external customers therefore there is no external income. Reduced staffing costs and printing costs offsetting the overspend created by not having any external income.
Chief Operating Officer	Emergency Planning	11,575	11,575	61,643	0	0	61,643	50,068	+432.6	Additional costs for major flooding incident over winter; floodsax, clean up
Chief Operating Officer	Environmental Health Admin	143,794	123,018	113,211	0	0	113,211	(30,583)	-21.3	Positions have not been fully recruited following the departure of staff in the early part of this FY to provide an underspend that can assist with the increased costs of the Tascomi project.

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Head of Service	Service Grouping	Budget £	Q3 Forecast £	Provisional Outturn £	Contribution	Proposed Budget C/fwd £	Revised Provisional Outturn £	Variance to Budget		Comment on Variance to Budget
					to/(from) reserves £			£	%	
Chief Operating Officer	Environmental Protection Team	375,054	256,033	342,849	0	0	342,849	(32,205)	-8.6	Additional income and expenditure related to Government grants supporting Covid-19. Staffing underspend related to half post vacancy.
Chief Operating Officer	Housing Benefits	1,371,355	1,512,366	1,471,784	0	0	1,471,784	100,429	+7.3	<p>Employees - adjusted to absorb cost of Financial Investigator post into budget plus cost of contractor (offset by grant income)</p> <p>Income & Fees and Benefit & Transfer Payments - adjusted to reflect current position on benefit expenditure and subsidy, together with a benefit of -£110k adjustment from 19/20 delayed Housing Subsidy audit</p> <p>Supplies & Services - adjustments to various elements of the budget, e.g. reduced legal fees due to no court work and reduced pool car costs as minimal visits are being made</p>
Chief Operating Officer	Housing Miscellaneous	25,735	25,462	89,695	0	0	89,695	63,960	+248.5	

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

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

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

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								£	%	
Head of Operations	Car Parks - Off Street	(1,445,010)	(1,169,635)	(1,084,329)	0	0	(1,084,329)	360,681	+25.0	<p>Employees - vacancies not recruited to due to ongoing pandemic.</p> <p>Income - reduced town centre footfall due to ongoing pandemic with political decision made to suspend charges for 6 months which has mostly been reclaimed through compensation scheme.</p> <p>buildings - due to lower income, service has reduced maintenance spends further sweating assets.</p> <p>Supplies & 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>
Head of Operations	CCTV	(89,496)	(59,253)	(53,143)	0	0	(53,143)	36,353	+40.6	<p>+£27k tech consultancy costs, +£16k BT costs. -£11k recover additional income.</p>

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

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								£	%	
										Transport - less use of machinery and movement to other sites
Head of Operations	Fleet Management	300,234	314,894	289,212	0	0	289,212	(11,022)	-3.7	(18k) employee-staff leaving and recruiting produced a surplus 9k income from pool cars have under recovered due to Covid and no site visits etc. there is no financial benefit in selling the pool cars, it would also leave HDC operationally restricted especially in the current climate(food deliveries etc) (12k) supplies and services-slight underspend although this could change due to unforeseen vehicle breakdowns or issues 19k transport-unexpected repairs, servicing and upgrades to fuel tank and fuel system.
Head of Operations	Green Spaces	499,366	505,970	622,250	0	0	622,250	122,884	+24.6	+£112k reduction in charges for third party fee income
Head of Operations	Head of Operations	83,342	107,910	90,687	0	0	90,687	7,345	+8.8	

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

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					to/(from) reserves £			£	%	
Head of Leisure & Health	One Leisure Active Lifestyles	155,819	286,298	301,586	0	35,000	336,586	180,767	+116.0	<p>OLAL has had to stop delivering activities due to the three national lockdowns. It is assumed that this current lockdown will extend to the end of March in some form with the ability to deliver activities severely restricted.</p> <ul style="list-style-type: none"> 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"> £35K bid for Playing pitch strategy - presumption that this would be CIL funded. £10K The Children and families project. Furloughing of Staff: The majority of the team were furloughed in November for 3 and a half weeks and again from January. Variables were furloughed during the first lockdown. For accounting purposes all funds for furloughed staff OLAL and OLF is recorded in OLF accounts. Income Compensation Scheme: Currently all income paid as part of the government scheme is

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

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								£	%	
Head of Leisure & Health	St Neots Leisure Centre	(330,590)	898,093	880,976	0	0	880,976	1,211,566	+366.5	
Head of 3C ICT	ICT Shared Service	2,139,047	2,127,890	2,007,165	0	0	2,007,165	(131,882)	-6.2	Overall increase in costs recharged to City and South Cams

