



A meeting of the **CABINET** will be held in the **CIVIC SUITE, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **THURSDAY, 10 FEBRUARY 2022** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

## **AGENDA**

**Please Note:** Face coverings are to be worn by attendees at their own discretion. Those in attendance are encouraged to undertake a Lateral Flow Test within 12 hours of attendance at any meeting. If however you are experiencing COVID symptoms on the day of the meeting please do not attend.

### **APOLOGIES**

#### **1. MINUTES (Pages 5 - 6)**

To approve as a correct record the Minutes of the meeting held on 20th January 2022.

**Contact Officer: H Peacey - (01223) 752548**

#### **2. MEMBERS' INTERESTS**

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

**Contact Officer: Democratic Services - (01223) 752548**

#### **3. FINAL 2022/23 REVENUE BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY (2023/24 TO 2026/27); INCLUDING THE CAPITAL PROGRAMME (Pages 7 - 108)**

To receive a report from the Chief Finance Officer providing detail of the Final Budget 2022/23 and Medium-Term Financial Strategy (2023/24 to 2026/27) including the Capital Programme.

Executive Councillor: J A Gray.

**Contact Officer: E Symons - (01480) 388388**

**4. 2022/23 TREASURY MANAGEMENT, CAPITAL AND INVESTMENT STRATEGIES** (Pages 109 - 168)

To receive a report on the 2022/23 Treasury Management, Capital and Investment Strategies.

Executive Councillor: J A Gray.

**Contact Officer: E Symons - (01480) 388388**

**5. A428 BLACK CAT TO CAXTON GIBBET IMPROVEMENTS SCHEME DEVELOPMENT CONSENT ORDER POSITION REVIEW** (Pages 169 - 196)

To receive an update on the A428 Black Cat to Caxton Gibbet Improvements Scheme Development Consent Order.

Executive Councillor: J Neish.

**Contact Officer: C Burton - (01223) 616841**

**6. CORPORATE PERFORMANCE REPORT, 2021/22 QUARTER 3** (Pages 197 - 238)

To receive a report outlining details of the delivery of the Corporate Plan 2018/22 and project delivery.

Executive Councillor: J Neish.

**Contact Officer: D Buckridge - (01480) 388065**

**7. FINANCE PERFORMANCE REPORT 2021/22, QUARTER 3** (Pages 239 - 260)

To receive a report presenting details of the Council's projected financial performance for 2021/2022.

Executive Councillor: J A Gray.

**Contact Officer: E Symons - (01480) 388388**

2 day of February 2022



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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**Please contact Mrs Habbiba Peacey, Democratic Services Officer, Tel No: (01223) 752548 / e-mail: [Habbiba.Peacey@huntingdonshire.gov.uk](mailto: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 meeting of the CABINET held in the CIVIC SUITE, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN on Thursday, 20 January 2022

PRESENT: Councillor R Fuller – Chairman.

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

APOLOGY: An Apology for absence from the meeting was submitted on behalf of Councillor J M Palmer (Cabinet Assistant).

IN ATTENDANCE: Councillor R J West.

### 48 MINUTES

The Minutes of the meeting held on 9 December 2021 were approved as a correct record and signed by the Chairman.

### 49 MEMBERS' INTERESTS

Councillor J Neish declared a non-statutory disclosable interest in Minute No. 21/50 as Member of Development Management Committee.

Councillors S Bywater, S J Criswell, R Fuller and K Prentice declared non-statutory disclosable interests in Minute No. 21/50 as Members of Cambridgeshire County Council.

### 50 EXCLUSION OF PRESS AND PUBLIC

RESOLVED

that the press and public be excluded from the meeting because the business to be transacted contains exempt information relating to the financial or business affairs of any particular person (Including the authority holding that information).

### 51 HINCHINGBROOKE COUNTRY PARK SCHEME DESIGN

*See Minute No. 21/49 for Members' Interests.*

*(At 7:05pm, during discussion on this item, Councillor J A Gray took his seat at the meeting).*

The Cabinet gave consideration to an exempt report by the Assistant Director (Recovery) (a copy of which is appended in the Annex to the Minute Book) on Hinchingsbrooke Country Park Scheme Design.

In receiving an introduction from the Executive Councillor for Operations and Environment and having been acquainted with the comments of the Overview and Scrutiny Panel (Customers and Partnerships), Executive Members expressed their support for the proposals outlined within the report. Whereupon, it was

RESOLVED

that the Cabinet endorsed recommendations a) to c) contained within the exempt report now submitted.

*(Councillor J Neish abstained from voting on this item)*

Chairman

**Public**  
**Key Decision – Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

<b>Title/Subject Matter:</b>	Final 2022/23 Revenue Budget and Medium-Term Financial Strategy (2023/24 to 2026/27); including the Capital Programme
<b>Meeting/Date:</b>	Cabinet – 10th February 2022
<b>Executive Portfolio:</b>	Executive Councillor for Strategic Finance, Councillor J A Gray
<b>Report by:</b>	Chief Finance Officer
<b>Ward(s) affected:</b>	All

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### **Executive Summary:**

In order for the Council to:

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

Consequently, this report sets out the final budget for 2022/23 and the revised MTFS for the period 2023/24 to 2026/27 for Cabinet approval.

The Budget includes relevant savings, income and growth proposals, implications of the Provisional Financial Settlement and the impact of Covid 19, together with a planned Council Tax increase of 3.43% (equating to £5) for 2022/23 and then £5 increase per annum for the duration of the MTFS. The budget also includes the Capital Programme 2022/23 to 2026/27.

The Final Budget 2022/23 gives a Net Service Expenditure Budget of £21.5m; the detailed Final Budget 2022/23 and MTFS is shown at **Appendix 1**.

In 2022/23, the MTFS makes a £250k contribution to Reserves. The 'Plan on a Page' at **Appendix 2** reflects the final budget.

### **RECOMMENDATIONS**

That the Cabinet recommends to Council the approval of the:

- overall Final Budget 2022/23 and MTFS 2023/24 to 2026/27 (**Appendix 1**, this includes the Revenue Budget at Section 2 and the Capital Programme at Section 3); and
- the "Plan-on-a-Page" (**Appendix 2**).

## **1. PURPOSE OF THE REPORT**

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

- impacts on reserves.
- level of Council Tax.
- consideration of the Resolution that will be presented to Full Council on the 23 February 2022
- risks associated with the budget and relevant sensitivity analysis.

## **2. BACKGROUND**

2.1 In respect of 2022/23, the Final Budget shows:

- a budget with net expenditure of £21.5m and a Budget Requirement of £21.8m,
- an MTFS that has a profiled decrease in the Budget Requirement to £20.0m by 2026/27.
- a Capital Programme of £23.5m for 2022/23, that reduces to £3.3m by 2026/27; with net internal funding of £5.4m and £1.4m respectively.

2.2 In respect of 2022/23, the Final Budget includes:

- savings and additional income of £1.757m.
- growth of £0.98m.
- the provisional finance settlement of £2.1m in respect of New Homes Bonus and no Revenue Support Grant.
- an estimate of £6.5m for Business Rates related income and the Collection Fund.



### 3. SUMMARY BUDGET 2022/23 AND MEDIUM-TERM FINANCIAL STRATEGY 2023/24 TO 2026/27

3.1 The 2022/23 Budget and Medium-Term Financial Strategy is shown in **Table 1**.

table

Table 1	Council Services Net Expenditure Budget (2022/23) and MTFS						
	2021/22		2022/23	Medium Term Financial Strategy			
	Budget	Forecast	Budget	2023/24	2024/25	2025/26	2026/27
	£000	(August) £000	£000	£000	£000	£000	£000
Chief Operating Officer	4,350	4,771	4,919	4,782	4,929	5,082	5,239
Assistant Director Transformation	298	408	298	304	381	420	514
Assistant Director Corporate Resources	6,896	6,464	6,878	7,058	6,917	6,653	6,705
Head of Leisure & Health	522	515	(25)	(104)	(206)	(105)	(4)
Head of Operations	4,621	4,458	4,483	4,002	4,107	4,207	4,376
Head of 3C's ICT Shared Service	2,338	2,363	2,604	2,731	2,835	2,928	2,936
Corporate Leadership Team	619	658	1,201	710	725	739	753
Programmes Delivery Manager	71	71	73	74	76	77	79
Housing Manager	180	178	187	191	194	198	202
Planning Manager	791	1,234	896	961	1,010	1,028	1,047
<b>Net Expenditure</b>	<b>20,686</b>	<b>21,120</b>	<b>21,514</b>	<b>20,709</b>	<b>20,968</b>	<b>21,227</b>	<b>21,847</b>

Table 2	Council Funding Statement Budget (2022/23) and MTFS						
	2021/22		2022/23	Medium Term Financial Strategy			
	Budget	Forecast	Budget	2023/24	2024/25	2025/26	2026/27
	£000	(August) £000	£000	£000	£000	£000	£000
<b>Net Expenditure</b>	<b>20,686</b>	<b>21,120</b>	<b>21,514</b>	<b>20,709</b>	<b>20,968</b>	<b>21,227</b>	<b>21,847</b>
Contribution to/(from) Earmarked Reserves:	-	(1,430)	-	-	-	-	-
Budget Surplus	-	-	-	-	-	-	-
General Reserves	776	973	249	(2,480)	(2,212)	(1,797)	(1,822)
<b>Budget Requirement</b>	<b>21,462</b>	<b>20,663</b>	<b>21,763</b>	<b>18,229</b>	<b>18,756</b>	<b>19,430</b>	<b>20,025</b>
Non-Domestic Rates	(6,080)	(6,080)	(6,485)	(5,595)	(5,725)	(5,855)	(5,900)
Non-Domestic Rates (Growth Pilot)	-	-	-	-	-	-	-
S31 Grant	(2,176)	(2,176)	(2,472)	(1,624)	(1,628)	(1,633)	(1,633)
Revenue Support Grant (RSG)	-	-	-	(235)	(109)	(115)	(115)
Fair Funding Review Adjustment	82	-	-	-	-	-	-
New Homes Bonus	(2,014)	(2,014)	(2,116)	-	-	-	-
Collection Fund (Surplus) / Deficit	(296)	(296)	104	-	-	-	-
Council Tax Support Funding	(189)	-	(126)	(126)	(126)	(126)	(126)
22/23 Service Grant	-	-	(316)	-	-	-	-
HB Admin Support Grant	-	-	(370)	(370)	(370)	(370)	(370)
Income Compensation Scheme (Q1)	(595)	(595)	-	-	-	-	-
Covid 19 Funding (tranche 5)	(758)	-	-	-	-	-	-
Rural Services Grant	-	-	(45)	(45)	(45)	(45)	(45)
Local Tier Service Grant	(195)	(261)	(206)	-	-	-	-
<b>Council Tax Requirement</b>	<b>9,241</b>	<b>9,241</b>	<b>9,731</b>	<b>10,234</b>	<b>10,753</b>	<b>11,286</b>	<b>11,836</b>
- Base (*)	63,355	63,355	64,501	65,662	66,844	68,047	69,272
- Per Band D (£)	145.86	145.86	150.86	155.86	160.86	165.86	170.86
- Increase (£)	-	-	5.00	5.00	5.00	5.00	5.00
- Increase %	-	-	3.43%	3.31%	3.21%	3.11%	3.01%

#### Impact on Reserves

3.2 Surpluses (or deficits) in funding are adjusted via contributions to or from reserves. In the Council's Funding Statement (**Table 2**) this is shown against the line entitled "General Reserves". In 2022/23 budget there is a budgeted surplus of £0.249m. However, from 2022/23 to the end of the MTFS period there is a budget gap. Due the impact of the Covid 19

pandemic on the Council's finances, the NHB receipts from 2021/22 have been allocated to the General Fund consistent with last year.

3.3 Over the MTFS period the budget gap by 2026/27 is £1.8m.

3.4 As shown in **Table 3** below, the funding gap from 2022/23 can be met from the Budget Surplus Reserve whilst at the same time ensuring that the General Fund Reserve stays at the Councils agreed minimum level of reserves; £2.715m. It is fair to conclude that the Councils budget is balanced over the medium term; however, it should be noted that if the Council chooses to use reserves to meet a budget gap this must be viewed as short term bridging finance, whereas if reserves were used to invest in the local community or to acquire assets or invest in opportunities that would either generate income or reduce expenditure this would be a medium to long term investment.

GENERAL RESERVES MOVEMENT							
Table 3	Reserves and MTFS						
	2021/22		2022/23	Medium Term Financial Strategy			
	Budget £000	Forecast £000	Budget £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
<b>BUDGET SURPLUS RESERVE</b>							
<b>b/f</b>	3,031	3,250	4,223	4,472	1,992	-	-
Contribution from (to) General Fund	776	973	249	(2,480)	(2,212)	(1,797)	(1,822)
Contribution from (to) CIS Reserve			-	-	220	1,797	1,822
Contribution from (to) Earmarked Reserves	(58)						
<b>c/f</b>	<b>3,749</b>	<b>4,223</b>	<b>4,472</b>	<b>1,992</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>COMMERCIAL INVESTMENT RESERVE</b>							
<b>b/f</b>	3,536	5,595	5,399	5,399	5,399	5,179	3,382
Contribution to Reserve (former NHB)		-	-	-	-	-	-
Contribution from Reserve	(38)	(196)	-	-	-	-	-
Contribution from (to) General Fund	-	-	-	-	-	-	-
Contribution from (to) Budget Surplus Reserve	-	-	-	-	(220)	(1,797)	(1,822)
<b>c/f</b>	<b>3,498</b>	<b>5,399</b>	<b>5,399</b>	<b>5,399</b>	<b>5,179</b>	<b>3,382</b>	<b>1,559</b>
<b>GENERAL FUND (Unallocated) RESERVE</b>							
<b>b/f</b>	2,175	2,175	2,175	2,175	2,175	2,175	2,175
Contribution to/(from) Reserve	776	973	249	(2,480)	(2,212)	(1,797)	(1,822)
Contribution from(to) Budget Surplus	(776)	(973)	(249)	2,480	2,212	1,797	1,822
<b>c/f</b>	<b>2,175</b>	<b>2,175</b>	<b>2,175</b>	<b>2,175</b>	<b>2,175</b>	<b>2,175</b>	<b>2,175</b>
Net Expenditure	20,686	21,120	21,514	20,709	20,968	21,227	21,847
<b>Minimum Level of Reserves</b>	<b>2,175</b>	<b>2,175</b>	<b>2,175</b>	<b>2,175</b>	<b>2,175</b>	<b>2,175</b>	<b>2,175</b>

#### 4. PLAN-ON-A-PAGE 2022/23 TO 2026/27

4.1 Since 2015/16 the Council has adopted a strategy known as 'Plan on a Page' which sets out the Council's financial strategy. **Section 3** has shown that the Council continues to face challenges over the medium term in its obligations to provide cost-effective services. **Appendix 2**

shows the 2022/23 “Plan-on-a-Page” and the strategic resource plan that will be followed in order to achieve the Council’s financial objectives. The savings required (budget gap) has increased to £1.8m by the end of the MTFS (2025/26) – an increase of £1.6m when compared to last years “Plan on a Page”. **Table 4** below gives a summary of the budget changes.

Table 4		Budget Changes that have reduced the "Plan on a Page"	
		Forecast Savings required	
		£m	£m
<b>2021/22 Budget and MTFS - Forecast Savings Required</b>			0.200
<b>Income Generation</b>	Council Tax & Base	(0.200)	
	Commercialisation	0.000	
	Funding Changes	0.200	0.000
<b>Efficiencies &amp; Growth</b>	Budget Review	0.700	
	Service Growth	0.900	
	Transformation Savings	0.000	1.600
<b>2022/23 Budget and MTFS - Forecast Savings Required</b>			1.800

## 5. ROBUSTNESS OF THE 2022/23 BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY 2023/24 TO 2026/27

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

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

- i. In 2022/23 an excess budget requirement is achieved which makes a direct contribution to Reserves of £0.249m.
- ii. If the Council was to utilise only the General Fund and Budget Surplus Reserves, based on the assumptions in the current MTFS, the Council would be able to maintain a minimum level of General Fund (Unallocated) Reserves.
- iii. Over the 5 years of the MTFS (next year and the subsequent four years) the total net contribution from reserves is £8.1m.

5.3 Considering all the factors noted within the “Robustness” statement in respect of the 2022/23 Budget, it is considered that the combination of the council’s:

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

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

5.4 With regard to the period covered by the MTF5; the Council does face some future funding risk with the:

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

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

## **6. COMMENTS OF OVERVIEW & SCRUTINY**

6.1 The comments of the relevant Overview and Scrutiny Panel will be sent following the meeting of the Panel and prior to the reports consideration by the Cabinet.

## **7. KEY IMPACTS / RISKS**

7.1 The setting of the budget and the Council Tax will directly impact on how Council services are to be delivered to both the residents and businesses of Huntingdonshire. Consequently the delivery of the 2022/23 budget, when approved, will be proactively managed via the Council's budgetary monitoring processes throughout the year. In addition to the budget itself, it is essential that the Council maintains adequate reserves to ensure that it has an effective safety net to meet unforeseen risks.

## **8. TIMETABLE FOR IMPLEMENTATION**

8.1 The 2022/23 budget forms an integral part of the service planning process for 2022/23 and therefore actions and timescales required to ensure savings are achieved and service spending is in line with the approved budget will be contained within the final service plans.

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

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

- Becoming a more efficient and effective Council.

9.2 This will assist the Council to:

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

## **10. LEGAL IMPLICATIONS**

- 10.1 As per the Sections 31A and 42A of the Local Government Finance Act 1992, the Council is required to set a balanced budget. This is achieved for 2022/23 so the setting of the Council Tax at the level mentioned within the report is appropriate.

## **11. RESOURCE IMPLICATIONS**

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

## **12. OTHER IMPLICATIONS**

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

## **13. REASONS FOR THE RECOMMENDED DECISIONS**

- 13.1 To enable Cabinet to approve and understand:
- the 2022/23 Budget and MTFS
  - The risks and impacts included within 2022/23 Budget and MTFS.

## **14. LIST OF APPENDICES INCLUDED**

**Appendix 1:** 2022/23 Final Budget & Medium Term Financial Strategy 2023/24 to 2026/27.

**Appendix 2:** Plan on a Page.

## **BACKGROUND PAPERS**

Working papers in Resources; Accountancy Services

## **CONTACT OFFICER**

Eric Symons, Chief Finance Officer

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## **Appendix 1**



**FINAL**

**2022/23 Budget  
&  
Medium Term Financial  
Strategy**

**2023/24  
to  
2026/27**

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## 1.0 STRATEGIC BUDGET SUMMARY

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

- 1.1.1 The financial climate has been unusual during the Covid 19 pandemic and it has made considerable changes to what we spend and how that spending is funded. Over the Autumn of 2021, Portfolio holders were challenged to review their budgets with respective senior officers in understanding the impact of the Covid 19 Pandemic on the forthcoming financial year (2022/23) and the MTFs period (2023/24 to 2026/27) and how any impact could be mitigated by any potential savings or efficiencies in delivery of services. Furthermore, the financial settlement for government is only for the next financial year rather than a longer period, so there remains some uncertainty for future years.
- 1.1.2 The Council generates a considerable proportion of its own funding from the various services it provides. These range from income from One Leisure and Car Parking through to charging for Licensing and Planning Services. Service specific income is shown later in this report within the service budget pages.
- 1.1.3 In addition the Council also generates income from corporate activity; this mainly focuses on:
- Treasury Management; which has been considerably less than in recent years because of the current extremely low interest rate environment.
  - Commercial Estates; whereby the Council is proactively developing its commercial estate activity to develop for the Council a medium to long term revenue stream to fund services and acting as a hedge against inflation.
- 1.1.4 However, the challenge for this budget was to understand the continued, unavoidable pressures that the Council will continue to face, as we emerge from the social and economic fallout the pandemic has caused. Therefore, previous assumptions have been reviewed and challenged considering the uncertainty around the Local Government Financial settlement beyond 22/23.
- 1.1.5 Growth has appeared within the budget from four main sources:
- Inflation on employee costs and business rate changes
  - Employees increment related growth
  - Non-employee budgets non-controllable growth (unavoidable)
  - Controllable growth
- 1.1.6 All of the savings, income generation and growth are summarised in the service budget pages later in this report. The total Service Proposals for 2022/23 are £778k and **Table 1** below shows how this is allocated by service.
- 1.1.7 The 2022/23 budget, as shown in table 5, is set to make a positive contribution to general reserves of £249k. When the 2021/22 budget was set it intended to make a contribution to reserves of £776k. Quarter 2 (Q2) forecast outturn indicates a £973k contribution to reserves for 2021/22.

<b>Table 1</b>	<b>Service Savings and Growth Proposals</b>		
<b>Service</b>	<b>Budget Savings</b>	<b>Budget Growth</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Chief Operating Officer	(398)	470	72
Assistant Director Transformation	0	25	25
Assistant Director Corporate Resources	(357)	66	(291)
Head of Leisure & Health	0	0	0
Head of Operations	(45)	175	130
Head of 3C's ICT Shared Service	(551)	243	(308)
Corporate Leadership Team	(5)	0	(5)
Programmes Delivery Manager	0	0	0
Housing Manager	0	0	0
Planning Manager	(401)	0	(401)
<b>Total</b>	<b>(1,757)</b>	<b>979</b>	<b>(778)</b>

- **Commercial Investment Strategy**

1.1.8 A key part of the Council's previous Budget strategy has been the Commercial Investment Strategy (CIS), as approved by the Council in 2015. The Council's Commercial Investments contribute a significant proportion of income to our budgets, and income has remained extremely strong throughout the pandemic. Investing in the property market remains challenging, never more so in the current climate. Even before the start of COVID19, the Cabinet signalled a change in investment emphasis towards acquisitions/investments that are more likely to be focused on the redevelopment of Market Towns and housing related propositions. Due to the impact on the property market of Covid 19, particularly on retail and office space, it is difficult to predict how the market will emerge from this pandemic, although it should be stressed that HDC's portfolio is built around investments we plan to hold for the medium to long term. The table below illustrates the contribution that the Commercial Investment Strategy makes to the council's finances.

Actual 20/21	Budget 21/22	Forecast 21/22	Budget 22/23	Budget 23/24	Budget 24/25	Budget 25/26	Budget 26/27
£m	£m	£m	£m	£m	£m	£m	£m
3.3	2.7	3.3	3.0	2.8	3.2	3.4	3.4

- **Capital – Revenue Implications**

1.1.9 The revenue budget contains any implications from the proposed capital programme for 2022/23 and the MTFs, whether that will be savings because of investment, additional running costs or the cost of borrowing (Minimum Revenue Provision).

- **Summary Impact of all budget changes – comparing Final Budget 2021/22 to Final Budget 2022/23**

1.1.10 Overall, the revenue changes to the budget in respect of Savings & Additional Income, Service Growth and Capital have resulted in a net increase in the Council’s budget of £0.828m (4%) when compared to the 2021/22 Original Budget and an increase of £0.394m (2%) when compared to the 2020/21 Forecast Outturn. A service-by-service summary is shown in **Table 2** below.

Service	Summary of Total Budget Movements (Original Budget for 2021/22 to Base Budget 2022/23)											Variance	
	2021/22		Previously Approved	2022/23				Inflation	Other Operational Adjustments	Proposed Budget	To 2021/22 Forecast	To 2021/22 Budget	
	Forecast Outturn	Original Budget		Growth Bids									
	£000	£000	£000	Growth	Savings	Increased Income	Linked to Capital	£000	£000	£000	%	%	
Chief Operating Officer	4,771	4,350	4,530	470	(61)	(337)	0	290	28	4,920	3%	13%	
Assistant Director Transformation	408	298	277	25	0	0	0	(4)	0	298	(27%)	0%	
Assistant Director Corporate Resources	6,464	6,896	7,040	66	(241)	(116)	0	144	(15)	6,878	6%	0%	
Head of Leisure & Health	515	522	(30)	0	0	0	0	5	0	(25)	(105%)	(105%)	
Head of Operations	4,458	4,621	3,996	175	(45)	0	0	20	336	4,482	1%	(3%)	
Head of 3C's ICT Shared Service	2,363	2,338	2,286	243	0	(551)	0	480	146	2,604	10%	11%	
Corporate Leadership Team	658	619	631	0	(5)	0	0	6	569	1,201	83%	94%	
Programmes Delivery Manager	71	71	72	0	0	0	0	1	0	73	3%	3%	
Housing Manager	178	180	183	0	0	0	0	4	0	187	5%	4%	
Planning Manager	1,234	791	858	0	0	(401)	0	20	419	896	(27%)	13%	
<b>Net Expenditure</b>	<b>21,120</b>	<b>20,686</b>	<b>19,843</b>	<b>979</b>	<b>(352)</b>	<b>(1,405)</b>	<b>0</b>	<b>966</b>	<b>1,483</b>	<b>21,514</b>			
Forecast Outturn	21,120			394						21,514	2%		
Budget		20,686		828						21,514	4%		

## 1.2 Corporate and Government Funding

- **Government Grant**

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

- New Homes Bonus (NHB), on the 16 December 2021 the Government provisionally made an announcement in respect of New Homes Bonus and that the 2022/23 settlement is expected be £2.12m, this is £1.7m more than expected in the 2021/22 MTFS. The Government’s intention is to phase out the grant gradually being reduced to zero by 2023/24.
- On the 16 December 2021, the Government provisionally confirmed that the Revenue Support Grant (RSG) 2022/23 would be zero, this was in line with what was expected. In the 2020/21 MTFS it was expected that the council would be in a negative RSG position from 2020/21 onwards. As the Fair Funding Review continues to be delayed, the 2022/23 MTFS provides for prudent RSG payments for the MTFS 2023/2024 to 2026/2027 in accordance with expert advice.

## Council Tax and Business Rates

- 1.2.2 There is an assumption within the 2022/23 Budget that there will be a Council Tax increase of 3.43% (equating to £5) for a Band D property. The Local Government Financial Settlement 22/23 confirmed the referendum principle for Council Tax increases of up to 2 per cent or £5, whichever is higher, for shire district councils. From 23/24 over the remaining term of the MTFS Council Tax will be increased by £5 per annum. Therefore, the Council Tax for 2022/23 will be £150.86 per Band D equivalent property.

Council Tax					
	2018/19	2019/20	2020/21	2021/22	2022/23
	£138.56	£142.16	145.86	£145.86	£150.86
% increase on previous		2.6%	2.6%	0%	3.43%
Cumulative % increase		2.6%	5.3%	5.3%	8.9%

- 1.2.3 The Council receives 40% of the Business rates collected and, after allowing for the tariff payment, it estimates this to be £6.48m in 2022/23, this is an increase of 6.7% from the previous year. The increase assumes growth in 2022/23 and 2.5% has been allowed year on year over the MTFS period to reflect the annual inflation increases to the business rates multiplier.

## Collection Fund (Surplus)/Deficit

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

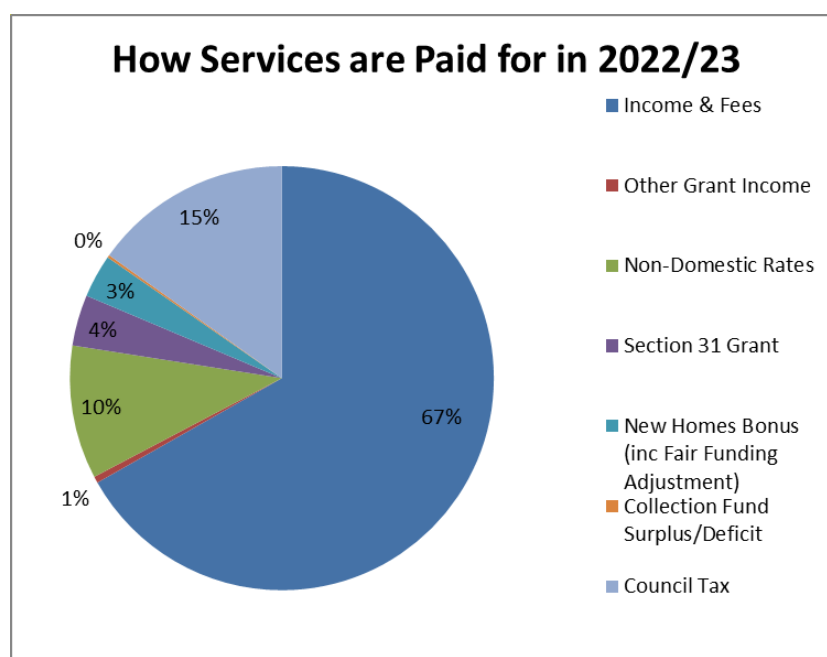
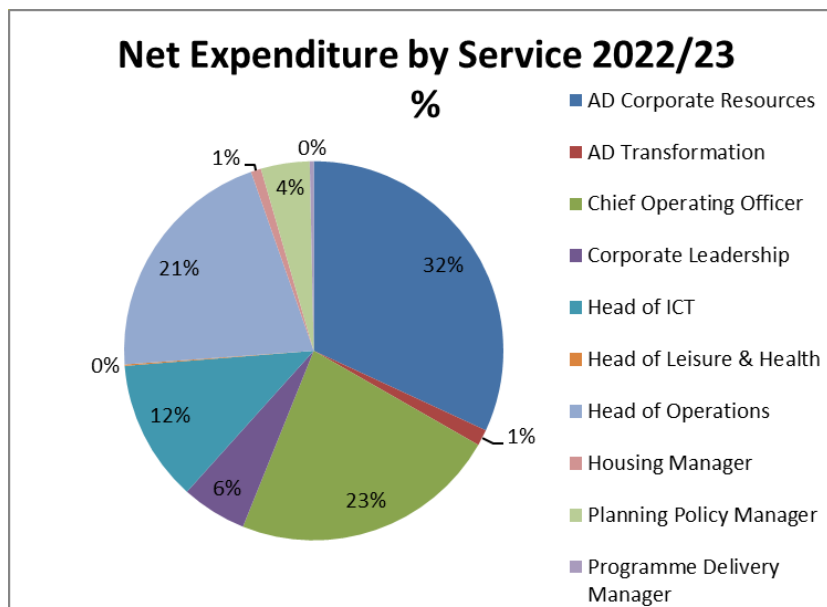
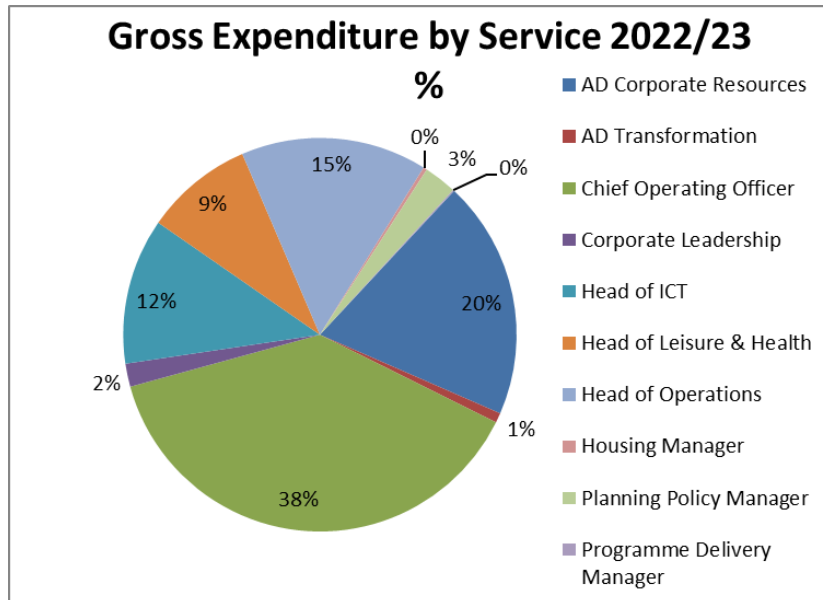
Table 3	Collection Fund Estimated Deficit 2021/22	
	Deficit £000	HDC Share £000
Council Tax	778	104
<b>Total</b>	<b>778</b>	<b>104</b>

### 1.3 Summary Budget

- 1.3.1 Considering the 3.43% increase in Council Tax for 2022/23 and the lower than 3.43% annual increase over the MTFS period, this results in the funding statement shown in **Table 4** and **Table 5** below.

Table 4	Council Services Net Expenditure Budget (2022/23) and MTFS						
	2021/22		2022/23	Medium Term Financial Strategy			
	Budget	Forecast	Budget	2023/24	2024/25	2025/26	2026/27
	£000	£000	£000	£000	£000	£000	£000
Chief Operating Officer	4,350	4,771	4,919	4,782	4,929	5,082	5,239
Assistant Director Transformation	298	408	298	304	381	420	514
Assistant Director Corporate Resources	6,896	6,464	6,878	7,058	6,917	6,653	6,705
Head of Leisure & Health	522	515	(25)	(104)	(206)	(105)	(4)
Head of Operations	4,621	4,458	4,483	4,002	4,107	4,207	4,376
Head of 3C's ICT Shared Service	2,338	2,363	2,604	2,731	2,835	2,928	2,936
Corporate Leadership Team	619	658	1,201	710	725	739	753
Programmes Delivery Manager	71	71	73	74	76	77	79
Housing Manager	180	178	187	191	194	198	202
Planning Manager	791	1,234	896	961	1,010	1,028	1,047
<b>Net Expenditure</b>	<b>20,686</b>	<b>21,120</b>	<b>21,514</b>	<b>20,709</b>	<b>20,968</b>	<b>21,227</b>	<b>21,847</b>

Table 5	Council Funding Statement Budget (2022/23) and MTFS						
	2021/22		Funding Streams and Council Tax Requirement				
	Budget	Forecast	2022/23	Medium Term Financial Strategy			
			Budget	2023/24	2024/25	2025/26	2026/27
£000	£000	£000	£000	£000	£000	£000	
<b>Net Expenditure</b>	<b>20,686</b>	<b>21,120</b>	<b>21,514</b>	<b>20,709</b>	<b>20,968</b>	<b>21,227</b>	<b>21,847</b>
Contribution to/(from) Earmarked Reserves:	-	(1,430)					
Budget Surplus	-					-	-
General Reserves	776	973	249	(2,480)	(2,212)	(1,797)	(1,822)
<b>Budget Requirement</b>	<b>21,462</b>	<b>20,663</b>	<b>21,763</b>	<b>18,229</b>	<b>18,756</b>	<b>19,430</b>	<b>20,025</b>
Non-Domestic Rates	(6,080)	(6,080)	(6,485)	(5,595)	(5,725)	(5,855)	(5,900)
Non-Domestic Rates (Growth Pilot)	-		-	-	-	-	-
S31 Grant	(2,176)	(2,176)	(2,472)	(1,624)	(1,628)	(1,633)	(1,633)
Revenue Support Grant (RSG)	-	-	-	(235)	(109)	(115)	(115)
Fair Funding Review Adjustment	82	-	-	-	-	-	-
New Homes Bonus	(2,014)	(2,014)	(2,116)	-	-	-	-
Collection Fund (Surplus) / Deficit	(296)	(296)	104	-	-	-	-
Council Tax Support Funding	(189)	-	(126)	(126)	(126)	(126)	(126)
22/23 Service Grant			(316)	-	-	-	-
HB Admin Support Grant			(370)	(370)	(370)	(370)	(370)
Income Compensation Scheme (Q1)	(595)	(595)	-	-	-	-	-
Covid 19 Funding (tranche 5)	(758)	-	-	-	-	-	-
Rural Services Grant			(45)	(45)	(45)	(45)	(45)
Local Tier Service Grant	(195)	(261)	(206)	-	-	-	-
<b>Council Tax Requirement</b>	<b>9,241</b>	<b>9,241</b>	<b>9,731</b>	<b>10,234</b>	<b>10,753</b>	<b>11,286</b>	<b>11,836</b>
- <b>Base (*)</b>	<b>63,355</b>	<b>63,355</b>	<b>64,501</b>	<b>65,662</b>	<b>66,844</b>	<b>68,047</b>	<b>69,272</b>
- <b>Per Band D (£)</b>	<b>145.86</b>	<b>145.86</b>	<b>150.86</b>	<b>155.86</b>	<b>160.86</b>	<b>165.86</b>	<b>170.86</b>
- <b>Increase (£)</b>			<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
- <b>Increase %</b>			<b>3.43%</b>	<b>3.31%</b>	<b>3.21%</b>	<b>3.11%</b>	<b>3.01%</b>



## 1.4 Revenue Reserves

1.4.1 The impact on the **General Fund Reserve** of the grant settlement from Government, the Council's policy to increase Council Tax and the savings, income and growth built into the budget 2022/23 and MTFs is shown in **Table 6** below.