CAPITAL PROGRAMME

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

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

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

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

Capital Project Expenditure Summary

CAPITAL PROGRAMME SUMMARY

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

Capital Project Expenditure Summary

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

Capital Project Expenditure Summary

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

Capital Project Expenditure Summary

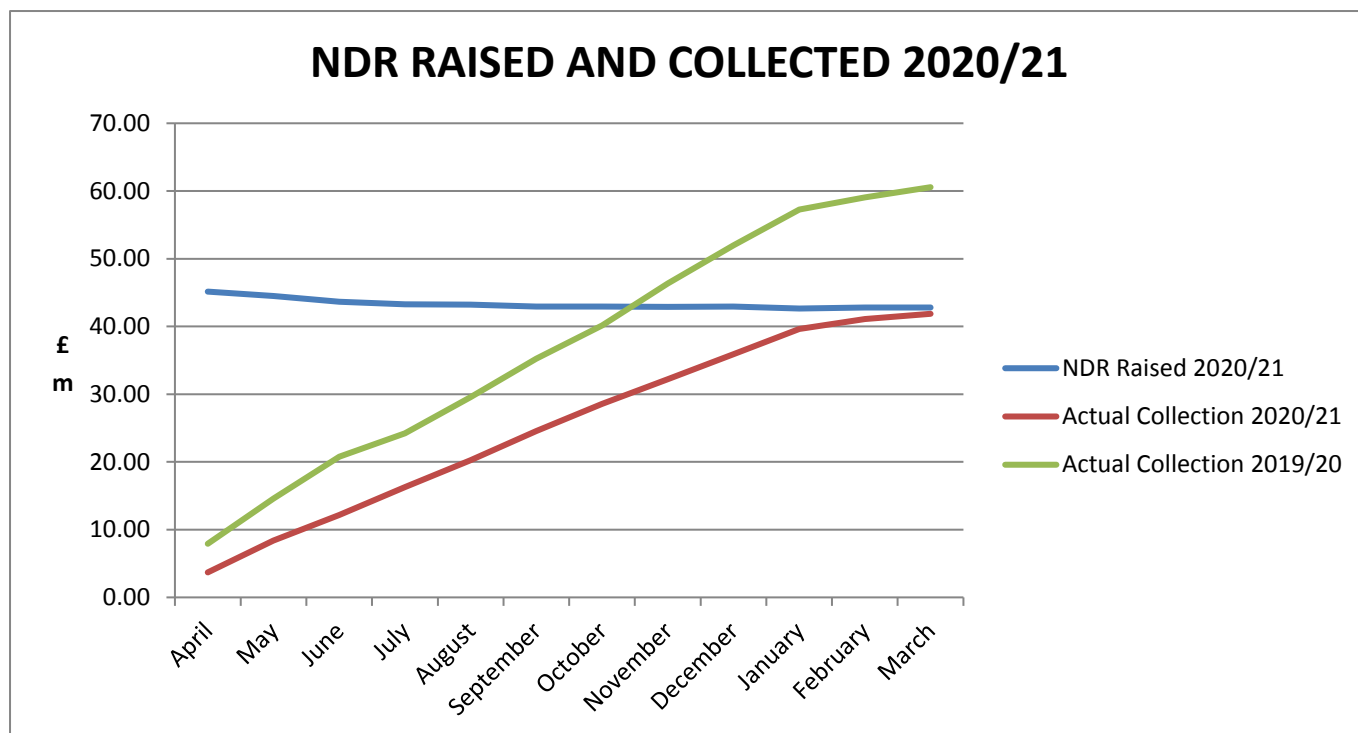
Department	Description	Lead Officer	Original Budget	Latest Budget*	Actual Spend	Year end forecast Variance	Budget C/Fwd	Comment on Variance
Operations	Cctv - Camera Replacements	Eddy Gardner	0	0	183,747	183,747		Capital project tender was for £504,196.00 (both wireless and CCTV elements) due to BT and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

Capital Project Expenditure Summary

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

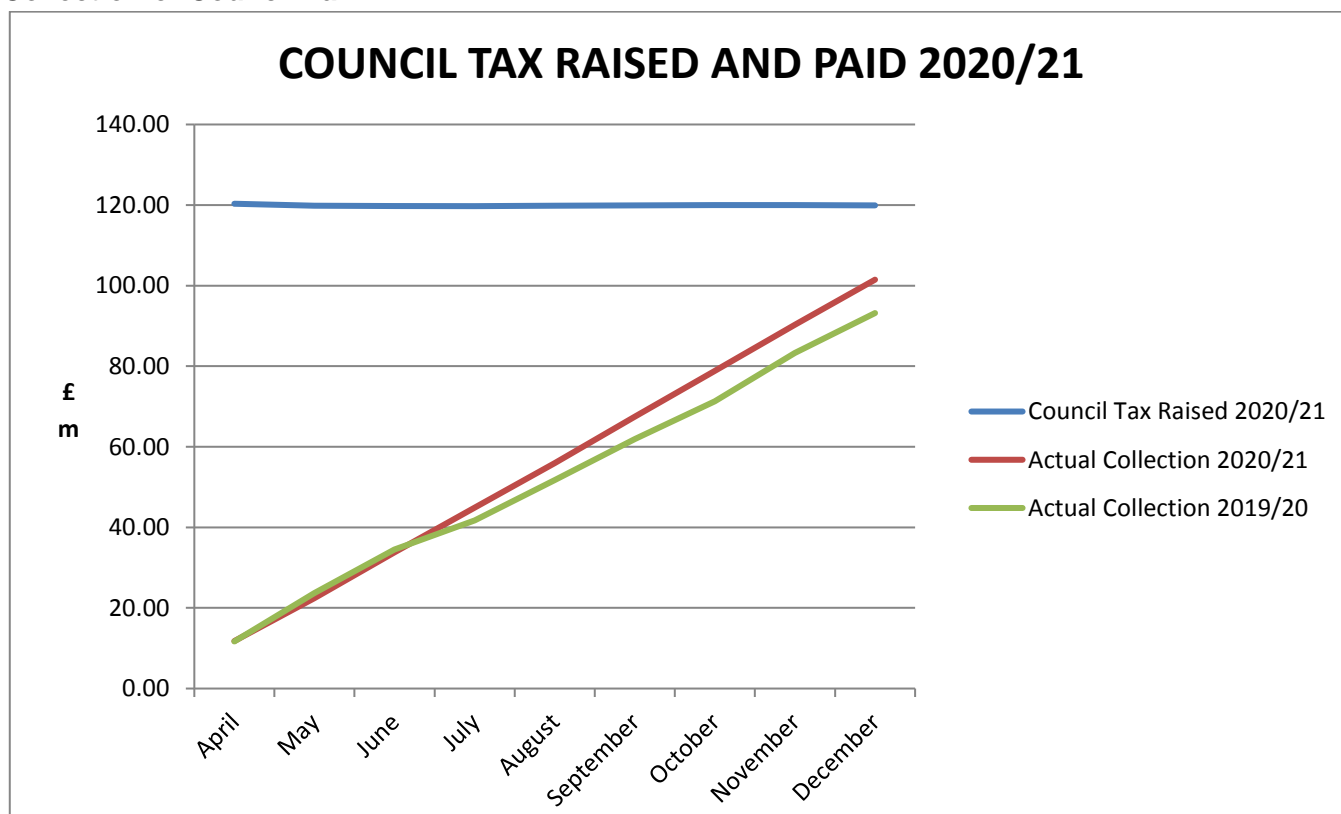
* Includes unspent budget slipped from 2019/20