GENERAL RESERVES MOVEMENT							
Table 6	Reserves and MTFs						
	2021/22		2022/23	Medium Term Financial Strategy			
	Budget £000	Forecast £000	Budget £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
<b>BUDGET SURPLUS RESERVE</b>							
<b>b/f</b>	3,031	3,250	4,223	4,472	1,992	-	-
Contribution from (to) General Fund	776	973	249	(2,480)	(2,212)	(1,797)	(1,822)
Contribution from (to) CIS Reserve			-	-	220	1,797	1,822
Contribution from (to) Earmarked Reserves	(58)						
<b>c/f</b>	<b>3,749</b>	<b>4,223</b>	<b>4,472</b>	<b>1,992</b>	<b>-</b>	<b>-</b>	<b>-</b>

COMMERCIAL INVESTMENT RESERVE							
<b>b/f</b>	3,536	5,595	5,399	5,399	5,399	5,179	3,382
Contribution to Reserve (former NHB)		-	-	-	-	-	-
Contribution from Reserve	(38)	(196)	-	-	-	-	-
Contribution from (to) General Fund	-	-	-	-	-	-	-
Contribution from (to) Budget Surplus Reserve	-	-	-	-	(220)	(1,797)	(1,822)
<b>c/f</b>	<b>3,498</b>	<b>5,399</b>	<b>5,399</b>	<b>5,399</b>	<b>5,179</b>	<b>3,382</b>	<b>1,559</b>

GENERAL FUND (Unallocated) RESERVE							
<b>b/f</b>	2,175	2,175	2,175	2,175	2,175	2,175	2,175
Contribution to/(from) Reserve	776	973	249	(2,480)	(2,212)	(1,797)	(1,822)
Contribution from(to) Budget Surplus	(776)	(973)	(249)	2,480	2,212	1,797	1,822
<b>c/f</b>	<b>2,175</b>	<b>2,175</b>	<b>2,175</b>	<b>2,175</b>	<b>2,175</b>	<b>2,175</b>	<b>2,175</b>
Net Expenditure	20,686	21,120	21,514	20,709	20,968	21,227	21,847
<b>Minimum Level of Reserves</b>	<b>2,175</b>	<b>2,175</b>	<b>2,175</b>	<b>2,175</b>	<b>2,175</b>	<b>2,175</b>	<b>2,175</b>

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



## 2.0 REVENUE OPERATIONAL BUDGETS AND MEDIUM TERM FINANCIAL STRATEGY

### 2.1 Subjective Analysis of Spend and Income

Huntingdonshire District Council Table 7

Actuals 2020/21	Subjective Analysis : Controllable Only	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
£000		£000	£000	£000	£000	£000	£000
-	Income & Fees	(151)	(82)	(82)	(82)	(82)	(82)
(11,587)	Commuted sums	(14,796)	(16,757)	(17,523)	(17,757)	(17,797)	(17,804)
(84,629)	Fees & charges	(27,018)	(15,655)	(15,654)	(15,654)	(15,654)	(15,654)
(3,644)	Government grants	(3,211)	(4,266)	(4,032)	(4,001)	(3,929)	(3,853)
(5,094)	Other grants and contributions	(4,803)	(4,859)	(4,793)	(5,105)	(5,278)	(5,296)
(698)	Rent	(725)	(555)	(562)	(593)	(597)	(597)
	Sales	-	(28)	-	-	-	-
(481)	NDR	(533)	(533)	(533)	(533)	(533)	(533)
(51)	Interest Income	-	(46)	(47)	(48)	(49)	(49)
	Developer Contributions						
<b>(106,184)</b>	<b>Income &amp; Fees Total</b>	<b>(51,236)</b>	<b>(42,782)</b>	<b>(43,227)</b>	<b>(43,773)</b>	<b>(43,920)</b>	<b>(43,867)</b>
281	Employees	335	335	335	335	335	335
1,627	Employee Insurance	326	321	301	301	248	248
1,633	Hired Staff	1,682	1,940	1,986	2,052	2,119	2,188
498	National Insurance	1,698	1,713	1,713	1,713	1,713	1,713
4,473	Other staff costs	3,114	3,253	3,301	3,374	3,451	3,530
49	Pension	109	36	36	36	36	36
18,037	Recruitment	18,768	20,314	20,614	21,095	21,515	22,001
36	Salary	36	36	36	36	36	36
472	Services	171	152	152	152	152	152
142	Severance payments	130	126	126	126	126	126
96	Training	38	44	44	44	44	44
	Uniform & laundry						
<b>27,343</b>	<b>Employees Total</b>	<b>26,407</b>	<b>28,270</b>	<b>28,644</b>	<b>29,263</b>	<b>29,774</b>	<b>30,408</b>
573	Buildings	816	782	782	780	780	780
29	Energy Costs	14	15	14	14	14	14
216	Ground Maintenance Costs	231	67	54	54	54	54
81	Premises Cleaning	122	123	124	124	125	125
11	Premises Insurance	7	7	7	7	7	7
7	Rates	13	13	13	13	13	13
549	Rents	709	786	820	797	802	802
150	Repairs & Maintenance	174	159	159	159	159	159
1,292	Water Services	1,478	1,503	1,610	1,530	1,566	1,573
	Rents Payable						
<b>2,907</b>	<b>Buildings Total</b>	<b>3,564</b>	<b>3,456</b>	<b>3,583</b>	<b>3,479</b>	<b>3,520</b>	<b>3,527</b>
	Supplies & Services	22	5	5	5	5	5
1,355	Catering	1,111	1,119	1,192	1,194	1,194	1,195
4,282	Communication and computing	2,745	3,694	3,676	3,704	3,722	3,645
	Equipment, furniture & materials						
92	Expenses	88	89	91	92	92	92
381	Insurance - service related	417	437	432	432	432	432
482	Members Allowances	449	470	472	472	472	472
	Office expenses						
	Operating Costs						
	Other staff costs						
5	Premises Cleaning		74	74	74	74	74
3	Repairs & Maintenance						
6,596	Services	6,284	7,195	6,291	6,549	6,385	6,386
( )	Uniform & laundry						
8	Election Costs						
4	Telecommunications						
	Penalties & Fines						
	Council Tax Payable						
<b>13,210</b>	<b>Supplies &amp; Services Total</b>	<b>11,116</b>	<b>13,085</b>	<b>12,233</b>	<b>12,522</b>	<b>12,376</b>	<b>12,301</b>
10	Transport	19	19	19	19	19	19
17	Contract Hire & operating leases	61	60	61	61	61	61
915	Mileage Allowance	922	964	964	964	964	964
( )	Operating Costs	34	31	31	31	31	31
( )	Pool Car	25	20	20	20	20	20
193	Public Transport	204	204	204	204	204	204
6	Vehicle Insurance						
	Other Transport Costs						
<b>1,140</b>	<b>Transport Total</b>	<b>1,264</b>	<b>1,297</b>	<b>1,298</b>	<b>1,299</b>	<b>1,299</b>	<b>1,299</b>
28,376	Benefit & Transfer Payments	26,875	15,521	15,521	15,521	15,521	15,521
1,553	Benefits	1,061	1,061	1,061	1,061	1,061	1,061
	Contributions paid						
	Discretionary Relief						
45,800	Grants	836	836	836	837	837	837
106	Irrecoverable V A T	106	106	106	106	106	106
445	Levies	408	408	408	408	408	408
	Parish Precepts						
6	Other Misc Payments	7	7	7	7	7	7
<b>76,287</b>	<b>Benefit &amp; Transfer Payments Total</b>	<b>29,292</b>	<b>17,937</b>	<b>17,938</b>	<b>17,938</b>	<b>17,938</b>	<b>17,939</b>
	Renewals Fund Contribution	58	58	58	58	58	58
	Renewals Fund Contribution						
467	Reserve-Revenue Transfers	187	165	155	155	155	155
	Bad Debts Provision	34	27	27	27	27	27
	Reserve-Revenue Transfers						
<b>467</b>	<b>Reserve-Revenue Transfers Total</b>	<b>221</b>	<b>192</b>	<b>182</b>	<b>182</b>	<b>182</b>	<b>182</b>
	Liabilities						
	Other staff costs						
	Liabilities Total						
<b>15,170</b>	<b>Net Expenditure</b>	<b>20,686</b>	<b>21,514</b>	<b>20,709</b>	<b>20,968</b>	<b>21,227</b>	<b>21,847</b>

121,354	Gross Service Expenditure	71,922	64,296	63,936	64,741	65,147	65,714
(106,184)	Gross Service Income	(51,236)	(42,782)	(43,227)	(43,773)	(43,920)	(43,867)
<b>15,170</b>	<b>Net Service Expenditure</b>	<b>20,686</b>	<b>21,514</b>	<b>20,709</b>	<b>20,968</b>	<b>21,227</b>	<b>21,847</b>

## 2.2 Service Budgets by Head of Service

Huntingdonshire District Council Table 8

Actuals 2020/21	Head of Service	Chief Operating Officer	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(4,113)	Income & Fees	Fees & charges	(3,925)	(3,954)	(4,004)	(4,008)	(4,008)	(4,008)
(38,371)		Government grants	(26,965)	(15,619)	(15,618)	(15,618)	(15,618)	(15,618)
(529)		Other grants and contributions	(3)	(89)	(3)	(3)	(3)	(3)
(122)		Rent	(110)	(110)	(110)	(110)	(110)	(110)
(12)		Sales	(7)	(7)	(7)	(7)	(7)	(7)
-		Interest Income	-	-	-	-	-	-
<b>(43,146)</b>	<b>Income &amp; Fees Total</b>		<b>(31,011)</b>	<b>-19780177</b>	<b>(19,743)</b>	<b>(19,747)</b>	<b>(19,747)</b>	<b>(19,747)</b>
247	Employees	Hired Staff	-	-	-	-	-	-
447		National Insurance	470	543	550	568	585	603
67		Other staff costs	23	23	23	23	23	23
802		Pension	814	872	876	895	914	934
12		Recruitment	-	-	-	-	-	-
4,663		Salary	4,971	5,381	5,396	5,512	5,628	5,747
1		Services	3	3	3	3	3	3
-		Severance payments	10	-	-	-	-	-
5		Training	6	6	6	6	6	6
-		Uniform & laundry	(1)	1	1	1	1	1
<b>6,244</b>	<b>Employees Total</b>		<b>6,296</b>	<b>6829626.42</b>	<b>6,855</b>	<b>7,007</b>	<b>7,160</b>	<b>7,316</b>
19	Buildings	Energy Costs	28	28	28	28	28	28
1		Ground Maintenance Costs	-	-	-	-	-	-
-		Premises Cleaning	-	-	-	-	-	-
23		Repairs & Maintenance	18	18	18	18	18	18
82		Water Services	28	28	28	28	28	28
16		Rents Payable	2	2	2	2	2	2
<b>141</b>	<b>Buildings Total</b>		<b>76</b>	<b>75810.84</b>	<b>76</b>	<b>76</b>	<b>76</b>	<b>76</b>
-	Supplies & Services	Catering	1	1	1	1	1	1
214		Communication and computing	114	114	114	114	114	114
143		Equipment, furniture & materials	64	63	63	63	63	63
-		Expenses	-	-	-	-	-	-
-		Insurance - service related	-	-	-	-	-	-
65		Office expenses	75	73	75	75	75	75
-		Other staff costs	-	-	-	-	-	-
-		Repairs & Maintenance	-	-	-	-	-	-
445		Services	390	560	367	367	367	367
(1)		Uniform & laundry	-	-	-	-	-	-
<b>868</b>	<b>Supplies &amp; Services Total</b>		<b>645</b>	<b>811950</b>	<b>621</b>	<b>621</b>	<b>621</b>	<b>621</b>
10	Transport	Contract Hire & operating leases	-	-	-	-	-	-
8		Mileage Allowance	23	22	23	23	23	23
7		Operating Costs	7	7	7	7	7	7
9		Pool Car	23	20	20	20	20	20
1		Public Transport	9	5	5	5	5	5
6		Other Transport Costs	-	-	-	-	-	-
<b>39</b>	<b>Transport Total</b>		<b>62</b>	<b>53734</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>55</b>
28,376	Benefit & Transfer Payments	Benefits	26,875	15,521	15,521	15,521	15,521	15,521
1,360		Contributions paid	984	984	984	984	984	984
10,041		Grants	253	253	253	253	253	253
6		Irrecoverable V A T	6	6	6	6	6	6
1		Other Misc Payments	-	-	-	-	-	-
<b>39,784</b>	<b>Benefit &amp; Transfer Payments Total</b>		<b>28,117</b>	<b>16762925</b>	<b>16,763</b>	<b>16,763</b>	<b>16,763</b>	<b>16,763</b>
0	Renewals Fund Contribution	Renewals Fund Contribution	8	8	8	8	8	8
0	Renewals Fund Contribution		8	8232	8	8	8	8
77	Reserve-Revenue Transfers	Bad Debts Provision	157	157	147	147	147	147
-		Reserve-Revenue Transfers	-	-	-	-	-	-
77	Reserve-Revenue Transfers		157	157046	147	147	147	147
<b>4,008</b>	<b>Net Expenditure</b>		<b>4,350</b>	<b>4,919</b>	<b>4,782</b>	<b>4,930</b>	<b>5,082</b>	<b>5,239</b>

47,153	<b>Gross Service Expenditure</b>	35,361	24,699	24,525	24,677	24,830	24,986
(43,146)	<b>Gross Service Income</b>	(31,011)	(19,780)	(19,743)	(19,747)	(19,747)	(19,747)
<b>4,008</b>	<b>Net Service Expenditure</b>	<b>4,350</b>	<b>4,919</b>	<b>4,782</b>	<b>4,930</b>	<b>5,082</b>	<b>5,239</b>

109	Building Control	153	153	153	153	153	153
227	Business Team	274	279	285	291	297	304
208	Chief Operating Officer	128	108	110	112	115	117
1	Closed Churchyards	(13)	(13)	(13)	(13)	(13)	(13)
49	Community Team	581	585	592	609	617	625
(120)	Council Tax Support	(116)	(115)	(114)	(114)	(114)	(114)
857	Customer Services	900	979	999	1,020	1,040	1,062
(404)	Development Management	(594)	(257)	(429)	(397)	(365)	(332)
259	Document Centre	192	251	249	254	259	265
62	Emergency Planning	12	31	31	32	32	32
113	Environmental Health Admin	132	122	132	136	139	143
343	Environmental Protection Team	384	358	365	372	380	387
-	Head of Community	-	-	-	-	-	-
-	Head of Customer Services	-	-	-	-	-	-
-	Head of Development	-	-	-	-	-	-
1,472	Housing Benefits	1,430	1,554	1,556	1,583	1,624	1,667
90	Housing Miscellaneous	27	29	30	32	34	36
1,017	Housing Needs	1,142	1,142	1,122	1,139	1,156	1,173
(54)	Licencing	(53)	(56)	(55)	(48)	(41)	(35)
(221)	Local Tax Collection	(228)	(231)	(231)	(231)	(231)	(231)
<b>4,008</b>	<b>Net Service Expenditure</b>	<b>4,350</b>	<b>4,919</b>	<b>4,782</b>	<b>4,930</b>	<b>5,082</b>	<b>5,239</b>

Actuals 2020/21	Head of Service	AD Transformation	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
-	Income & Fees	Fees & charges	-	-	-	-	-	-
(148)		Government grants	-	-	-	-	-	-
(26)		Other grants and contributions	-	(210)	(210)	(170)	(85)	-
<b>(174)</b>	<b>Income &amp; Fees Total</b>		-	<b>(210)</b>	<b>(210)</b>	<b>(170)</b>	<b>(85)</b>	-
-	Employees	Hired Staff	-	-	-	-	-	-
23		National Insurance	39	41	42	43	45	46
1		Other staff costs	-	-	-	-	-	-
38		Pension	61	60	61	62	63	65
-		Recruitment	5	5	5	5	5	5
203		Salary	366	371	381	416	367	374
-		Training	8	8	8	8	8	8
<b>265</b>	<b>Employees Total</b>		<b>479</b>	<b>485</b>	<b>497</b>	<b>534</b>	<b>488</b>	<b>498</b>
-	Buildings	Repairs & Maintenance	-	-	-	-	-	-
-		Rents Payable	-	-	-	-	-	-
-	<b>Buildings Total</b>		-	-	-	-	-	-
-	Supplies & Services	Catering	-	-	-	-	-	-
-		Communication and computing	-	-	-	-	-	-
4		Equipment, furniture & materials	17	17	11	11	11	11
-		Expenses	-	-	-	-	-	-
-		Office expenses	1	1	1	1	1	1
35		Services	(199)	5	5	5	5	5
<b>39</b>	<b>Supplies &amp; Services Total</b>		<b>(182)</b>	<b>22</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>
-	Transport	Mileage Allowance	-	-	-	-	-	-
-		Pool Car	-	-	-	-	-	-
-		Public Transport	1	1	1	1	1	1
-	<b>Transport Total</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
-	Benefit & Transfer Payments	Grants	-	-	-	-	-	-
-	<b>Benefit &amp; Transfer Payments Total</b>		-	-	-	-	-	-
-	<b>Total</b>		-	-	-	-	-	-
<b>130</b>	<b>Net Expenditure</b>		<b>298</b>	<b>298</b>	<b>304</b>	<b>381</b>	<b>420</b>	<b>514</b>
304	Gross Service Expenditure		298	508	514	551	505	514
(174)	Gross Service Income		-	(210)	(210)	(170)	(85)	-
<b>130</b>	<b>Net Service Expenditure</b>		<b>298</b>	<b>298</b>	<b>304</b>	<b>381</b>	<b>420</b>	<b>514</b>