Financial Dashboard



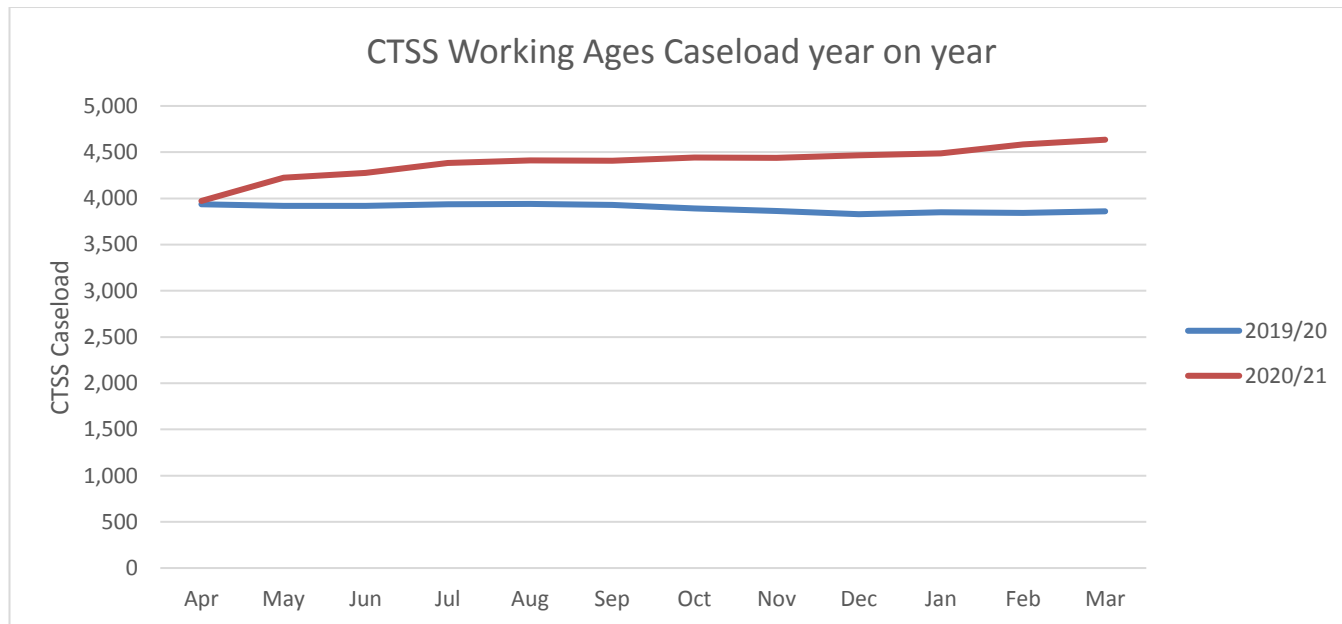
The NDR graph above shows the total amount of NDR bills raised in 2020/21 and the actual receipts received up to the end of March. For 2020/21 Central Government introduce significant reliefs for the retail and hospitality sector, which has reduced the annual billing by £21.151m. District Councils are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

Collection of Council Tax



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

Council Tax Support Scheme



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

Outstanding Miscellaneous Debt Overdue for Payment

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

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

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

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

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

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 January – March 2021 (Q3)

Over the above period, 25 properties in total were considered, all to stage 1 only. By property type the investments considered in Q4 are as follows:

Offices	4	Distribution	1	Development sites	6
retail	5	Other	1	Residential	4
Industrial/warehouse	2	Mixed use	2		

Priority work is focussed on re-letting vacant space and managing existing tenants to maintain continuity of income. There are still tenants seeking to exit their premises due to Covid 19 trading conditions, although the letting market is active. The investment opportunities being presented to use are dominated by London and residential/development opportunities. We re seeing no investment opportunities within HDC district at present.

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Head Of Service	Service Area	Budget £'000	Reason
One Leisure	Active Lifestyle	35,000	Playing Pitch Strategy required for future funding
Transformation	Transformation Initiatives - Voice Bots	22,475	Projects paused during 20/21 to be restarted in 21/22 financial year
	Transformation Initiatives - Data Warehouse	25,266	Projects paused during 20/21 to be restarted in 21/22 financial year
Corporate Resources	Facilities Management - Path Finder House	11,500	Building maintenance - adaptations for staff in post pandemic working environment
	Facilities	3,850	Energy Management Software maintenance
	Facilities Management - East Field House	7,000	Building maintenance - adaptations for staff in post pandemic working environment
Total		105,091	

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title: Treasury Management 6 Month Performance Review

Meeting/Date: Cabinet – 17th June 2021

Executive Portfolio: Strategic Finance: Councillor J A Gray

Report by: Chief Finance Officer

Ward(s) affected: All Wards

Executive Summary:

Best practice and prescribed treasury management guidance requires Members to be kept up to date in respect of treasury management activity for the first half of the year, including investment and borrowing activity and treasury performance.

The Council's 2020/21 Treasury Management Strategy was approved by the Council on the 26th February 2020 and this report sets out the Treasury Performance for period between 1st October 2020 and 31st March 2021.

The main purpose of Treasury Management is to.

- Ensure the Council has sufficient cash to meet its day to day obligations.
- Borrow when necessary to fund capital expenditure, including borrowing in anticipation of need when rates are low.
- Invest surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest.

The key market Treasury Management issues through the second half of 2020/21 influencing the Council's decision-making were.

- After contracting sharply in Q2 (Apr-Jun) 2020 by 19.8% q/q, growth in Q3 and Q4 bounced back by 15.5% and 1.3% respectively. The easing of some lockdown measures in the last quarter of the calendar year enabled construction output to continue, albeit at a much slower pace than the 41.7% rise in the prior quarter. When released, figures for Q1

(Jan-Mar) 2021 are expected to show a decline given the national lockdown.

- The Bank of England Bank Rate at 0.01%.
- Market rates as a whole are very low, due to the Bank Rate remaining historically low, reducing the Council's ability to earn a return on investments without increasing the risk of the investments. The Council's average investing rate was 0.25% (average interest rates obtained from Bank Deposits and Money Market Funds).

The Council's responses to the key issues were.

- When the Council has surplus funds, these will primarily be invested on a short-term basis, in bank deposit accounts and money market funds.
- Where possible to take a higher return without sacrificing liquidity.
- When borrowing the Council has used the Public Works Loan Board (PWLB), which offers low fixed rate borrowing, based on gilt yields over a long period.
- Where economic conditions are forecast to deteriorate it is vital to monitor financial institutions credit rating, and credit default swap rates (the cost to insure lending). This information is provided by the Council's treasury adviser - Arlingclose.

The Council's Commercial Investment Strategy (CIS)

The Commercial Investment Strategy commenced in 2015/16. Indicators relating to the investments are shown in **Appendix A section 3.4**.

These investments generated £1.3m of investment income for the Council in 2020/21 after taking account of direct costs. The breakdown of the property's portfolio is shown in **Table 6** and the proportion of the investment income in relation to gross service expenditure, in **Table 7** of **Appendix A**.

Recommendation(s):

The Cabinet is recommended to

- Note the treasury management performance for the second 6 months of 2020/21 and to recommend the report to Council for consideration.

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to update Members on the Council's treasury management activity for the second 6 months of the year, including investment and borrowing activity and treasury performance.

2. BACKGROUND

- 2.1 It is regarded as best practice and prescribed treasury management practice, that Members are kept up to date with treasury management activity.
- 2.2 The Council approved the 2020/21 Treasury Management Strategy at its meeting on 26th February 2020.
- 2.3 All treasury management activity undertaken during the second half of 2020/21 complied with the CIPFA Code of Practice and relevant legislative provisions.
- 2.4 The investment strategy is to invest any surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest. The Council's borrowing strategy permits borrowing for cash flow purposes and funding current and future capital expenditure over whatever periods are in the Council's best interests.

3. ANALYSIS

Economic Review

- 3.1 An economic review of the year has been provided by our Treasury Management advisors, Arlingclose and is attached with an analysis of the local context implications in **Appendix A section 2.0**.

Performance of Council Funds

- 3.2 The treasury management transactions undertaken during the second 6 months of 2020/21 financial year and the details of the investments and loans held as at 31st March 2021 are shown in detail in **Appendix A section 3.0 to 3.2**.

Risk Management

- 3.3 The Council's primary objectives for the management of its investment are to give priority to the security and liquidity (how quickly cash can be accessed) of its funds before seeking the best rate of return. For more details see **Appendix A section 3.3**.

Non-Treasury Investments

- 3.5 The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Council as well as other non-financial assets which the Council holds primarily for financial return. The full details of these investments can be found on **Section 3.4 of Appendix A**.

Compliance

- 4.0 Compliance with specific investment and debt limits are indicated in **table 8 and 9 of Appendix A**.

Treasury Management Indicators

- 5.0 The Council measures and manages its exposure to treasury management risks using indicators which are details in the **Appendix A section 5.0**.

6.0 COMMENTS OF OVERVIEW & SCRUTINY

- 6.1 The Panel discussed the Treasury Management Annual Report 2020/21 at its meeting on 2nd June 2021.
- 6.2 The Panel welcomed the report, however, concern was expressed over the depreciation of the Council's commercial estate. Councillors were reassured that this followed the national trend as a result of the global pandemic. Further, it was reassured that this will be monitored and assessed in the long term.

List of Appendices Included

Appendix A

- Economic review (source: Arlingclose)
- Borrowing and Investment as at 31st March 2021
- Risk Management
- Non-treasury Investments
- Treasury Management Indicators
- Outlook for the remainder of 2021

Appendix B


- Capital Prudential Indicators

Appendix C

- Glossary

CONTACT OFFICER

Claire Edwards, Chief Finance Officer

 01480 388822

Treasury Management 6 Month Performance Review

1.0 Introduction

The Council adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Council to approve treasury management semi-annual and annual reports.

The Council's treasury management strategy for 2020/21 was approved at a meeting on 26th February 2020. 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 risk remain central to the Council's treasury management strategy.

The 2017 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Council's Capital Strategy, complying with CIPFA's requirement, was approved by full Council on 26th February 2020.

2.0 External Context

2.1 Economic background

The coronavirus pandemic dominated 2020/21, leading to almost the entire planet being in some form of lockdown during the year. The start of the financial year saw many central banks cutting interest rates as lockdowns caused economic activity to grind to a halt. The Bank of England cut Bank Rate to 0.1% and the UK government provided a range of fiscal stimulus measures, the size of which has not been seen in peacetime.

Some good news came in December 2020 as two COVID-19 vaccines were given approval by the UK Medicines and Healthcare products Regulatory Agency (MHRA). The UK vaccine rollout started in earnest; over 31 million people had received their first dose by 31st March.

A Brexit trade deal was agreed with only days to spare before the 11pm 31st December 2020 deadline having been agreed with the European Union on Christmas Eve.

Government initiatives supported the economy and the Chancellor announced in the 2021 Budget a further extension to the furlough (Coronavirus Job Retention) scheme

until September 2021. Access to support grants was also widened, enabling more self-employed people to be eligible for government help. Since March 2020, the government schemes have helped protect more than 11 million jobs.

Despite the furlough scheme, unemployment still rose. Labour market data showed that in the three months to January 2021 the unemployment rate was 5.0%, in contrast to 3.9% recorded for the same period 12 months ago. Wages rose 4.8% for total pay in nominal terms (4.2% for regular pay) and was up 3.9% in real terms (3.4% for regular pay). Unemployment is still expected to increase once the various government job support schemes come to an end.

Inflation has remained low over the 12 month period. Latest figures showed the annual headline rate of UK Consumer Price Inflation (CPI) fell to 0.4% year/year in February, below expectations (0.8%) and still well below the Bank of England's 2% target. The ONS' preferred measure of CPIH which includes owner-occupied housing was 0.7% year/year (1.0% expected).