Actuals 2020/21	Head of Service	AD Corporate Resources	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(559)	Income & Fees	Fees & charges	(418)	(432)	(511)	(476)	(477)	(477)
(2,261)		Government grants	(17)	-	-	-	-	-
(32)		Other grants and contributions	(5)	(5)	(5)	(5)	(5)	(5)
(4,933)		Rent	(4,656)	(4,716)	(4,650)	(4,962)	(5,136)	(5,153)
( )		Sales	-	-	-	-	-	-
-		NDR	-	(28)	-	-	-	-
(481)		Interest Income	(533)	(533)	(533)	(533)	(533)	(533)
<b>(8,266)</b>	<b>Income &amp; Fees Total</b>		<b>(5,629)</b>	<b>(5,714)</b>	<b>(5,699)</b>	<b>(5,977)</b>	<b>(6,150)</b>	<b>(6,167)</b>
281	Employees	Employee Insurance	334	334	334	334	334	334
740		Hired Staff	47	22	22	22	22	22
181		National Insurance	174	209	215	221	228	234
91		Other staff costs	1,590	1,590	1,590	1,590	1,590	1,590
1,865		Pension	323	332	339	346	354	361
3		Recruitment	23	21	21	21	21	21
1,766		Salary	1,709	2,048	2,089	2,136	2,181	2,228
35		Services	33	33	33	33	33	33
151		Severance payments	160	152	152	152	152	152
71		Training	62	61	61	61	61	61
59		Uniform & laundry	-	-	-	-	-	-
<b>5,241</b>	<b>Employees Total</b>		<b>4,457</b>	<b>4,804</b>	<b>4,857</b>	<b>4,918</b>	<b>4,977</b>	<b>5,038</b>
190	Buildings	Energy Costs	189	194	194	192	192	192
1		Ground Maintenance Costs	-	-	-	-	-	-
192		Premises Cleaning	98	26	13	13	13	13
81		Premises Insurance	122	123	124	124	125	125
7		Rates	7	7	7	7	7	7
211		Repairs & Maintenance	284	317	297	292	292	292
17		Water Services	12	15	15	15	15	15
511		Rents Payable	653	656	737	640	654	661
<b>1,209</b>	<b>Buildings Total</b>		<b>1,364</b>	<b>1,338</b>	<b>1,386</b>	<b>1,283</b>	<b>1,297</b>	<b>1,305</b>
	Supplies & Services	Catering	3	3	3	3	3	3
327		Communication and computing	109	162	162	162	162	162
214		Equipment, furniture & materials	105	66	65	65	65	63
-		Expenses	-	-	-	-	-	-
84		Insurance - service related	84	85	87	88	88	88
381		Members Allowances	417	437	432	432	432	432
266		Office expenses	150	176	176	176	176	176
-		Operating Costs	-	-	-	-	-	-
4		Premises Cleaning	-	74	74	74	74	74
4,606		Services	4,994	4,658	4,727	4,905	4,740	4,742
8		Election Costs	-	-	-	-	-	-
-		Penalties & Fines	-	-	-	-	-	-
<b>5,891</b>	<b>Supplies &amp; Services Total</b>		<b>5,862</b>	<b>5,662</b>	<b>5,725</b>	<b>5,904</b>	<b>5,740</b>	<b>5,740</b>
-	Transport	Contract Hire & operating leases	-	-	-	-	-	-
1		Mileage Allowance	12	12	12	12	12	12
52		Operating Costs	-	-	-	-	-	-
15		Pool Car	3	3	3	3	3	3
		Public Transport	3	3	3	3	3	3
187		Vehicle Insurance	202	202	202	202	202	202
<b>256</b>	<b>Transport Total</b>		<b>221</b>	<b>220</b>	<b>220</b>	<b>220</b>	<b>220</b>	<b>220</b>
94	Benefit & Transfer Payments	Contributions paid	77	77	77	77	77	77
-		Discretionary Relief	-	-	-	-	-	-
37		Grants	40	40	40	40	40	40
26		Irrecoverable V A T	26	26	26	26	26	26
445		Levies	408	408	408	408	408	408
5		Other Misc Payments	6	6	6	6	6	6
<b>608</b>	<b>Benefit &amp; Transfer Payments Total</b>		<b>556</b>	<b>556</b>	<b>556</b>	<b>556</b>	<b>556</b>	<b>556</b>
390	Reserve-Revenue Transfers	Bad Debts Provision	30	8	8	8	8	8
-		Reserve-Revenue Transfers	34	4	4	4	4	4
<b>390</b>	<b>Reserve-Revenue Transfers Total</b>		<b>64</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>5,328</b>	<b>Net Expenditure</b>		<b>6,896</b>	<b>6,878</b>	<b>7,058</b>	<b>6,917</b>	<b>6,654</b>	<b>6,705</b>
13,594	<b>Gross Service Expenditure</b>		<b>12,525</b>	<b>12,592</b>	<b>12,757</b>	<b>12,894</b>	<b>12,803</b>	<b>12,872</b>
(8,266)	<b>Gross Service Income</b>		<b>(5,629)</b>	<b>(5,714)</b>	<b>(5,699)</b>	<b>(5,977)</b>	<b>(6,150)</b>	<b>(6,167)</b>
<b>5,328</b>	<b>Net Service Expenditure</b>		<b>6,896</b>	<b>6,878</b>	<b>7,058</b>	<b>6,917</b>	<b>6,654</b>	<b>6,705</b>
(3,342)	Commercial Estates		(2,729)	(2,960)	(2,789)	(3,174)	(3,402)	(3,410)
5,590	Corporate Finance		5,333	5,356	5,387	5,549	5,449	5,449
709	Democratic & Elections		866	928	929	941	952	964
843	Facilities Management		862	865	819	857	877	891
855	Finance		751	822	833	851	867	884
(1,015)	Head of Resources		108	105	107	109	111	113
653	Human Resources		507	498	497	504	511	519
194	Legal		224	224	224	224	224	224
25	Public Conveniences		6	-	-	-	-	-
90	Risk Management		140	139	145	147	149	152
70	Energy & Sustainability Mgt		(10)	55	56	57	57	58
657	Risks & Control		836	847	850	854	857	861
<b>5,328</b>	<b>Net Service Expenditure</b>		<b>6,896</b>	<b>6,878</b>	<b>7,058</b>	<b>6,917</b>	<b>6,654</b>	<b>6,705</b>

Actuals 2020/21	Head of Service	Head of Leisure & Health	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(890)	Income & Fees	Fees & charges	(4,474)	(5,385)	(5,577)	(5,778)	(5,791)	(5,795)
(4,344)		Government grants	-	-	-	-	-	-
(14)		Other grants and contributions	(55)	(43)	(41)	(42)	(46)	(47)
1		Rent	(5)	(1)	(1)	(1)	(1)	(1)
(14)		Sales	(533)	(343)	(350)	(380)	(384)	(384)
-		NDR	-	-	-	-	-	-
<b>(5,261)</b>	<b>Income &amp; Fees Total</b>		<b>(5,067)</b>	<b>(5,772)</b>	<b>(5,968)</b>	<b>(6,201)</b>	<b>(6,223)</b>	<b>(6,228)</b>
-	Employees	Hired Staff	-	-	-	-	-	-
191		National Insurance	212	189	197	208	217	226
9		Other staff costs	(101)	(101)	(101)	(101)	(101)	(101)
413		Pension	473	394	404	416	427	439
3		Recruitment	71	-	-	-	-	-
3,384		Salary	3,458	3,179	3,254	3,346	3,429	3,515
		Services	-	-	-	-	-	-
318		Severance payments	-	-	-	-	-	-
6		Training	-	-	-	-	-	-
11		Uniform & laundry	7	10	10	10	10	10
<b>4,334</b>	<b>Employees Total</b>		<b>4,120</b>	<b>3,671</b>	<b>3,764</b>	<b>3,879</b>	<b>3,982</b>	<b>4,089</b>
270	Buildings	Energy Costs	556	517	517	517	517	517
10		Ground Maintenance Costs	14	15	14	14	14	14
11		Premises Cleaning	122	30	30	30	30	30
136		Repairs & Maintenance	149	192	192	192	192	192
29		Water Services	101	83	83	83	83	83
452		Rents Payable	484	496	511	517	528	528
<b>908</b>	<b>Buildings Total</b>		<b>1,426</b>	<b>1,333</b>	<b>1,347</b>	<b>1,353</b>	<b>1,364</b>	<b>1,364</b>
-	Supplies & Services	Catering	17	-	-	-	-	-
-		Expenses	-	-	-	-	-	-
1		Insurance - service related	-	-	-	-	-	-
44		Office expenses	111	111	111	111	111	111
-		Premises Cleaning	-	-	-	-	-	-
71		Services	231	92	92	92	92	92
-		Uniform & laundry	-	-	-	-	-	-
<b>267</b>	<b>Supplies &amp; Services Total</b>		<b>(94)</b>	<b>605</b>	<b>615</b>	<b>625</b>	<b>633</b>	<b>633</b>
-	Transport	Contract Hire & operating leases	-	-	-	-	-	-
4		Mileage Allowance	9	9	9	9	9	9
3		Operating Costs	8	9	9	9	9	9
		Public Transport	-	1	-	1	1	1
		Vehicle Insurance	-	-	-	-	-	-
<b>8</b>	<b>Transport Total</b>		<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>
-	Benefit & Transfer Payments	Contributions paid	-	-	-	-	-	-
70		Irrecoverable V A T	70	70	70	70	70	70
-		Other Misc Payments	-	-	-	-	-	-
<b>70</b>	<b>Benefit &amp; Transfer Payments Total</b>		<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>
-	Renewals Fund Contribution	Renewals Fund Contribution	50	50	50	50	50	50
-	<b>Total</b>		<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
<b>326</b>	<b>Net Expenditure</b>		<b>522</b>	<b>(25)</b>	<b>(104)</b>	<b>(206)</b>	<b>(105)</b>	<b>(4)</b>
5,587	<b>Gross Service Expenditure</b>		5,589	5,747	5,864	5,996	6,117	6,224
(5,261)	<b>Gross Service Income</b>		(5,067)	(5,772)	(5,968)	(6,201)	(6,223)	(6,228)
<b>326</b>	<b>Net Service Expenditure</b>		<b>522</b>	<b>(25)</b>	<b>(104)</b>	<b>(206)</b>	<b>(105)</b>	<b>(4)</b>
84	Head of Leisure & Health		87	89	91	93	95	97
302	One Leisure Active Lifestyles		187	151	151	148	145	148
(59)	Leisure Centres Corporate		249	(266)	(346)	(446)	(345)	(249)
<b>326</b>	<b>Grand Total</b>		<b>522</b>	<b>(25)</b>	<b>(104)</b>	<b>(206)</b>	<b>(105)</b>	<b>(4)</b>

Actuals 2020/21	Head of Service	Head of Operations	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
-	Income & Fees	Commuted sums	(151)	(82)	(82)	(82)	(82)	(82)
(3,130)		Fees & charges	(4,282)	(4,914)	(5,597)	(5,657)	(5,682)	(5,682)
(1,501)		Government grants	(16)	(16)	(16)	(16)	(16)	(16)
(119)		Other grants and contributions	(95)	(118)	(119)	(120)	(121)	(121)
(41)		Rent	(32)	(32)	(32)	(32)	(32)	(32)
(119)		Sales	(180)	(200)	(200)	(200)	(200)	(200)
<b>(4,910)</b>	<b>Income &amp; Fees Total</b>		<b>(4,755)</b>	<b>(5,361)</b>	<b>(6,045)</b>	<b>(6,106)</b>	<b>(6,132)</b>	<b>(6,132)</b>
	Employees	Employee Insurance	-	-	-	-	-	-
334		Hired Staff	204	204	204	204	151	151
379		National Insurance	387	446	461	476	495	514
251		Other staff costs	148	163	163	163	163	163
693		Pension	777	820	837	853	875	897
1		Recruitment	-	-	-	-	-	-
4,077		Salary	4,489	4,630	4,725	4,817	4,940	5,068
1		Services	-	-	-	-	-	-
3		Severance payments	-	-	-	-	-	-
4		Training	1	1	1	1	1	1
26		Uniform & laundry	32	32	32	32	32	32
<b>5,769</b>	<b>Employees Total</b>		<b>6,038</b>	<b>6,296</b>	<b>6,422</b>	<b>6,545</b>	<b>6,656</b>	<b>6,826</b>
94	Buildings	Energy Costs	43	43	43	43	43	43
17		Ground Maintenance Costs	1	1	1	1	1	1
13		Premises Cleaning	11	11	11	11	11	11
-		Premises Insurance	-	-	-	-	-	-
4		Rates	-	-	-	-	-	-
7		Rents	13	13	13	13	13	13
175		Repairs & Maintenance	252	253	307	289	294	294
22		Water Services	33	33	33	33	33	33
313		Rents Payable	337	347	357	368	379	379
<b>646</b>	<b>Buildings Total</b>		<b>690</b>	<b>701</b>	<b>765</b>	<b>758</b>	<b>774</b>	<b>774</b>
	Supplies & Services	Catering	-	-	-	-	-	-
33		Communication and computing	32	63	63	63	63	63
488		Equipment, furniture & materials	441	440	440	440	440	440
-		Expenses	-	-	-	-	-	-
8		Insurance - service related	4	4	4	4	4	4
79		Office expenses	66	66	66	66	66	66
-		Other staff costs	-	-	-	-	-	-
1		Premises Cleaning	-	-	-	-	-	-
3		Repairs & Maintenance	-	-	-	-	-	-
853		Services	698	876	888	938	938	938
4		Telecommunications	-	-	-	-	-	-
-		Penalties & Fines	-	-	-	-	-	-
-		Council Tax Payable	-	-	-	-	-	-
<b>1,468</b>	<b>Supplies &amp; Services Total</b>		<b>1,241</b>	<b>1,449</b>	<b>1,461</b>	<b>1,511</b>	<b>1,511</b>	<b>1,511</b>
	Transport	Contract Hire & operating leases	18	18	18	18	18	18
1		Mileage Allowance	4	4	4	4	4	4
852		Operating Costs	906	948	948	948	948	948
(24)		Pool Car	3	3	3	3	3	3
6		Public Transport	1	1	1	1	1	1
-		Vehicle Insurance	1	1	1	1	1	1
-		Other Transport Costs	-	-	-	-	-	-
<b>834</b>	<b>Transport Total</b>		<b>932</b>	<b>975</b>	<b>975</b>	<b>975</b>	<b>975</b>	<b>975</b>
	Benefit & Transfer Payments	Contributions paid	-	-	-	-	-	-
309		Grants	471	471	471	471	471	471
4		Irrecoverable V A T	4	4	4	4	4	4
-		Parish Precepts	-	-	-	-	-	-
-		Other Misc Payments	-	-	-	-	-	-
<b>313</b>	<b>Benefit &amp; Transfer Payments Total</b>		<b>475</b>	<b>475</b>	<b>475</b>	<b>475</b>	<b>475</b>	<b>475</b>
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	-	(52)	(52)	(52)	(52)	(52)
-	<b>Total</b>		<b>-</b>	<b>(52)</b>	<b>(52)</b>	<b>(52)</b>	<b>(52)</b>	<b>(52)</b>
-	Liabilities	Other staff costs	-	-	-	-	-	-
-	<b>Liabilities Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>4,120</b>	<b>Net Expenditure</b>		<b>4,621</b>	<b>4,483</b>	<b>4,002</b>	<b>4,107</b>	<b>4,207</b>	<b>4,376</b>
9,030	<b>Gross Service Expenditure</b>		9,376	9,844	10,047	10,213	10,339	10,508
(4,910)	<b>Gross Service Income</b>		(4,755)	(5,361)	(6,045)	(6,106)	(6,132)	(6,132)
<b>4,120</b>	<b>Net Service Expenditure</b>		<b>4,621</b>	<b>4,483</b>	<b>4,002</b>	<b>4,107</b>	<b>4,207</b>	<b>4,376</b>
1	Car Park - On Street		(132)	(132)	(132)	(132)	(132)	(132)
(1,084)	Car Parks - Off Street		(547)	(1,054)	(1,645)	(1,669)	(1,646)	(1,638)
(70)	CCTV		(91)	(114)	(115)	(116)	(117)	(117)
280	CCTV Shared Service		219	244	253	262	272	282
314	Countryside		317	278	265	240	224	234
289	Fleet Management		311	317	322	327	333	338
623	Green Spaces		479	555	546	568	586	606
212	Head of Operations		302	231	236	241	246	252
107	Markets		(43)	(38)	(36)	(34)	(31)	(30)
328	Parks and Open Spaces		330	457	448	402	408	415
892	Street Cleansing		740	868	888	918	945	973
2,228	Waste Management		2,736	2,871	2,972	3,100	3,119	3,194
<b>4,120</b>	<b>Net Service Expenditure</b>		<b>4,621</b>	<b>4,483</b>	<b>4,002</b>	<b>4,107</b>	<b>4,207</b>	<b>4,376</b>

Actuals 2020/21	Head of Service	Head of ICT	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(2,566)	Income & Fees	Fees & charges	(1,427)	(1,645)	(1,648)	(1,648)	(1,648)	(1,648)
(6)		Government grants	-	-	-	-	-	-
(2,899)		Other grants and contributions	(3,052)	(3,441)	(3,286)	(3,286)	(3,286)	(3,286)
(553)		Sales	(5)	(5)	(5)	(5)	(5)	(5)
<b>(6,025)</b>	<b>Income &amp; Fees Total</b>		<b>(4,484)</b>	<b>(5,091)</b>	<b>(4,939)</b>	<b>(4,939)</b>	<b>(4,939)</b>	<b>(4,939)</b>
	Employees	Employee Insurance						
167		Hired Staff	74	95	74	74	74	74
268		National Insurance	256	341	350	360	369	379
74		Other staff costs	37	37	37	37	37	37
449		Pension	436	524	534	546	557	568
25		Recruitment	10	10	10	10	10	10
2,616		Salary	2,449	2,896	2,953	3,017	3,080	3,141
-		Services	-	-	-	-	-	-
-		Severance payments	-	-	-	-	-	-
55		Training	44	44	44	44	44	44
-		Uniform & laundry	1	1	1	1	1	1
<b>3,654</b>	<b>Employees Total</b>		<b>3,307</b>	<b>3,948</b>	<b>4,004</b>	<b>4,089</b>	<b>4,172</b>	<b>4,254</b>
3	Buildings	Repairs & Maintenance	6	6	6	6	6	6
-		Rents Payable	-	-	-	-	-	-
<b>3</b>	<b>Buildings Total</b>		<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
-	Supplies & Services	Catering	1	1	1	1	1	1
722		Communication and computing	782	708	782	782	782	782
3,317		Equipment, furniture & materials	2,625	2,755	2,734	2,752	2,762	2,688
-		Expenses	-	-	-	-	-	-
3		Office expenses	12	12	12	12	12	12
-		Repairs & Maintenance	-	-	-	-	-	-
330		Services	65	242	109	109	109	109
-		Telecommunications	-	-	-	-	-	-
<b>4,372</b>	<b>Supplies &amp; Services Total</b>		<b>3,485</b>	<b>3,717</b>	<b>3,637</b>	<b>3,655</b>	<b>3,665</b>	<b>3,591</b>
-	Transport	Contract Hire & operating leases	1	1	1	1	1	1
3		Mileage Allowance	10	10	10	10	10	10
		Operating Costs						
		Pool Car	4	4	4	4	4	4
(1)		Public Transport	8	8	8	8	8	8
-		Vehicle Insurance	-	-	-	-	-	-
<b>2</b>	<b>Transport Total</b>		<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>
<b>2,007</b>	<b>Net Expenditure</b>		<b>2,338</b>	<b>2,604</b>	<b>2,732</b>	<b>2,835</b>	<b>2,928</b>	<b>2,936</b>
8,031	Gross Service Expenditure		6,822	7,695	7,671	7,774	7,867	7,875
(6,025)	Gross Service Income		(4,484)	(5,091)	(4,939)	(4,939)	(4,939)	(4,939)
<b>2,007</b>	<b>Net Service Expenditure</b>		<b>2,338</b>	<b>2,604</b>	<b>2,732</b>	<b>2,835</b>	<b>2,928</b>	<b>2,936</b>

Actuals 2020/21	Head of Service	Corporate Leadership	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
( )	Income & Fees	Fees & charges	-	-	-	-	-	-
(25)		Other grants and contributions	-	-	-	-	-	-
(25)	<b>Income &amp; Fees Total</b>		-	-	-	-	-	-
-	Employees	Hired Staff	-	-	-	-	-	-
63		National Insurance	53	65	67	68	70	71
		Other staff costs	-	-	-	-	-	-
77		Pension	78	89	90	92	94	96
-		Recruitment	-	-	-	-	-	-
534		Salary	451	514	522	532	543	554
-		Services	-	-	-	-	-	-
-		Severance payments	-	-	-	-	-	-
-		Training	9	5	5	5	5	5
<b>674</b>	<b>Employees Total</b>		<b>591</b>	<b>674</b>	<b>684</b>	<b>698</b>	<b>712</b>	<b>726</b>
-	Buildings	Rents Payable	-	-	-	-	-	-
-	<b>Buildings Total</b>		-	-	-	-	-	-
-	Supplies & Services	Catering	1	1	1	1	1	1
2		Communication and computing	1	2	2	2	2	2
2		Equipment, furniture & materials	-	-	-	-	-	-
13		Office expenses	18	15	15	15	15	15
-		Other staff costs	-	-	-	-	-	-
32		Services	5	505	5	5	5	5
-		Election Costs	-	-	-	-	-	-
<b>49</b>	<b>Supplies &amp; Services Total</b>		<b>24</b>	<b>522</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>
-	Transport	Contract Hire & operating leases	-	-	-	-	-	-
-		Mileage Allowance	2	2	2	2	2	2
-		Operating Costs	-	-	-	-	-	-
-		Pool Car	-	-	-	-	-	-
-		Public Transport	1	1	1	1	1	1
	<b>Transport Total</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
-	Benefit & Transfer Payments	Other Misc Payments	1	1	1	1	1	1
	<b>Benefit &amp; Transfer Payments Total</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>699</b>	<b>Net Expenditure</b>		<b>619</b>	<b>1,201</b>	<b>710</b>	<b>725</b>	<b>739</b>	<b>753</b>
724	Gross Service Expenditure		619	1,201	710	725	739	753
(25)	Gross Service Income		-	-	-	-	-	-
<b>699</b>	<b>Net Service Expenditure</b>		<b>619</b>	<b>1,201</b>	<b>710</b>	<b>725</b>	<b>739</b>	<b>753</b>

Actuals 2020/21	Head of Service	Programme Delivery Manager	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
4	Employees	National Insurance	6	7	7	7	8	8
6		Pension	9	10	10	10	10	10
1		Recruitment	-	-	-	-	-	-
35		Salary	55	56	57	58	59	60
<b>47</b>	<b>Employees Total</b>		<b>70</b>	<b>72</b>	<b>74</b>	<b>75</b>	<b>77</b>	<b>78</b>
-	Supplies & Services	Communication and computing	-	-	-	-	-	-
1		Equipment, furniture & materials	-	-	-	-	-	-
		Office expenses	-	-	-	-	-	-
9		Services	-	-	-	-	-	-
<b>11</b>	<b>Supplies &amp; Services Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
-	Transport	Mileage Allowance	-	-	-	-	-	-
-		Pool Car	-	-	-	-	-	-
-		Public Transport	-	-	-	-	-	-
	<b>Transport Total</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>58</b>	<b>Net Expenditure</b>		<b>71</b>	<b>73</b>	<b>74</b>	<b>76</b>	<b>77</b>	<b>79</b>
58	Gross Service Expenditure		71	73	74	76	77	79
-	Gross Service Income		-	-	-	-	-	-
<b>58</b>	<b>Net Service Expenditure</b>		<b>71</b>	<b>73</b>	<b>74</b>	<b>76</b>	<b>77</b>	<b>79</b>



Actuals 2020/21	Head of Service	Housing Manager	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
-	Income & Fees	Fees & charges	-	-	-	-	-	-
-	<b>Income &amp; Fees Total</b>		-	-	-	-	-	-
1	Employees	Hired Staff	-	-	-	-	-	-
7		National Insurance	13	15	15	15	16	16
11		Pension	20	21	22	22	23	23
5		Recruitment	-	-	-	-	-	-
65		Salary	117	123	125	128	130	133
-		Services	-	-	-	-	-	-
<b>89</b>	<b>Employees Total</b>		<b>150</b>	<b>159</b>	<b>162</b>	<b>165</b>	<b>169</b>	<b>172</b>
-	Supplies & Services	Catering	-	-	-	-	-	-
		Communication and computing	1	1	1	1	1	1
		Equipment, furniture & materials	-	-	-	-	-	-
		Office expenses	1	1	1	1	1	1
90		Services	-	-	-	-	-	-
<b>91</b>	<b>Supplies &amp; Services Total</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
-	Transport	Mileage Allowance	-	-	-	-	-	-
-		Pool Car	-	-	-	-	-	-
-		Public Transport	-	-	-	-	-	-
-	<b>Transport Total</b>		-	-	-	-	-	-
<b>34</b>	<b>Benefit &amp; Transfer Payments</b>	Grants	<b>28</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>28</b>
	<b>Benefit &amp; Transfer Payments</b>							
<b>34</b>	<b>Total</b>		<b>28</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>28</b>
<b>214</b>	<b>Net Expenditure</b>		<b>180</b>	<b>187</b>	<b>191</b>	<b>194</b>	<b>198</b>	<b>202</b>

Actuals 2020/21	Head of Service	Planning Policy Manager	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
(329)	Income & Fees	Fees & charges	(270)	(427)	(187)	(189)	(192)	(194)
(37,997)		Government grants	(20)	(20)	(20)	(20)	(20)	(20)
-		Other grants and contributions	-	(361)	(368)	(375)	(383)	(391)
()		Sales	()	()	()	()	()	()
(51)		Developer Contributions	-	(46)	(47)	(48)	(49)	(49)
<b>(38,377)</b>	<b>Income &amp; Fees Total</b>		<b>(291)</b>	<b>(855)</b>	<b>(622)</b>	<b>(633)</b>	<b>(644)</b>	<b>(654)</b>
138	Employees	Hired Staff	-	-	-	-	-	-
70		National Insurance	72	83	83	85	88	90
6		Other staff costs	1	1	1	1	1	1
120		Pension	122	131	129	131	134	137
-		Recruitment	-	-	-	-	-	-
693		Salary	704	1,117	1,111	1,134	1,158	1,181
-		Services	-	-	-	-	-	-
-		Training	-	-	-	-	-	-
-		Uniform & laundry	-	-	-	-	-	-
<b>1,027</b>	<b>Employees Total</b>		<b>899</b>	<b>1,332</b>	<b>1,324</b>	<b>1,352</b>	<b>1,380</b>	<b>1,409</b>
-	Buildings	Repairs & Maintenance	-	-	-	-	-	-
		Rents Payable	2	2	2	2	2	2
	<b>Buildings Total</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
-	Supplies & Services	Catering	-	-	-	-	-	-
4		Communication and computing	14	15	15	16	16	17
14		Equipment, furniture & materials	5	5	5	5	5	5
11		Office expenses	15	17	16	16	16	16
124		Services	99	257	97	128	128	127
-		Election Costs	-	-	-	-	-	-
<b>153</b>	<b>Supplies &amp; Services Total</b>		<b>133</b>	<b>293</b>	<b>133</b>	<b>165</b>	<b>165</b>	<b>165</b>
-	Transport	Mileage Allowance	1	1	1	1	1	1
		Pool Car	1	-	-	-	-	-
		Public Transport	2	1	1	1	1	1
	<b>Transport Total</b>		<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
99	Benefit & Transfer Payments	Contributions paid	-	-	-	-	-	-
35,379		Grants	45	46	46	46	46	46
<b>35,478</b>	<b>Benefit &amp; Transfer Payments Total</b>		<b>45</b>	<b>46</b>	<b>46</b>	<b>46</b>	<b>46</b>	<b>46</b>
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	-	75	75	75	75	75
-	<b>Reserve-Revenue Transfers</b>							
-	<b>Total</b>		-	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>
<b>(1,719)</b>	<b>Net Expenditure</b>		<b>791</b>	<b>896</b>	<b>961</b>	<b>1,010</b>	<b>1,028</b>	<b>1,047</b>
36,659	Gross Service Expenditure		1,082	1,751	1,583	1,643	1,671	1,700
(38,377)	Gross Service Income		(291)	(855)	(622)	(633)	(644)	(654)
<b>(1,719)</b>	<b>Net Service Expenditure</b>		<b>791</b>	<b>896</b>	<b>961</b>	<b>1,010</b>	<b>1,028</b>	<b>1,047</b>

## 3.0 CAPITAL

- 3.1 The detailed Draft Capital Programme for the period 2022/23 to 2026/27 is shown in **Tables 18a and 18b** below, along with the sources of finance. The revenue implications of the individual capital proposals are built into the individual revenue budgets and the impact of the proposed programme on the 2022/23 Minimum Revenue Position (MRP) is £2.8m.

Huntingdonshire District Council		Table 18a				
Capital Programme	Budget	Medium Term Financial Strategy				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Gross Expenditure</b>						
<b>Chief Operating Officer</b>						
Disabled Facilities Grants	1,850	1,800	1,650	1,600	1,600	1,600
Disabled Facilities Grants - Rephase		400				
Conservation Area Appraisal Programme	47	47				
Transfer of Documents from Information@Work to Tascomi		20				
Printing Equipment - Rephase		2				
Replacement Corporate Scanners	110					
Scanners - Rephase		4				
Housing Company - Rephase		206				
Lone Worker Software - Rephase		3				
<b>Corporate Resources</b>						
Salix Equipment						
A14 Upgrade	200	200	200	200	200	200
A14 Upgrade - Rephase		200				
Huntingdon Redevelopment		7,595				
St Ives Redevelopment			6,800	8,500	1,700	
<b>Leisure and Health</b>						
One Leisure Improvements	296	285	300	300	300	300
One Leisure Ramsey 3G - Rephase		17				
OL St Ives Changing Rooms - Rephase		12				
<b>Assistance Director of Resources</b>						
Oak Tree Remedial Works - Rephase		912				
Health and Safety Works at Commercial Properties						
Energy Efficiency Works at Commercial Properties	10	10				
Energy Efficiency Works at Commercial Properties - Rephase		6				
VAT Partial Exemption	24	21	21	50	50	50
Replacement Building Management System (BMS) - PFH	115					
Capita Upgrade and 3D Secure 2 SCA and payment portal Upgrade	15					
Commercial estates capital for works, enhancements and re-lettings	565	250				
Lighting Loves Farm - Rephase		8				
<b>3C ICT</b>						
Hardware Replacement		130	130			
Generator - 3ICT Backup						
Data Centre Storage						
Wi-Fi access points						
Mobile Phones Replacement	65					
Telephony Replacement	200	8	8	8	8	8
Extend compute capacity in shared data centre	39					
Information@Work Consolidation	20					
GIS Test Environment	16					
Data Centre Server Room (No.1)		244				
No2 Server & SQL Server 2012 Migration		20				
<b>Operations</b>						
Civil Parking Enforcement - Rephase		31				
Fencing	13	13	13	13	13	13
Fencing - Rephase		6				
Lighting - Loves Farm Footpath						
Wheeled Bins	254	254	254	254	254	254
Wheeled Bins - Rephase		6				
Vehicle Fleet Replacement	1,396	1,085	1,457	741		
Vehicle Fleet Replacement		54	(100)	11	1,494	800
Play Equipment	30	30	30	30	30	30
Play Equipment - Rephase		1				
Secure cycle storage	88					
Secure Cycle Storage - Rephase		39				
Parking Strategy	80					
Parking Strategy - Rephase		93				
District wide signage						
District Wide Signage - Rephase		10				
Replacement Corporate Scanners	25					
Additional EV Charging Points	30					
Play Area Fencing						
Hinchingbrooke Country Park						
Hinchingbrooke Country Park - Rephase		1,346				
Moore's Walk Revamp		20				
St Neots Riverside Park Path/Cycle Imps - Rephase		443				
<b>Transformation</b>						
AV Equipment	15	15				
AV Equipment - Rephase		45				
Voice Bots - Rephase		30				
Customer Relationship Management (Data Warehouse)	16					
Customer Relationship Management (Data Warehouse) - Rephase		7				
<b>Economic Development</b>						
Future High Streets - St Neots	12,300					
Future High Streets - St Neots - Rephase		6,811				
Market Towns Programme	350	675	550	150	50	
Market Towns Programme - Rephase		50				
<b>Total Gross Expenditure</b>	<b>18,169</b>	<b>23,464</b>	<b>11,313</b>	<b>11,857</b>	<b>5,699</b>	<b>3,255</b>

Huntingdonshire District Council		Table 18b				
Capital Programme	Budget	Medium Term Financial Strategy				
	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s
<b>Financing</b>						
<b>Grants and Contributions</b>						
DFGs	(1,350)	(1,350)	(1,300)	(1,300)	(1,300)	(1,300)
Wheeled bins	(101)	(101)	(101)	(101)	(101)	(101)
Combined Authority/MHCLG/CIL Grant Funding	(12,650)	(675)	(550)	(150)	(50)	
Huntingdon Development		(7,595)				
Future High Streets - Rephase		(6,811)				
One Leisure Ramsey 3G - Rephase		(17)				
St Neots Riverside Park Path/Cycle Imps - Rephase		(443)				
Combined Authority/MHCLG/CIL Grant Funding		(50)				
<b>Total Grants and Contributions</b>	<b>(14,101)</b>	<b>(17,042)</b>	<b>(1,951)</b>	<b>(1,551)</b>	<b>(1,451)</b>	<b>(1,401)</b>
<b>Capital Receipts</b>						
St Ives Redevelopment			(6,800)	(8,500)	(1,700)	
Loan Repayments		(284)	(203)	(117)	(122)	(128)
Housing Clawback Receipts	(500)	(450)	(350)	(300)	(300)	(299)
Commercial Investment Strategy	(565)	(250)				
<b>Total Capital Receipts</b>	<b>(1,065)</b>	<b>(984)</b>	<b>(7,353)</b>	<b>(8,917)</b>	<b>(2,122)</b>	<b>(427)</b>
<b>Net to be funded by borrowing</b>	<b>3,003</b>	<b>5,438</b>	<b>2,009</b>	<b>1,389</b>	<b>2,126</b>	<b>1,427</b>

## 4.0 TREASURY MANAGEMENT

4.1 The following gives a high-level commentary on the Treasury Management activity that the Council is expecting to undertake during 2022/23.