After contracting sharply in Q2 (Apr-Jun) 2020 by 19.8% q/q, growth in Q3 and Q4 bounced back by 15.5% and 1.3% respectively. The easing of some lockdown measures in the last quarter of the calendar year enabled construction output to continue, albeit at a much slower pace than the 41.7% rise in the prior quarter. When released, figures for Q1 (Jan-Mar) 2021 are expected to show a decline given the national lockdown.

After collapsing at an annualised rate of 31.4% in Q2, the US economy rebounded by 33.4% in Q3 and then a further 4.1% in Q4. The US recovery has been fuelled by three major pandemic relief stimulus packages totalling over \$5 trillion. The Federal Reserve cut its main interest rate to between 0% and 0.25% in March 2020 in response to the pandemic and it has remained at the same level since. Joe Biden became the 46th US president after defeating Donald Trump.

The European Central Bank maintained its base rate at 0% and deposit rate at -0.5% but in December 2020 increased the size of its asset purchase scheme to €1.85 trillion and extended it until March 2022.

Government initiatives continued to support the economy, with the furlough (Coronavirus Job Retention) scheme keeping almost 10 million workers in jobs, grants and loans to businesses and 100 million discounted meals being claimed during the 'Eat Out to Help Out' (EOHO) offer.

Credit review: After spiking in March 2020, credit default swap spreads declined over the remaining period of the year to broadly pre-pandemic levels. The gap in spreads between UK ringfenced and non-ringfenced entities remained, albeit Santander UK is still an outlier compared to the other ringfenced/retail banks. At the end of the period Santander UK was trading the highest at 57bps and Standard

Chartered the lowest at 32bps. The other ringfenced banks were trading around 33 and 34bps while Nationwide Building Society was 43bps.

Credit rating actions to the period ending September 2020 have been covered in previous outturn reports. Subsequent credit developments include Moody's downgrading the UK sovereign rating to Aa3 with a stable outlook which then impacted a number of other UK institutions, banks and local government. In the last quarter of the financial year S&P upgraded Clydesdale Bank to A- and revised Barclay's outlook to stable (from negative) while Moody's downgraded HSBC's Baseline Credit Assessment to baa3 whilst affirming the long-term rating at A1.

The vaccine approval and subsequent rollout programme are both credit positive for the financial services sector in general, but there remains much uncertainty around the extent of the losses banks and building societies will suffer due to the economic slowdown which has resulted due to pandemic-related lockdowns and restrictions. The institutions and durations on the Authority's counterparty list recommended by treasury management advisors Arlingclose remain under constant review, but at the end of the period no changes had been made to the names on the list or the recommended maximum duration of 35 days.

Interest Rates Forecast

The Bank of England (BoE) held Bank Rate at 0.1% throughout the year but extended its Quantitative Easing programme by £150 billion to £895 billion at its November 2020 meeting. In its March 2021 interest rate announcement, the BoE noted that while GDP would remain low in the near-term due to COVID-19 lockdown restrictions, the easing of these measures means growth is expected to recover strongly later in the year. Inflation is forecast to increase in the near-term and while the economic outlook has improved there are downside risks to the forecast, including from unemployment which is still predicted to rise when the furlough scheme is eventually withdrawn.

The historical low level of interest rates has made it difficult to achieve a higher rates returns on investment.

2.2 Financial markets

Monetary and fiscal stimulus helped provide support for equity markets which rose over the period, with the Dow Jones beating its pre-crisis peak on the back of outperformance by a small number of technology stocks. The FTSE indices performed reasonably well during the period April to November, before being buoyed in December by both the vaccine approval and Brexit deal, which helped give a boost

to both the more internationally focused FTSE 100 and the more UK-focused FTSE 250, however they remain lower than their pre-pandemic levels.

Ultra-low interest rates prevailed throughout most of the period, with yields generally falling between April and December 2020. From early in 2021 the improved economic outlook due to the new various stimulus packages (particularly in the US), together with the approval and successful rollout of vaccines, caused government bonds to sell off sharply on the back of expected higher inflation and increased uncertainty, pushing yields higher more quickly than had been anticipated.

The 5-year UK benchmark gilt yield began the financial year at 0.18% before declining to -0.03% at the end of 2020 and then rising strongly to 0.39% by the end of the financial year. Over the same period the 10-year gilt yield fell from 0.31% to 0.19% before rising to 0.84%. The 20-year declined slightly from 0.70% to 0.68% before increasing to 1.36%.

1-month, 3-month and 12-month SONIA bid rates averaged 0.01%, 0.10% and 0.23% respectively over the financial year.

The yield on 2-year US treasuries was 0.16% at the end of the period, up from 0.12% at the beginning of January but down from 0.21% at the start of the financial year. For 10-year treasuries the end of period yield was 1.75%, up from both the beginning of 2021 (0.91%) and the start of the financial year (0.58%).

German bund yields continue to remain negative across most maturities.

3.0 Local Context

On 31st March 2021, the Council had net borrowing of £21.37m arising from its revenue income and capital income and expenditure. 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. These factors are summarised in Table 1 below.

Table 1: Balance Sheet Summary

	31.3.21 Actual £m
General Fund CFR	74.8
Less: *Other debt liabilities	0.5
Total CFR	75.3
External borrowing	39.4

Internal borrowing	35.9
Less: Usable reserves	66.3
Less: Working capital	22.8
Net (Investing) or New Borrowing	(53.2)

The Council pursued its strategy of keeping borrowing and investments below their underlying levels, sometimes known as internal borrowing, to reduce risk and keep interest costs low.

The treasury management position as at 31st March 2021 and the change during the year is shown in Table 2 below.

Table 2: Treasury Management Summary

	30.9.20 Balance £m	Movement £m	31.3.21 Balance £m	31.3.21 Rate %
Long-term borrowing	39.69	-0.26	39.43	0.65
Short-term borrowing	0.00	0	0.00	0.00
Total borrowing	39.69	-0.26	39.43	
Long-term investments	9.63	0.33	9.96	3.43
Short-term investments	4.00	-4.00	0.00	
Cash and cash equivalents	18.56	9.78	28.34	53.0
Total investments	32.18		38.30	
Net borrowing	7.51		1.13	

The movement in the cash and cash equivalent has been as result of council tax and NNDR receipts and Government cash funding for Covid 19 (temporary holding of business grants from Central Government and increased S31 Grant income); these funds were invested in bank deposits and Money Market Funds for easy access and liquidity reasons.

3.1 Borrowing Strategy during the period

At 31st March 2021, the Council held £39.43m of loans, a decrease of £0.26m from 30 September 2020. Outstanding loans on 31st March are summarised in Table 3 below.

Table 3: Borrowing Position

	30.9.20 Balance £m	Net Movement £m	31.3.21 Balance £m	31.3.21 Weighted Average Rate %	31.3.21 Weighted Average Maturity (years)
Public Works Loan Board	39.69	-0.26	39.43	2.76%	22.6
Local authorities (short-term)	0.00	0.00	0.00	0.00%	0.0
Total borrowing	39.69	-0.26	39.69		22.6

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

With short-term interest rates remaining much lower than long-term rates, the Council considered it to be more cost effective in the near term to use internal resources or short-term loans instead. The Council had not used short-term loans facility so far in this financial year.

Although it was anticipated that the Council's CFR would increase due to the capital programme, delays in the capital programme due to the pandemic no new loans have been taken out.

Long-dated Loans borrowed	PWLB Reference	Amount £	Rate %	Period (Years)
PWLB 1	495152	5,000,000	3.91	37.7
PWLB 2	495153	5,000,000	3.90	36.7
PWLB 3	502463	406,883	2.24	2.4
PWLB 4	504487	673,930	3.28	25.7
PWLB 5	504598	895,763	3.10	25.8
PWLB 6	504810	458,870	2.91	26.0
PWLB 7	504922	362,768	3.10	26.1
PWLB 8	504993	294,007	2.92	26.2
PWLB 9	505255	581,820	2.31	26.3
PWLB 10	505372	446,305	2.18	26.5
PWLB 11	505649	798,522	2.67	26.8
PWLB 12	506436	5,000,000	2.78	16.5
PWLB 13	508696	7,280,439	2.49	18.0
PWLB 14	508931	266,666	1.48	1.0
PWLB 15	509389	11,963,000	2.18	18.2
Total borrowing		39,428,973	2.76	22.6

The Council's borrowing decisions are not predicated on any one outcome for interest rates and a balanced portfolio of short- and long-term borrowing was maintained.

3.2 Treasury Investment Activity

The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. The investment position is shown in table 4 below.

Table 4: Treasury Investment Position

The weighted average rate for the investment portfolio up to 31.03.2021 was 0.9%.

	30.9.20 Balance £	Net Movement £m	31.3.21 Balance £m	31.3.21 Income Return %	31.3.21 Weighted Average Maturity days
Banks & building societies (unsecured)	7,355,000	7,338,000	14,693,000	0.01%	1
Government (incl. local authorities)	4,000,000	-4,000,000	0	0.00%	-
Money Market Funds	11,200,000	2,450,000	13,650,000	0.01%	1
Loans to other organisation	5,805,996	156,769	5,962,765	3.21%	>365
Other Pooled Funds. - <i>Property funds</i>	3,823,829	-27,282	3,796,547	4.25%	>365
Total investments	32,184,825	5,917,487	38,102,312		

3.3 Risk Management

Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum 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.

Given the increasing risk and low returns from short-term unsecured bank investments, the Council has maintained a diversified portfolio of asset classes as shown in table 4 above.

The progression of risk and return metrics are shown in the extracts from Arlingclose’s quarterly investment benchmarking in Table 5 below.

Table 5: Investment Benchmarking – Treasury investments managed in-house

	Credit Score	Credit Rating	Bail-in Exposure	Weighted Average Maturity (days)	Rate of Return
			%		%
30.09.2020	4.49	AA-	100	1	1.35
31.03.2021	4.54	A+	82	3	0.63
Similar LAs	4.15	AA-	65	51	1.83
All LAs	4.16	AA-	64	18	0.9

*Weighted average maturity

£3.79m of the Council’s investments are held in externally managed strategic pooled property funds – CCLA Property Fund where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price stability. This fund generated an average total return of £76,422 (4.25%), for period of 1st April to 31st March which is used to support services in year.

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 are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three- to five-year period total returns will exceed cash interest rates. In light of their performance over the medium-term and the Council’s latest cash flow forecasts, investment in these funds has been maintained.

3.4 Non-Treasury Investments

The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Council as well as other non-financial assets which the Authority holds primarily for financial return. This is replicated in MHCLG's Investment Guidance, in which the definition of investments is further broadened to also include all such assets held partially for financial return.

The Authority also held £55.04m of such investments in:

- directly owned property £54.9m
- shareholding in subsidiaries £0.1m

Table 6: Property held for investment purposes in £'000

Property	Actual	31.3.2021 actual	
	Purchase cost	Gains or (losses)	Value in accounts
Existing Portfolio	19,644	1,581	21,225
2 Stonehill	1,400	400	1,800
80 Wilbury Way	2,200	(330)	1,870
Shawlands Retail Park	6,500	(2,000)	4,500
1400 & 1500 Parkway	5,425	(1,025)	4,400
Units 21a, 21b,23a,b,c Little End Road, St Neots	3,200	(300)	2,900
Rowley Centre, St Neots	7,600	(1,850)	5,750
Tri-link, Wakefield	13,750	(1,250)	12,500
TOTAL	59,719	(4,774)	54,945

These investments generated £4.1m of investment income for the Authority for 20/21, generating a yield of 7.46%.