- **Short Term Borrowing**

During any year the Council will undertake short-term borrowing and lending to maintain effective daily cash flow balances. For the forthcoming year 2022/23, it is estimated that the cost of short-term borrowing will be £5,000; this is based on an estimated average investment portfolio of £25m and the borrowing that will be required as a result of short-term cash outflows within that average, and a cost based on an estimated interest rate of 0.90% for short-term borrowing.

- **Long Term Borrowing**

The Treasury Management Strategy permits the Council to borrow for the long-term to maintain effective working capital balances and to support back-to-back lending to external organisations. At the end of 2022/23, it is forecast that the total balances in respect of long-term borrowing will be £39.2m. The estimated cost of long-term borrowing in 2022/23 is £1.23m.

4.2 During 2022/23 no long-term borrowing has been anticipated for any Commercial Investment/Development Strategy, due to the Government prohibiting any borrowing from PWLB for commercial gain. For any redevelopment schemes e.g. Huntingdon/St Ives within the capital programme it has been assumed that alternative sources of funding will be explored to enable delivery of these schemes and the wider future capital programme in a sustainable way.

## 5.0 Capital Financing Requirement (CFR)

5.1 **Table 19** gives a summary of how, over the period of the MTFs, the Council's capital commitments and plans impact on its underlying need to borrow.

Huntingdonshire District Council		Table 19					
Capital Financing Requirement	Actual	Forecast	Medium Term Financial Strategy				
	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s
<b>Opening Capital Financing Requirement</b>	<b>71,824</b>	<b>71,431</b>	<b>73,963</b>	<b>76,601</b>	<b>75,579</b>	<b>73,814</b>	<b>72,860</b>
<b>Capital Investment</b>							
Property, Plant and Equipment	2,432	17,944	11,406	8,913	9,907	3,849	1,455
Investment Properties	2	1,605	1,162	0	0	0	0
Intangible Assets	141	446	91	0	0	0	0
Revenue Expenditure Funded From Capital Under Statute	3,110	13,358	10,136	2,400	1,950	1,850	1,800
Infrastructure Assets	44	816	20	0	0	0	0
Community Assets	0	271	443	0	0	0	0
Loans	0	100	206	0	0	0	0
Assets Under Construction	1,331	0	0	0	0	0	0
<b>Additional Requirement</b>	<b>7,060</b>	<b>34,540</b>	<b>23,464</b>	<b>11,313</b>	<b>11,857</b>	<b>5,699</b>	<b>3,255</b>
<b>Sources of Finance</b>							
Capital Receipts	(966)	(1,020)	(984)	(7,353)	(8,917)	(2,122)	(427)
Capital Grants and Contributions	(1,583)	(21,344)	(17,042)	(1,951)	(1,551)	(1,451)	(1,401)
Use of Capital Grants Unapplied	(2,302)	(6,886)					
Direct Revenue Financing	0	0	0	0	0	0	0
Minimum Revenue Provision	(2,602)	(2,758)	(2,800)	(3,031)	(3,154)	(3,080)	(3,276)
	(7,453)	(32,008)	(20,826)	(12,335)	(13,622)	(6,653)	(5,104)
<b>Closing Capital Financing Requirement</b>	<b>71,431</b>	<b>73,963</b>	<b>76,601</b>	<b>75,579</b>	<b>73,814</b>	<b>72,860</b>	<b>71,011</b>
<b>Increase/(Decrease) in Underlying Need to Borrow</b>	<b>(393)</b>	<b>2,532</b>	<b>2,638</b>	<b>(1,022)</b>	<b>(1,765)</b>	<b>(954)</b>	<b>(1,849)</b>

## 6.0 Formal 2022/23 Council Tax Resolutions

6.1 The formal 2022/23 Council Tax resolutions to be agreed by Council are shown below.

- a) That the Council note the Council Tax Base for the whole Council area and individual Towns and Parishes (para 6.2) as approved by Chairman of Corporate Governance Committee and Section 151 Officer on the 7 December 2021 (and subsequent publication as a key decision).

**£64,501**

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

- b) That the following amounts calculated by the Council for 2022/23 in accordance with the requirements of the Local Government Finance Act 1992 as amended by the Localism Act 2011 (the Act), the Local Government Finance Act 2012 and associated regulations:

- |       |  |                     |
|-------|--|---------------------|
| (i)   | the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) (a) to (f) of the Act<br><b>Gross revenue expenditure including benefits, Town/Parish Precepts</b>  | <b>£71,838,629</b>  |
| (ii)  | the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) (a) to (d) of the Act<br><b>Revenue income including reimbursement of benefits, specific and general grants, use of reserves and any transfers from the collection fund.</b>   | <b>£54,564,732</b>  |
| (iii) | the amount by which the aggregate at (i) above exceeds the aggregate at (ii) above in accordance with Section 31A (4) of the Act<br><b><u>This is the "Council Tax Requirement" including Parish/Town Precepts (item i minus item ii). It is the cash sum to be funded from District, Town and Parish Council Taxes.</u></b> | <b>£ 17,273,897</b> |
| (iv)  | the Council Tax requirement for 2021/22 divided by the tax base (T) in accordance with Section 31B (1) of the Act<br><b>District plus average Town/Parish Council Tax (item iii divided by District taxbase)</b>   | <b>£267.81</b>      |
| (v)   | the aggregate of all "Special Items" referred to in Section 34(1) of the Act.<br><b>The total value of Parish/Town precepts included in i and iii above.</b>   | <b>£7,542,822</b>   |
| (vi)  | the Basic Amount of Council Tax for 2022/23 being item iv less item v divided by the tax base (T) in accordance with Section 34 (2) of the Act.  | <b>£150.86</b>      |

***The District Council's Band D Tax for 2022/23***

- (vii) the basic amounts of Council Tax for 2022/23 for those parts of the District to which one or more special items (Parish/Town precepts) relate in accordance with Section 34 (3) of the Act are shown by adding the Huntingdonshire District Council amount to the appropriate Parish Council amount in column "band D" set out in Table 1 attached.
  - (viii) the amounts to be taken into account for 2022/23 in respect of categories of dwellings listed in particular valuation bands in accordance with Section 36 (1) of the Act are shown by adding the Huntingdonshire District Council amount to the appropriate Parish Council amount for each of the valuation bands in the columns "bands A to H" set out in Table 1 attached.
- (c) That the amounts of precept issued to the Council by Cambridgeshire County Council, Cambridgeshire Police Authority, Cambridgeshire & Peterborough Fire Authority and for each Parish Council for each of the categories of dwellings listed in different valuation bands in accordance with Section 40 of the Act shown in para 6.3 attached be noted.
- (d) That, having regard to the calculations above, the Council, in accordance with Section 30 (2) of the Act, hereby sets the figures shown in para 6.4 as the amounts of Council Tax for 2022/23 for each of the categories of dwelling shown. ***This is the total Council Tax to be collected, incorporating the requirements of all of the relevant bodies, for each town or parish area.***
- (e) The Council notes that, in accordance with Section 52ZB of the Local Government Finance Act 1992, the basic amount of its Council Tax for 2022/23 is not excessive. ***The basic amount at b(vi) above is not excessive as defined by the Government.***

## 6.2 Tax Base 2022/23

Based on the information contained within this report, it is recommended that pursuant to the Revenues and Benefits Manager's report and in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 2012, the amounts calculated by the Huntingdonshire District Council as their (net) tax base for the whole District for the year 2022/23 be 64,501 and shall be as listed below for each Town or Parish of the District:

Abbotsley	262
Abbots Ripton	141
Alconbury	561
Alconbury Weston	297
Alwalton	123
Barham & Woolley	30
Bluntisham	771
Brampton	2477
Brington & Molesworth	188
Broughton	99
Buckden (incorporating Diddington)	1277
Buckworth	53
Bury	715
Bythorn & Keyston	157
Catworth	163
Chesterton	65
Colne	379
Conington	78
Covington	47
Denton & Caldecote	30
Earith	607
Easton	82
Ellington	237
Elton	295
Farcet	540
Fenstanton	1331
Folksworth & Washingley	354
Glatton	136
Godmanchester	2951
Grafham	235
Great & Little Gidding	125
Great Gransden	494
Great Paxton	373
Great Staughton	333
Haddon	23
Hail Weston	245
Hamerton & Steeple Gidding	54
Hemingford Abbots	334
Hemingford Grey	1298
Hilton	455
Holme	250
Holywell-cum-Needingworth	1024



Houghton & Wyton	799
Huntingdon	7653
Kimbolton & Stonely	601
Kings Ripton	84
Leighton Bromswold	78
Little Paxton	1562
Morborne	12
Offord Cluny & Offord D'Arcy	542
Old Hurst	98
Old Weston	104
Perry	264
Pidley-cum-Fenton	191
Ramsey	3095
St Ives	6034
St Neots	11208
Sawtry	1966
Sibson-cum-Stibbington	234
Somersham	1402
Southoe & Midloe	156
Spaldwick	255
Stilton	772
Stow Longa	73
The Stukeleys	1069
Tilbrook	128
Toseland	38
Upton & Coppingford	91
Upwood & The Raveleys	445
Warboys	1596
Waresley-cum-Tetworth	146
Water Newton	40
Winwick	53
Wistow	230
Woodhurst	155
Woodwalton	83
Wyton-on-the-Hill	441
Yaxley	2961
Yelling	153
	64501

**6.3 2022/23 Council Tax by Property Band for each Precepting Authority and the Billing Authority**

***This table will be completed after the Council's Full Council meeting scheduled for the 23 February 2022 when the Council receives the precepts from Cambridgeshire County Council, Fire and Police Authorities.***

**6.4 Total 2022/23 Council Tax by Property Band for each Precepting Authority and the Billing Authority**

***This table will be completed after the Council's Full Council meeting scheduled for the 23 February 2022 when the Council receives the precepts from Cambridgeshire County Council, Fire and Police Authorities.***

## 7. Fees and Charges

- 7.1 The Fees and Charges that will be applicable from April 2022 to March 2023 have been included in **Annex A**. These fees and charges are correct at the time of reporting but there may be changes throughout the year that will be agreed by the Executive Councillor and the S151 Officer.

## 8.0 Robustness of the 2022/23 Budget and Medium-Term Financial Strategy

- 8.1 The Section 25 of Local Government Act 2003 requires me, as the Council's Responsible Financial Officer, to report on the robustness of the 2022/23 budget and the adequacy of reserves to assist you in making your decisions on the Budget and the level of Council Tax. Further, this is an opportunity for me to provide some commentary in respect of the period covered by the Medium-Term Financial Strategy (MTFS).

### 8.2 Robustness and Budget Setting

- 8.2.1 At the time of writing, the 2021/22 Quarter 3 Finance Performance Report is reporting a forecast favourable variance of £1.607m compared to budget in respect of service expenditure. This is due to a variety of factors including the strong performance of the Commercial Investment Strategy (CIS), the higher-than-expected levels of income from off street parking and the overall lower net cost of waste collection during the Covid 19 pandemic following the changes in customer behaviour and the changes in values of recyclable materials.

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

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

- will continue to review services and develop funding proposals that help to mitigate the current uncertainty relating to impact of the Covid 19 pandemic to the economy and only a one-year focus on the spending review from Government, and
- the Executive has chosen to increase Council Tax for 2022/23 to protect frontline services.

### 8.3 Challenges Facing the Council

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

## Public Sector post Covid Funding

8.3.2 The public sector continues to endure uncertainty around the Fair Funding and Business Rates Review. During the Covid 19 Pandemic whilst the public sector diverted resources to support its community in its time of need, short-term, one-off funding from Government has provided a much-needed financial stop gap. For 2022/23 the expectation is that the normality in the economy will return but exactly how and when continues to cause uncertainty. The Council must take proactive action to effectively manage the financial consequences following the pandemic. Exposure to the growth and decline of the economy as a major source of funding (Council Tax and Business Rates), puts all local authorities at risk and leaves them financial vulnerable.

8.3.3 Following the 2022/23 provisional settlement announced in December 2021, **Table 21** clearly shows that the grant funding streams for the Councils MTFS for 2022/23 and for the period up to 2025/27 has moved when compared to the preceding year. For:

- 2022/23 the total grant included in last year's MTFS was £9.1m; following the provisional settlement this has now increased to £11.1m; an increase of £2.0m (22.0%). This is mainly due to a one-off increase in New Home Bonus (NHB) of £1.69m.
- 2024/25 onwards the Councils net grants position is assumed to reset at a lower level due to the uncertainties regarding future grant funding and the cessation of NHB.

Table 21	Comparison of Grant Assumptions: 2020/21 Budget & 2021/22 Budget and MTFS (2022/23 to 2024/25)					
	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
<b>2021/22 Budget &amp; MTFS</b>						
NDR	6,080	6,644	6,829	7,096	7,370	
S31	2,176	2,213	2,250	2,287	2,287	
RSG	0	0	0	0	0	
FFR Adjust	(82)	(163)	(245)	(326)	(408)	
NHB	2,014	427	0	0	0	
<b>Total</b>	<b>10,188</b>	<b>9,121</b>	<b>8,834</b>	<b>9,057</b>	<b>9,249</b>	
<b>2022/23 Budget &amp; MTFS</b>						
NDR+S31		6,485	5,595	5,725	5,855	5,900
S31		2,472	1,624	1,628	1,633	1,633
RSG		0	235	109	115	115
FFR Adjust		0	0	0	0	0
NHB		2,116	0	0	0	0
<b>Total</b>		<b>11,073</b>	<b>7,454</b>	<b>7,462</b>	<b>7,603</b>	<b>7,648</b>
<b>Variance between Grant Assumptions</b>						
NDR	(0)	(159)	(1,234)	(1,371)	(1,515)	
S31	0	259	(626)	(659)	(654)	
RSG	0	0	235	109	115	
FFR Adjust	(82)	163	245	326	408	
NHB	0	1,689	0	0	0	
<b>Total</b>	<b>(82)</b>	<b>1,952</b>	<b>(1,381)</b>	<b>(1,595)</b>	<b>(1,646)</b>	
	%	%	%	%	%	
NDR	0.0	-2.4	-18.1	-19.3	-20.6	
S31	0.0	11.7	-27.8	-28.8	-28.6	
RSG	0.0	0.0	-100.0	-100.0	-100.0	
FFR Adjust	0.0	0.0	-100.0	-100.0	-100.0	
NHB	0.0	395.6	#DIV/0!	0.0	0.0	
<b>Total</b>	<b>-0.8</b>	<b>21.4</b>	<b>-15.6</b>	<b>-17.6</b>	<b>-17.8</b>	

## Programme of Service Review

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

## 8.4 Governance

- 8.4.1 Noted within the 2020/21 Annual Governance Statement (AGS) both the Executive Leader and the Managing Director consider not only internal controls, but also external factors:

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

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

- 8.4.2 On 22 July 2021, the Council's Internal Audit Manager reported to the Corporate Governance Committee that the assurance given for the year to 31 March 2021 was:

".....the Council's governance, internal control environment and systems of internal control as at 31 March 2021 provide adequate assurance over key business processes and financial systems."

## 8.5 Risks

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

## Mitigation of Unforeseen Events

- 8.5.2 During the budget setting for 21/22, a fixed General Fund Reserve of £2.175m was agreed based on the likely financial risks facing the council. The General Fund Reserve will be maintained at this level for 22/23.

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

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

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

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

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

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

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

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

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

## Risk Modelling

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

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

8.5.6 Taking each of the above in turn:

- **Underachievement of Savings & Additional Income**

The savings and increased income budgets included within the budget total £1.76m and cover a broad range of services. Achieving them is dependent on market, management and political conditions prevailing at the time. It is therefore prudent to assume that some of these savings may not be achieved.

- **Inflation**

With regard to:

- Pay  
The budget for 2022/23 includes a pay increase of 2% from 1 April 2022. The pay budget also includes increases for the additional 1.25% employers National Insurance increase and for the increase to National Living Wage.
- General Inflation  
No general inflation has been included in the 2022/23 budget except where there are contractual price increases; although for the Council this is minimal as most services are “contracted in”.
- Borrowing  
The budget for 2022/23 assumes minimal borrowing cost for temporary borrowing (for non-CIS borrowing)

- **Reduced income: Fees and Charges**

Total fees and charges are £17.5m, therefore, for sensitivity analysis a 2% loss of income from fees and charges would amount to £350k. The largest income streams that are susceptible to variation include Car Parks (Off-Street) Leisure Centres, Commercial Estate, and Planning Fees.

- **Reduced income: New Homes Bonus**

For 2022/23 the Councils NHB is £2.1m; it is expected that in due course the government will announce some significant changes to the scheme. The Council has modelled that by 2023/24 the Council will no longer receive such funding.

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

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

Prior to 2017/18, it had been established that the government's assessment of growth for the District was somewhat optimistic when compared to actual growth. Similar to last year, for 2022/23 the Council has taken a more prudent line by formulating its own assessment for NDR receipts. Directly linked to NDR are S.31 grants, this is government grant that compensates local government for it being required to exceed the minimum statutory regulations for certain thresholds as a consequence of government priorities (i.e. increasing the 'small business relief' limit above that required by law). The assessed S.31 receipts for 2022/2 are £2.5m.

- **Failure of a Borrower**

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

The main "borrowing" risk rests whether the lending is either on a short or long term basis. The £5.0m limit is restricted to bodies with a credit rating of F1+ or Building Societies with more than £2 billion in assets. The impact of a "failure of borrower" will be the loss of revenue cash flow and the potential costs involved of "making good" the lost investment. There are however, good governance arrangements around the Council's Treasury activity and therefore the likelihood of loss is minimal. However, with the current financial impacts still being relatively unknown, it would be prudent to include some sensitivity in respect of cash flow. Therefore, the average amount lent to an institution at any given time is around £4.0m; if this amount was lost and the Council had to borrow from the PWLB, at current rates this would amount to a cost of £40k. This block amount is included in the sensitivity analysis.

- **Emergency**

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

With specific regard to flooding, the Council does reside within a flood risk area and there



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

- **Estate property enhancement/development**

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

- **Increased demands on services**

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

- **Council Tax**

The Council has chosen to increase Council Tax by £5 this year resulting in an increase of £320k.

### **Sensitivity for 2022/23 Budget**

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

## **8.6 Revenue Reserves**

### **Reserves for 2022/23 and the MTFs Period (2023/24 to 2026/27)**

8.6.1 There is no statutory minimum level of reserves, however, as noted at 8.5.2 the minimum threshold for the General Fund (Unallocated) Reserves of £2.175m that Cabinet approved during 2021/22 budget setting will be maintained. The primary aim of the General Fund is to provide a safety net for unforeseen expenditure.

8.6.2 In addition to the General Fund, and as shown in 8.5.2 to 8.5.3 the Council operates several reserves, including the Budget Surplus Reserve, the Commercial Investment Reserve and a number of specific Earmarked Reserves. The purpose of the latter is to meet known potential liabilities arising from statutory commitments, known risks, future or political commitments and costs associated with transformation and commercialisation.

## 8.7 Conclusion

- **2022/23 Budget**

Considering all the factors noted within the “Robustness” statement in respect of 2022/23, I consider that the combination of the council’s:

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

The budget proposed for 2022/23 should not give Members any significant concerns over the Council’s financial position.

- **Medium Term Financial Strategy (2023/24 to 2026/27)**

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

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

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

**Eric Symons FCCA**

Responsible Financial Officer (Section 151)

## Huntingdonshire District Council - Fees and Charges as at April 2022

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

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Request for confirmation that one or more planning conditions have been complied with	Per request for householder	S	Apr-15	N	34.00	0.00	34.00	0.00%
			otherwise per request	S	Apr-15	N	116.00	0.00	116.00	0.00%
	Change of use of a building to use as one or more separate dwelling houses, or other cases		Not more than 50 dwellings for each	S	Apr-15	N	462.00	0.00	462.00	0.00%
		More than 50 dwellings		S	Apr-15	N	22,859.00	0.00	22,859.00	0.00%
			plus for each in excess of 50 up to a maximum of £250,000	S	Apr-15	N	132.00	0.00	132.00	0.00%
	Other changes of use of a building or land			S	Apr-15	N	462.00	0.00	462.00	0.00%
	Advertising	Relating to the business on the premises		S	Apr-15	N	132.00	0.00	132.00	0.00%
		Advanced signs which are not on or visible from the site, directing the public to a business		S	Apr-15	N	132.00	0.00	132.00	0.00%
		Other advertisements		S	Apr-15	N	462.00	0.00	462.00	0.00%
	Application for permission in principle	Fee for each 0.1 hectare of site area		S	Jul-18	N	402.00	0.00	402.00	0.00%
	Application for a non-material amendment following a grant of planning permission	Application in respect of householder development		S	Apr-15	N	34.00	0.00	34.00	0.00%
		Application in respect of other developments		S	Apr-15	N	234.00	0.00	234.00	0.00%
<b>Pre Application Fees - these are set by HDC. Where any development that falls within one or more category the fees should be added together.</b>										
	Written Advice only - Residential Development	1 additional dwelling proposed		D	Mar-16	S	280.00	56.00	336.00	143.48%
		2-9 additional dwellings proposed		D	Mar-16	S	556.00	111.20	667.20	141.74%
		10-59 additional dwellings proposed		D	Mar-16	S	1,800.00	360.00	2,160.00	56.52%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		60-200 additional dwellings proposed		D	Mar-16	S	5,040.00	1,008.00	6,048.00	-12.35%
		200+ additional dwellings proposed		D	Mar-16	S	11,360.00	2,272.00	13,632.00	-1.22%
	Written Advice only - Agricultural buildings	0 - 465 sq m additional floor space		D	Mar-16	S	148.00	29.60	177.60	155.17%
		466 sq m additional floor space		D	Mar-16	S	304.00	60.80	364.80	164.35%
	Written Advice only - Other buildings	0 - 99 sq m additional floor space		D	Mar-16	S	280.00	56.00	336.00	143.48%
		100 - 1000 sq m additional floor space		D	Mar-16	S	556.00	111.20	667.20	141.74%
		1001 -5000 sq m additional floor space		D	Mar-16	S	1,800.00	360.00	2,160.00	56.52%
		5001 - 10,000 sq m additional floor space		D	Mar-16	S	5,040.00	1,008.00	6,048.00	46.09%
		10,001 + sq m additional floor space		D	Mar-16	S	11,360.00	2,272.00	13,632.00	146.96%
	Written Advice only - Plant, machinery, car parks, service roads & other means of access	0 - 1 Hectare		D	Mar-16	S	58.00	11.60	69.60	0.00%
		1+ hectare		D	Mar-16	S	115.00	23.00	138.00	0.00%
	Written Advice only - Change of use land or buildings	Per site		D	Mar-16	S	115.00	23.00	138.00	0.00%
	Written Advice only - advertisements	Per business premises or site		D	Mar-16	S	58.00	11.60	69.60	0.00%
	Meeting at Pathfinder House prior to written advice	With Head of Development as most senior officer in attendance	per hour	D	Mar-16	S	150.00	30.00	180.00	0.00%
		With Planning Services Manager as most senior officer in attendance	per hour	D	Mar-16	S	130.00	26.00	156.00	0.00%
		With Planning Team Leader as most senior officer in attendance	per hour	D	Mar-16	S	60.00	12.00	72.00	0.00%
		With development Management officer/Specialist officer as most senior officer in attendance	per hour	D	Mar-16	S	50.00	10.00	60.00	0.00%
	Meeting away from Pathfinder House prior to written advice	With Head of Development as most senior officer in attendance	per hour	D	Mar-16	S	300.00	60.00	360.00	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		With Planning Services Manager as most senior officer in attendance	per hour	D	Mar-16	S	260.00	52.00	312.00	0.00%
		With Planning Team Leader as most senior officer in attendance	per hour	D	Mar-16	S	120.00	24.00	144.00	0.00%
		With development Management officer/Specialist officer as most senior officer in attendance	per hour	D	Mar-16	S	60.00	12.00	72.00	0.00%
	Major Development - meeting only at Pathfinder House	With Head of Development as most senior officer in attendance	per hour	D	Mar-16	S	150.00	30.00	180.00	0.00%
		With Planning Services Manager as most senior officer in attendance	per hour	D	Mar-16	S	130.00	26.00	156.00	0.00%
		With Planning Team Leader as most senior officer in attendance	per hour	D	Mar-16	S	60.00	12.00	72.00	0.00%
		With development Management officer/Specialist officer as most senior officer in attendance	per hour	D	Mar-16	S	50.00	10.00	60.00	0.00%
	Major Development - meeting only away from Pathfinder House	With Head of Development as most senior officer in attendance	per hour	D	Mar-16	S	300.00	60.00	360.00	0.00%
		With Planning Services Manager as most senior officer in attendance	per hour	D	Mar-16	S	260.00	52.00	312.00	0.00%
		With Planning Team Leader as most senior officer in attendance	per hour	D	Mar-16	S	120.00	24.00	144.00	0.00%
		With development Management officer/Specialist officer as most senior officer in attendance	per hour	D	Mar-16	S	60.00	12.00	72.00	0.00%
	Planning History searches	Per Search	per hour	D	Mar-16	S	67.50	13.50	81.00	0.00%
	Admin fee on invalid Planning Application refunds		per refund	S	Mar-16	S	50.00	10.00	60.00	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

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

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Internal alterations estimated cost of work over £10,000 but less than £20,0000	Full Plans	S	Jan-19	S	400.00	80.00	480.00	0.00%
		Internal alterations estimated cost of work over £20,000 but less than £50,0000	Full Plans	S	Jan-19	S	450.00	90.00	540.00	0.00%
		Internal alterations estimated cost of work over £50,000 but less than £75,000	Full Plans	S	Jan-19	S	550.00	110.00	660.00	0.00%
		Notifiable electrical Work - Not carried out under Part P registered electrician	Full Plans	S	Jan-19	S	250.00	50.00	300.00	0.00%
		Drainage works up to £5,000	Full Plans	S	Jan-19	S	150.00	30.00	180.00	0.00%
		Upgrading of thermal element in a dwelling(e.g roof rendering/cladding plastering,floors etc)	Full Plans	S	Jan-19	S	150.00	30.00	180.00	0.00%
	Non-domestic alterations	Upgrade of thermal element estimated cost of work between £0 - £50,000	Full Plans	S	Jan-19	S	200.00	40.00	240.00	0.00%
		Renewable energy system estimated cost of work less than £50,000	Full Plans	S	Jan-19	S	200.00	40.00	240.00	0.00%
		Replacement windows, roof lights and external glazed doors less than £20,000	Full Plans	S	Jan-19	S	200.00	40.00	240.00	0.00%
		Replacement windows, roof lights and external glazed doors over £20,000 but less than £100,000	Full Plans	S	Jan-19	S	250.00	50.00	300.00	0.00%
		Alterations estimated cost of work less than £5,000	Full Plans	S	Jan-19	S	250.00	50.00	300.00	0.00%
		Alterations estimated cost of work over £5,000 but less than £10,000	Full Plans	S	Jan-19	S	340.00	68.00	408.00	0.00%
		Alterations estimated cost of work over £10,000 but less than £20,000	Full Plans	S	Jan-19	S	440.00	88.00	528.00	0.00%
		Alterations estimated cost of work over £20,000 but less than £50,000	Full Plans	S	Jan-19	S	565.00	113.00	678.00	0.00%
		Alterations estimated cost of work over £50,000 but less than £75,000	Full Plans	S	Jan-19	S	715.00	143.00	858.00	0.00%
	Domestic extensions and annexes	Garage,car port or store building. Floor area does not exceed 60m2	Building Notice	S	Jan-19	S	380.00	76.00	456.00	0.00%
		Extension or annex with a floor area does not exceed 40m2	Building Notice	S	Jan-19	S	480.00	96.00	576.00	0.00%
		Extension or annex with a floor area over 40m2 but not exceeding 70m2	Building Notice	S	Jan-19	S	600.00	120.00	720.00	0.00%



## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
New dwellings and conversion to dwellings	1 dwelling		Building Notice	S	Jan-19	S	630.00	126.00	756.00	0.00%
	2 dwelling		Building Notice	S	Jan-19	S	1,130.00	226.00	1,356.00	0.00%
	3 dwelling		Building Notice	S	Jan-19	S	1,530.00	306.00	1,836.00	0.00%
	4 dwelling		Building Notice	S	Jan-19	S	1,850.00	370.00	2,220.00	0.00%
	5 dwelling		Building Notice	S	Jan-19	S	2,030.00	406.00	2,436.00	0.00%
Domestic loft and garage conversions	Domestic garage conversion. Floor area does not exceed 40m2		Building Notice	S	Jan-19	S	290.00	58.00	348.00	0.00%
	Loft conversion. Floor area does not exceed 40m2		Building Notice	S	Jan-19	S	480.00	96.00	576.00	0.00%
	Loft conversion. Floor area 40m2 but not exceeding 60m2		Building Notice	S	Jan-19	S	550.00	110.00	660.00	0.00%
Domestic alterations			Building Notice	S	Jan-19	S	160.00	32.00	192.00	0.00%
	Replacement of windows, roof lights and external glazed doors		Building Notice	S	Jan-19	S	170.00	34.00	204.00	0.00%
	Renewable Energy systems up to £20,000		Building Notice	S	Jan-19	S	170.00	34.00	204.00	0.00%
	Internal Alterations estimated cost of work less than £5,000		Building Notice	S	Jan-19	S	200.00	40.00	240.00	0.00%
	Internal alterations estimated cost of work over £5,000 but less than £10,000		Building Notice	S	Jan-19	S	310.00	62.00	372.00	0.00%
	Internal alterations estimated cost of work over £10,000 but less than £20,0000		Building Notice	S	Jan-19	S	410.00	82.00	492.00	0.00%
	Internal alterations estimated cost of work over £20,000 but less than £50,0000		Building Notice	S	Jan-19	S	500.00	100.00	600.00	0.00%
	Internal alterations estimated cost of work over £50,000 but less than £75,000		Building Notice	S	Jan-19	S	600.00	120.00	720.00	0.00%
	Notifiable electrical Work - Not carried out under Part P registered electrician		Building Notice	S	Jan-19	S	250.00	50.00	300.00	0.00%
Drainage works up to £5,000		Building Notice	S	Jan-19	S	150.00	30.00	180.00	0.00%	

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Upgrading of thermal element in a dwelling(e.g roof rendering/cladding plastering,floors etc)	Building Notice	S	Jan-19	S	150.00	30.00	180.00	0.00%
	Domestic extensions and annexes	Garage,car port or store building. Floor area does not exceed 60m2	Regularisation	S	Jan-19	N	570.00	0.00	570.00	0.00%
		Extension or annex with a floor area does not exceed 40m2	Regularisation	S	Jan-19	N	720.00	0.00	720.00	0.00%
		Extension or annex with a floor area over 40m2 but not exceeding 70m2	Regularisation	S	Jan-19	N	900.00	0.00	900.00	0.00%
	New dwellings and conversion to dwellings	1 dwelling	Regularisation	S	Jan-19	N	945.00	0.00	945.00	0.00%
		2 dwelling	Regularisation	S	Jan-19	N	1,695.00	0.00	1,695.00	0.00%
		3 dwelling	Regularisation	S	Jan-19	N	2,295.00	0.00	2,295.00	0.00%
		4 dwelling	Regularisation	S	Jan-19	N	2,775.00	0.00	2,775.00	0.00%
		5 dwelling	Regularisation	S	Jan-19	N	3,045.00	0.00	3,045.00	0.00%
	Domestic loft and garage conversions	Domestic garage conversion. Floor area does not exceed 40m2	Regularisation	S	Jan-19	N	435.00	0.00	435.00	0.00%
		Loft conversion. Floor area does not exceed 40m2	Regularisation	S	Jan-19	N	720.00	0.00	720.00	0.00%
		Loft conversion. Floor area 40m2 but not exceeding 60m2	Regularisation	S	Jan-19	N	825.00	0.00	825.00	0.00%
	Domestic alterations		Regularisation	S	Jan-19	N	240.00	0.00	240.00	0.00%
		Replacement of windows, roof lights and external glazed door Renewable Energy systems up to £20,000	Regularisation	S	Jan-19	N	255.00	0.00	255.00	0.00%
		Internal Alterations estimated cost of work less than £5,000	Regularisation	S	Jan-19	N	300.00	0.00	300.00	0.00%
		Internal alterations estimated cost of work over £5,000 but less than £10,000	Regularisation	S	Jan-19	N	465.00	0.00	465.00	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Internal alterations estimated cost of work over £10,000 but less than £20,0000	Regularisation	S	Jan-19	N	615.00	0.00	615.00	0.00%
		Internal alterations estimated cost of work over £20,000 but less than £50,0000	Regularisation	S	Jan-19	N	750.00	0.00	750.00	0.00%
		Internal alterations estimated cost of work over £50,000 but less than £75,000	Regularisation	S	Jan-19	N	900.00	0.00	900.00	0.00%
		Notifiable electrical Work - Not carried out under Part P registered electrician	Regularisation	S	Jan-19	N	375.00	0.00	375.00	0.00%
		Drainage works up to £5,000	Regularisation	S	Jan-19	N	225.00	0.00	225.00	0.00%
		Upgrading of thermal element in a dwelling(e.g roof rendering/cladding plastering,floors etc)	Regularisation	S	Jan-19	N	225.00	0.00	225.00	0.00%
	Non-domestic alterations	Upgrade of thermal element estimated cost of work between £0 - £50,000	Regularisation	S	Jan-19	N	300.00	0.00	300.00	0.00%
		Renewable energy system estimated cost of work less than £50,000	Regularisation	S	Jan-19	N	300.00	0.00	300.00	0.00%
		Replacement windows, roof lights and external glazed doors less than £20,000	Regularisation	S	Jan-19	N	300.00	0.00	300.00	0.00%
		Replacement windows, roof lights and external glazed doors over £20,000 but less than £100,000	Regularisation	S	Jan-19	N	375.00	0.00	375.00	0.00%
		Alterations estimated cost of work less than £5,000	Regularisation	S	Jan-19	N	375.00	0.00	375.00	0.00%
		Alterations estimated cost of work over £5,000 but less than £10,000	Regularisation	S	Jan-19	N	510.00	0.00	510.00	0.00%
		Alterations estimated cost of work over £10,000 but less than £20,000	Regularisation	S	Jan-19	N	660.00	0.00	660.00	0.00%
		Alterations estimated cost of work over £20,000 but less than £50,000	Regularisation	S	Jan-19	N	847.00	0.00	847.00	0.00%
		Alterations estimated cost of work over £50,000 but less than £75,000	Regularisation	S	Jan-19	N	1,072.00	0.00	1,072.00	0.00%
<b>Street naming (Currently showing the 2021/22 charges, these charges are now managed by the Building Control Shared Service)</b>										
	Street naming and numbering	Existing property - name change				N	50.00	0.00	50.00	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Name added to a numbered property				N	30.00	0.00	30.00	0.00%
		New developments - naming and numbering scheme	1 plot			N	50.00	0.00	50.00	0.00%
			2 to 5 plots			N	100.00	0.00	100.00	0.00%
			6 to 10 plots			N	150.00	0.00	150.00	0.00%
			11 to 25 plots			N	200.00	0.00	200.00	0.00%
			26 to 50 plots			N	250.00	0.00	250.00	0.00%
			51 to 100 plots			N	400.00	0.00	400.00	0.00%
			101 plus plots			N	500.00	0.00	500.00	0.00%
			plus per additional property			N	10.00	0.00	10.00	0.00%
		New developments - amendments to street names and numbering after developer redesign				N	200.00	0.00	200.00	0.00%
			plus per property			N	10.00	0.00	10.00	0.00%
		Renaming of existing streets				N	250.00	0.00	250.00	0.00%
			plus per affected property			N	10.00	0.00	10.00	0.00%
		Supplying of extra addressing plans				N	30.00	0.00	30.00	0.00%
<b>Operations</b>										
<b>Refuse Collection</b>										
	Household Bulky Waste		1-3 items			D	35.00	0.00	35.00	0.00%
	Household Bulky Waste		4-6 items			D	50.00	0.00	50.00	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21	
							£	£	£	%	
	Household Bulky Waste		7-10 items	D		N	75.00	0.00	75.00	0.00%	
	Commercial Bulky Waste		Per hour	D		N	150.00	0.00	150.00	0.00%	
	Second Green Bin		Per annum	D		N	50.00	0.00	50.00	0.00%	
	Bins for New Developments		set of 3	D		N	150.00	0.00	150.00	0.00%	
	Delivery Charge	Domestic wheel bin	per bin	D		N	15.00	0.00	15.00	0.00%	
	Commercial Waste	Price on application	Prices start from £4.10 per lift/collection								
Markets	St Ives Weekly Markets	Casual traders	10ft Pitch			E	24.20	0.00	24.20	0.00%	
		Permanent traders	10ft Pitch			E	18.00	0.00	18.00	0.00%	
		Additional Pitches Friday	10ft Pitch			E	10.30	0.00	10.30	0.00%	
		Additional Pitches Monday	10ft Pitch			E	11.35	0.00	11.35	0.00%	
Huntingdon Weekly Market	Huntingdon Wednesday Market		10ft Pitch (Prime Pitch)			E	19.50	0.00	19.50	0.00%	
			10ft Pitch (Intermediate 1)			E	15.40	0.00	15.40	0.00%	
			10ft Pitch (Intermeditate 2)			E	14.40	0.00	14.40	0.00%	
			10ft Pitch (Intermediate 3)			E	13.40	0.00	13.40	0.00%	
			10ft Pitch (End Pitch)			E	10.25	0.00	10.25	0.00%	
			Huntingdon Saturday Market	10ft Pitch (Prime Pitch)			E	22.70	0.00	22.70	0.00%
			Huntingdon Saturday Market	10ft Pitch (Intermediate 1)			E	20.60	0.00	20.60	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Huntingdon Saturday Market	10ft Pitch (Intermediate 2)			E	19.00	0.00	19.00	0.00%
		Huntingdon Saturday Market	10ft Pitch (Intermediate 3)			E	18.00	0.00	18.00	0.00%
		Huntingdon Saturday Market	10ft Pitch (Intermediate 4)			E	15.50	0.00	15.50	0.00%
		Huntingdon Saturday Market	10ft Pitch (Intermediate 5)			E	14.40	0.00	14.40	0.00%
		Huntingdon Saturday Market	10ft Ptich (End Pitch)			E	10.30	0.00	10.30	0.00%
	St Ives Bank Holiday Markets	Market Hill regular trader	10ft Pitch			E	26.00	0.00	26.00	0.00%
		Market Hill non - regular trader	10ft Pitch			E	34.00	0.00	34.00	0.00%
		Market Hill casual trader (on the day) RAINING AT 8am	10ft Pitch			E	36.00	0.00	36.00	0.00%
		Market Hill casual trader (on the day) DRY AT 8am	10ft Pitch			E	45.00	0.00	45.00	0.00%
	Electricity supply	per day				S	4.90	0.98	5.88	0.00%
<b>Fair</b>	Fair Huntingdon	Riverside car park	per day			Z	1,050.00	0.00	1,050.00	0.00%
<b>Car parking</b>	Car Parking charges	Huntingdon - Princes Street car park	Up to 1 hour	D		S	0.83	0.17	1.00	0.00%
			Up to 1 hour & 15 minutes	D		S	1.00	0.20	1.20	0.00%
			Up to 1 hour & 30 minutes	D		S	1.17	0.23	1.40	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