The Authority is dependent on profit generating investment activity to achieve a balanced revenue budget. The table below shows the extent to which the expenditure planned to meet the service delivery objectives and/or place making role of the Authority is dependent on achieving the expected net profit from investments over the lifecycle of the Medium Term Financial Plan. Current outturn is showing a

shortfall of expected net investment income of 732k due to the impact of the Covid 19 pandemic. Therefore, 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 7: Proportionality of Investments in £'000

	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2022/23 Budget
Gross service expenditure	75,729	77,760	76,143	69,710	58,836
Investment income	2,753	3,283	4,125	5,290	5,345
Proportion	3.6%	4.22%	5.42%	7.59%	9.1%

4.0 Compliance

The Chief Finance Officer (s151 officer) reports that all treasury management activities undertaken during the first half year complied fully with the CIPFA Code of Practice and the Council's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in table 9 below.

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 8 below.

Table 8: Debt Limits

	31.3.21 Actual £m	2020/21 Operational Boundary £m	2020/21 Authorised Limit £m	Complied?
General	10.00	70.00	80.00	Yes
Loans	5.18	15.00	20.00	Yes
CIS	24.25	30.00	30.00	Yes
Total debt	43	115.00	130.00	

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure. Total debt was below the operational boundary all through the quarter.

Table 9: Investment Limits

	31.3.21 Actual £m	2020/21 Limit £m	Complied?
Deposit Accounts			
NatWest	10.7	unlimited	Yes
Debt Management Office (DMO)	-	unlimited	Yes
Barclays	4.00	4.00	Yes
Money Market Funds			
Aberdeen Liquidity Fund	3.00	5.00	Yes
BlackRock Institutional sterling liquidity Fund	1.10	5.00	Yes
CCLA Public Sector Deposit Fund	3.20	5.00	Yes
Federated Short Term Prime Fund	3.00	5.00	Yes
Insight Liquidity Funds	0.65	5.00	Yes
Invesco	2.00	5.00	Yes
Legal & General Sterling Liquidity Fund	0.70	5.00	Yes

5.0 Treasury Management Indicators

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

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.

	31.3.21 Actual	2020/21 Target	Complied?
Portfolio average credit rating	A+	A-	Yes

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 three-month period, without additional borrowing.

	30.9.20 Actual £m	2020/21 Target £m	Complied?
Total cash available within 3 months	28.34	2	Yes

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 interests was:

Interest rate risk indicator	31.3.21 Actual	2020/21 Limit	Complied?
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	0*	£128,000	Yes
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	0*	£128,000	Yes

*no impact as borrowing is fixed rate

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

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 all borrowing were:

	31.3.21 Actual	Upper Limit	Lower Limit	Complied?
Under 12 months	0%	80%	0%	Yes
12 months and within 24 months	0.67%	80%	0%	Yes
24 months and within 5 years	1.03%	80%	0%	Yes
5 years and within 10 years	0%	100%	0%	Yes
10 years and above	98.3%	100%	0%	Yes

Capital Prudential Indicators

Capital expenditure is where the Council spends money on assets, such as property or vehicles that will be used for more than one year. This includes spending on assets owned by other bodies, 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.

The summary of the capital expenditure is shown in the Table 1 below.

Table 1: Summary of Capital Expenditure in £m

	2020/21 Budget	2020/21 Outturn
General Fund Services	11.92	7.10
Capital investments	8.60	0.00
Total	20.52	7.10

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing and leasing).

Table 2: The summary of Capital financing in £m

	2020/21 Budget	2020/21 Outturn
External sources	3.5	3.4
Own resources	1.0	0.2
Debt	16.02	3.5
Total	20.52	7.10

Debt is only 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).

Table 3: The summary of capital Financing Requirement in £m

	2020/21 Budget	2020/21 Outturn
General Fund Services	50.1	48.5
Capital investments	34.0	26.8
Total CFR	84.1	75.3

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 asset s or to repay debt. The Council is currently also permitted to spend capital receipts on service transformation project until 2021/22. Repayments of capital grants, loan and investments also generate capital receipts.

The summary of the capital receipt is show in Table 4 below in £m.

	2020/21 Budget	2020/21 Outturn
Asset sales	0.50	0.18
Loans repaid	0.32	0.31
Total	0.82	0.49

GLOSSARY

Bail in Risk

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

Bank Equity Buffer

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

Bank Stress Tests

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

Bonds

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

Call Account

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

Capital Financing Requirement (CFR)

The CFR is a measure of the capital expenditure incurred historically, but has yet to be financed; by for example capital receipts or grants funding.

Collar (Money Market Fund)

The fund "collar" forms part of the valuation mechanism for the fund. LVNAV funds allow investors to purchase and redeem shares at a constant NAV calculated to 2 decimal places, i.e. £1.00. This is achieved by the fund using amortised cost for valuation purposes, subject to the variation against the marked-to-market NAV being no greater than 20 basis points (0.2%). (This compares to current Prime CNAV funds which round to 50 basis points, or 0.5%, of the NAV.)

Counterparty

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

Credit Default Swaps (CDS)

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

Credit Ratings

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

Gilts

Bonds issued by the Government.

LIBOR

London Interbank Offered Rate is the rate at which banks are willing to lend to each other.

LIBID

London Interbank Bid Rate is the rate at which a bank is willing to borrow from other banks.

Liquidity

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

LVNAV Money Market Fund

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

Minimum Revenue Provision (MRP)

An amount set aside to repay debt.

Money Market Funds

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

Public Works Loans Board (PWLB)

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

Transactional Banking

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

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the HINCHINGBROOKE COUNTRY PARK JOINT GROUP held as a Remote Meeting via Zoom on Friday, 12 March 2021

PRESENT: Councillor R J West – Chairman.

Councillors Mrs A Costello, Mrs S R Wilson and Mrs M L Beuttell.

APOLOGY: An Apology for absence from the meeting was submitted on behalf of Councillor T D Sanderson.

8 MINUTES

The Minutes of the meeting held on 16th October 2020 were approved as a correct record.

9 MEMBERS' INTERESTS

No declarations were received.

10 SENIOR RANGER'S REPORT

The Group received a PowerPoint presentation by the Senior Ranger outlining park activities for the period October 2020 to March 2021. In doing so, comment was made as follows:

Staffing and Volunteers

COVID-19 continued to impact both staff and volunteers over the reporting period. Volunteer work parties were unable to progress which had resulted in increased work upon staff at a time when the Park remained busy owing to the national lockdown. This was further exacerbated with one member of staff having undergone planned surgery but the Café Supervisor fortunately stepped in to help with ranger tasks and practical work where possible.

Volunteering activities also ceased again in November 2020 as many were in the vulnerable or shielding category. Where safe to do so, solo volunteering activities had commenced. SEN volunteers were yet to be welcomed back to the Country Park and their return would be undertaken in collaboration with carers and Cambridgeshire County Council who funded their placements.

Members were encouraged to note that every countryside volunteer received a handmade edible Christmas gift which was hand delivered by a member of staff enabling a welfare check to be undertaken as well. The return of the Green Team volunteers was planned for week beginning 8th March 2021 with small work parties returning thereafter from 29th March 2021 onwards. Having received an explanation on the background to the Green Team, Members were

assured that appropriate risk assessments had been undertaken to welcome the group back on site.

Park Management

Despite the lack of volunteers and additional usage of the Park, the Group were encouraged to note the range of work undertaken at the site over the reporting period which included the application of the second layer to path along the Top Ride in Bob's Wood, essential tree safety works, winter tree works creating a glade in Bob's Wood together with the felling of a section of the new plantation, pulling reeds in the wash, construction of an outdoor shelter near the café to facilitate COVID safe usage, the sourcing and production of new benches around the café, improvements to the bird hide area, preparing and re-siting the Tern Raft on the wildlife lake and keeping up with increased litter and anti-social behaviour at the Park.

In response to a question raised by a Member, the Countryside Manager reported that she was in contact with a local resident who organised community litter picks and that the District Council would be partaking in the Great British Spring Clean campaign again which would be taking place from 28 May to 13 June 2021.

The Group noted planned activities over the spring/summer which included urgent temporary repairs to flood damaged paths, installation of more outdoor benches, annual refurbishment of benches and park furniture, follow up on last year's work with surveys and assess impact on wildlife, assisting Huntingdon Bee Keepers association in preparing the apiary for spring/summer and starting the mowing and strimming regime for the amenity grass. Having regard to the former, it was noted that the ground remained saturated and there was a risk that water levels may rise again in the future.

Community Groups

The Group were encouraged to note that a number of the Park's Community Groups were currently in discussion about their return to the Park. Particular mention was made of the Brampton Angling Society who had experienced an increase in membership during lockdown. Together with funding from the Environment Agency the Park would be expanding and improving its offer by introducing platforms and way marker posts. The latter would add value across the Park and not just for anglers.

Satellite Sites

The Group were encouraged to note that the Views Common, Stukeley Meadows and Spring Common sites had experienced an increase in footfall over the reporting period. Work undertaken on the latter site included a deep clean on litter, repairs made to the bridge for improve safety and stump treatment to slow down the willow encroachment.

Countryside Centre

Attention was drawn to occupancy levels and the number of bookings taken at the Countryside Centre compared to previous financial years. Unsurprisingly, the

Centre had been closed for a majority of the year and in terms of income £4,500 had been generated to date, which was unlikely to change between now and the end of the financial year. This represented around 20% of the forecast budget. Members were reminded of the vacancy which existed at the Countryside Centre and that booking enquiries were currently being dealt with by the Countryside Manager. Enquiries were gradually increasing with previous users of the Centre now enquiring about the use of the site, albeit some meetings might operate in an alternative way e.g. virtually. This has however helped to inform and develop plans for the future development of the Park with consideration currently being given to reducing the size of the meeting room.

Members noted that 16th February 2021 marked the 20th anniversary of the opening of the Countryside Centre which was celebrated via the Facebook page.

Café

As expected, there has been a decline in Café users attributed to a combination of factors including adverse weather conditions, the imposition of national restrictions on socialising and the removal of seating as a means of deterring users from congregating together. A “Grab and Go” service continued to operate however food items were limited to “walk and eat” options such as hot sausage rolls and pasties. Members were encouraged to note that a new covered outdoor seating area had been constructed outside the Café.

The Countryside Manager briefly explained the types of complaints received as a result of the latest lockdown. Members concurred with the view that the option of offering hot food and beverages to be consumed alongside a walk around the Park benefitted greatly to people’s mental health and proved invaluable to the local community.

Events

Facebook and other social media platforms such as YouTube have been utilised to keep users engaged. Facebook followers have now increased to 8,092 which was pleasing to note. Provisional bookings for film events throughout July and New Year’s Eve celebrations have been made, promotional material for which would be released nearer the time.

Investment Programme

Members were acquainted with details of the multi-faceted investment programme, timescales for which had been delayed by another 12 months owing to COVID-19. As previously mentioned, plans were already underway to improve angling facilities and further watersport improvements were currently being discussed with the Canoe Club and other watersport organisations to improve changing facilities. Signage was in the process of being designed and modern play equipment was undergoing the tender process. Other planned improvements included those to footpaths and the lakeside circular route as well as alterations to the Countryside Centre and enlarging the car park on site. Members were informed that building works would be governed by the presence of great crested newts and works would only commence when appropriate to do so.

Financial Position

Members attention was drawn to the forecast outturn position of the Park for the 2020/21 financial year where it was noted that there would be an expected overspend across all Countryside Services owing to the coronavirus pandemic. It was expected that the use of the Café and Countryside Centre would not reach pre-COVID levels at the end of the financial year.

In response to questions raised by a Member concerning the availability of any grant funding, the Countryside Manager advised that the site predominantly remained open throughout the pandemic. Whilst the Café had been closed for 6 weeks, staff had been redeployed to work elsewhere during this time.

Any Other Business

A meeting of the Friends of Hinchingsbrooke Country Park was currently being arranged however it was undecided as yet whether this would be a virtual or face to face meeting.

At the conclusion of the meeting the Group thanked Adam Green, Democratic Services Officer (Scrutiny) for his support to Members during his time at the District Council and wished him well in his future role.

11 DATE OF NEXT MEETING

It was noted that the next meeting of the Hinchingsbrooke Country Park Joint Group would be held on 15th October 2021 at 10:00am.

Chairman