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

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
			Up to 3 hours	D		S	2.17	0.43	2.60	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
		Huntingdon - St Germain (Minor) car park	Up to 1 hour	D		S	0.83	0.17	1.00	0.00%
			Up to 1 hour & 15 minutes	D		S	1.00	0.20	1.20	0.00%
			Up to 1 hour & 30 minutes	D		S	1.17	0.23	1.40	0.00%
			Up to 1 hour & 45 minutes	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 15 minutes	D		S	1.67	0.33	2.00	0.00%
			Up to 2 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 2 hours & 45 minutes	D		S	2.00	0.40	2.40	0.00%
			Up to 3 hours	D		S	2.17	0.43	2.60	0.00%
			Up to 3 hours & 15 minutes	D		S	2.33	0.47	2.80	0.00%
			Up to 3 hours & 30 minutes	D		S	2.50	0.50	3.00	0.00%
			Up to 3 hours & 45 minutes	D		S	2.67	0.53	3.20	0.00%
			Up to 4 hours	D		S	2.83	0.57	3.40	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
		Huntingdon - Great Northern Street car park	Up to 2 hours	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours & 15 minutes	D		S	1.42	0.28	1.70	0.00%



## Huntingdonshire District Council - Fees and Charges as at April 2022

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

## Huntingdonshire District Council - Fees and Charges as at April 2022

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

## Huntingdonshire District Council - Fees and Charges as at April 2022

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

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		St Ives - Cattle Market (short stay zones) car park	Up to 1 hour	D		S	0.83	0.17	1.00	0.00%
			Up to 1 hour & 15 minutes	D		S	1.00	0.20	1.20	0.00%
			Up to 1 hour & 30 minutes	D		S	1.17	0.23	1.40	0.00%
			Up to 1 hour & 45 minutes	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 15 minutes	D		S	1.67	0.33	2.00	0.00%
			Up to 2 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 2 hours & 45 minutes	D		S	2.00	0.40	2.40	0.00%
			Up to 3 hours	D		S	2.17	0.43	2.60	0.00%
			Up to 3 hours & 15 minutes	D		S	2.33	0.47	2.80	0.00%
			Up to 3 hours & 30 minutes	D		S	2.50	0.50	3.00	0.00%
			Up to 3 hours & 45 minutes	D		S	2.67	0.53	3.20	0.00%
			Up to 4 hours	D		S	2.83	0.57	3.40	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
		St Ives - Cattle Market (long stay zones) car park	Up to 2 hours	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours & 15 minutes	D		S	1.42	0.28	1.70	0.00%
			Up to 2 hours & 30 minutes	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 45 minutes	D		S	1.58	0.32	1.90	0.00%
			Up to 3 hours	D		S	1.67	0.33	2.00	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

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

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
			Up to 2 hours & 15 minutes	D		S	1.42	0.28	1.70	0.00%
			Up to 2 hours & 30 minutes	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 45 minutes	D		S	1.58	0.32	1.90	0.00%
			Up to 3 hours	D		S	1.67	0.33	2.00	0.00%
			Up to 3 hours & 15 minutes	D		S	1.75	0.35	2.10	0.00%
			Up to 3 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 3 hours & 45 minutes	D		S	1.92	0.38	2.30	0.00%
			Up to 4 hours	D		S	2.00	0.40	2.40	0.00%
			Up to 23 hours	D		S	3.33	0.67	4.00	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
		St Neots - Brook Street car park	Up to 1 hour	D		S	0.83	0.17	1.00	0.00%
			Up to 1 hour & 15 minutes	D		S	1.00	0.20	1.20	0.00%
			Up to 1 hour & 30 minutes	D		S	1.17	0.23	1.40	0.00%
			Up to 1 hour & 45 minutes	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 15 minutes	D		S	1.67	0.33	2.00	0.00%
			Up to 2 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 2 hours & 45 minutes	D		S	2.00	0.40	2.40	0.00%
			Up to 3 hours	D		S	2.17	0.43	2.60	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

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

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		St Neots - Tan Yard car park	Up to 1 hour	D		S	0.83	0.17	1.00	0.00%
			Up to 1 hour & 15 minutes	D		S	1.00	0.20	1.20	0.00%
			Up to 1 hour & 30 minutes	D		S	1.17	0.23	1.40	0.00%
			Up to 1 hour & 45 minutes	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 15 minutes	D		S	1.67	0.33	2.00	0.00%
			Up to 2 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 2 hours & 45 minutes	D		S	2.00	0.40	2.40	0.00%
			Up to 3 hours	D		S	2.17	0.43	2.60	0.00%
			Up to 3 hours & 15 minutes	D		S	2.33	0.47	2.80	0.00%
			Up to 3 hours & 30 minutes	D		S	2.50	0.50	3.00	0.00%
			Up to 3 hours & 45 minutes	D		S	2.67	0.53	3.20	0.00%
			Up to 4 hours	D		S	2.83	0.57	3.40	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
		St Neots - Tebbutts Road car park	Up to 2 hours	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours & 15 minutes	D		S	1.42	0.28	1.70	0.00%
			Up to 2 hours & 30 minutes	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 45 minutes	D		S	1.58	0.32	1.90	0.00%



## Huntingdonshire District Council - Fees and Charges as at April 2022

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

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		St Neots - Riverside car park	Up to 2 hours	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours & 15 minutes	D		S	1.42	0.28	1.70	0.00%
			Up to 2 hours & 30 minutes	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 45 minutes	D		S	1.58	0.32	1.90	0.00%
			Up to 3 hours	D		S	1.67	0.33	2.00	0.00%
			Up to 3 hours & 15 minutes	D		S	1.75	0.35	2.10	0.00%
			Up to 3 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 3 hours & 45 minutes	D		S	1.92	0.38	2.30	0.00%
			Up to 4 hours	D		S	2.00	0.40	2.40	0.00%
			Up to 10 hours	D		S	2.50	0.50	3.00	0.00%
			Up to 23 hours	D		S	3.33	0.67	4.00	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
		HDC operated short stay p&d car parks (up to 4 hours subject to site)	Up to 1 hour	D		S	0.83	0.17	1.00	0.00%
			Up to 1 hour & 15 minutes	D		S	1.00	0.20	1.20	0.00%
			Up to 1 hour & 30 minutes	D		S	1.17	0.23	1.40	0.00%
			Up to 1 hour & 45 minutes	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 15 minutes	D		S	1.67	0.33	2.00	0.00%
			Up to 2 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
			Up to 2 hours & 45 minutes	D		S	2.00	0.40	2.40	0.00%
			Up to 3 hours	D		S	2.17	0.43	2.60	0.00%
			Up to 3 hours & 15 minutes	D		S	2.33	0.47	2.80	0.00%
			Up to 3 hours & 30 minutes	D		S	2.50	0.50	3.00	0.00%
			Up to 3 hours & 45 minutes	D		S	2.67	0.53	3.20	0.00%
			Up to 4 hours	D		S	2.83	0.57	3.40	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
		HDC operated long stay p&d car parks (up to 23 hours subject to site)	Up to 2 hours	D		S	1.33	0.27	1.60	0.00%
			Up to 2 hours & 15 minutes	D		S	1.42	0.28	1.70	0.00%
			Up to 2 hours & 30 minutes	D		S	1.50	0.30	1.80	0.00%
			Up to 2 hours & 45 minutes	D		S	1.58	0.32	1.90	0.00%
			Up to 3 hours	D		S	1.67	0.33	2.00	0.00%
			Up to 3 hours & 15 minutes	D		S	1.75	0.35	2.10	0.00%
			Up to 3 hours & 30 minutes	D		S	1.83	0.37	2.20	0.00%
			Up to 3 hours & 45 minutes	D		S	1.92	0.38	2.30	0.00%
			Up to 4 hours	D		S	2.00	0.40	2.40	0.00%
			Up to 10 hours	D		S	2.50	0.50	3.00	0.00%
			Up to 23 hours	D		S	3.33	0.67	4.00	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Huntingdon - Hinchingsbrooke Country Park	Up to 2 hr	D		S	0.83	0.17	1.00	0.00%
			2 hr to a maximum of 6 hr	D		S	1.67	0.33	2.00	0.00%
			Daily bay suspension inc events	D		S	8.33	1.67	10.00	0.00%
Permit Charges		CCC On-street Pay & display parking (managed by HDC)		D		S	0.67	0.13	0.80	0.00%
		Resident season ticket permit	Up to 1 hour 6 months	D		S	129.17	25.83	155.00	0.00%
		Resident season ticket permit	12 months	D		S	250.00	50.00	300.00	0.00%
		Resident season ticket permit (Low emission discount)	6 months	D		S	64.58	12.92	77.50	0.00%
		Resident season ticket permit (Low emission discount)	12 months	D		S	125.00	25.00	150.00	0.00%
		Residents Historiccar park permits	12 months	D		S	83.33	16.67	100.00	0.00%
		Residents Historic car park permits (low emission discount)	12 months	D		S	41.67	8.33	50.00	0.00%
		Resident On-Street parking permit administration	per permit	D		S	8.33	1.67	10.00	0.00%
		Season ticket permit	6 months	D		S	129.17	25.83	155.00	0.00%
		Season ticket permit	12 months	D		S	250.00	50.00	300.00	0.00%
		HDC Permit	daily	D		S	2.50	0.50	3.00	0.00%
		Season ticket permit (Low emission discount)	6 months	D		S	64.58	12.92	77.50	0.00%
		Season ticket permit (Low emission discount)	12 months	D		S	125.00	25.00	150.00	0.00%
		Huntingdon - Hinchingsbrooke Country Park	6 months	D		S	25.00	5.00	30.00	0.00%
		Huntingdon - Hinchingsbrooke Country Park	12 months	D		S	41.67	8.33	50.00	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Coach Permit	daily	D		S	12.50	2.50	15.00	0.00%
		Skip Permit	weekly	D		S	33.33	6.67	40.00	0.00%
	Other Charges & Fees	Parking Excess & Penalty Charges (Off-Street)		D		N	60.00	0.00	60.00	0.00%
		Parking Excess & Penalty Charges (Off-Street) if paid within 14 days		D		N	40.00	0.00	40.00	0.00%
		Parking Excess & Penalty Charges (On-street)		D		N	60.00	0.00	60.00	0.00%
		Parking Excess & Penalty Charges (On-street) if paid within 14 days		D		N	40.00	0.00	40.00	0.00%
		Release Charge (barrier car park)	per release	D		S	166.67	33.33	200.00	0.00%
		Removal Charge	per removal	D		S	166.67	33.33	200.00	0.00%
		Storage charge	per day	D		S	33.33	6.67	40.00	0.00%
		HDC operated car park bay suspension inc events	per bay per day	D		S	8.33	1.67	10.00	0.00%
		Administration (relating to events)	staff cost (recharged hourly - max hourly cost listed)	D		S	30.00	6.00	36.00	0.00%
		Administration (amend permit/refund/reprint)	per change	D		S	8.33	1.67	10.00	0.00%
	<b>Countryside</b>									
	Room Hire	Both Rooms	full day	D		S	230.00	46.00	276.00	0.00%
		Both Rooms	half day	D		S	155.00	31.00	186.00	0.00%
		Set Buffets	not available	D		S	0.00	0.00	0.00	0.00%
		Tea & Coffee	whole day per person	D		S	3.25	0.65	3.90	0.00%
		Tea & Coffee	half day per person	D		S	2.25	0.45	2.70	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Special Request Buffets Costed on Request	not available							
	Paxton Pits VC	Ranger Present	per hour	D		E	25.00	0.00	25.00	0.00%
		No Ranger Present	per hour	D		E	16.00	0.00	16.00	0.00%
	Rangers price list									
		Forest school sessions	per 1.5hr session	D		N	55.00	0.00	55.00	0.00%
		Evening activities	per hour	D		N	45.00	0.00	45.00	0.00%
		Guided walk for groups	per hour (Plus travel expenses)	D		N	45.00	0.00	45.00	0.00%
		School visits	per child	D		N	6.00	0.00	6.00	0.00%
		Special Needs Groups upto 10		D		N	55.00	0.00	55.00	0.00%
		Special needs placements	per day	D		N	35.00	0.00	35.00	0.00%
		Corporate Work Parties	no charge for EA NE (govt bodies)	D		S	0.00	0.00	0.00	0.00%
		Corporate Work Parties Commercial Business	per day <b>negotiable</b>	D		S	10.50	2.10	12.60	0.00%
		Corporate Away Day with Activities and Refreshments	per person varies depending on activites	D		S	35.00	7.00	42.00	0.00%
	Drop in Children Events	minibeast hunting etc	per person	D		S	2.50	0.50	3.00	0.00%
	HCP Mainly	if prizes offered	per person	D		S	3.55	0.71	4.26	0.00%
	HCP Mainly	craft session with refreshments	per person	D		S	10.60	2.12	12.72	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
HCP Mainly		special events / workshops costed on request		D			0.00			
HCP Mainly		camping	per person	D		S	3.00	0.60	3.60	0.00%
HCP Mainly		craft fairs	per table	D		S	16.67	3.33	20.00	0.00%
HCP Mainly		equipment hire for public	per set	D		S	1.67	0.33	2.00	0.00%
HCP Mainly		equipment hire no ranger inc pond dipping nets	per set	D		S	1.67	0.33	2.00	0.00%
		green willow	3 ft bundle	D		S	2.92	0.58	3.50	0.00%
			4 ft bundle	D		S	3.75	0.75	4.50	0.00%
			5 ft bundle	D		S	4.58	0.92	5.50	0.00%
			6 ft bundle	D		S	5.42	1.08	6.50	0.00%
			7 ft bundle	D		S	6.25	1.25	7.50	0.00%
			8 ft bundle	D		S	7.08	1.42	8.50	0.00%
		charcoal	1,5kg bag	D		S	4.00	0.80	4.80	33.33%
		logs	m3	D		S	133.33	26.67	160.00	0.00%
			tonne bag unsplit	D		S	54.17	10.83	65.00	0.00%
			net bag	D		S	5.00	1.00	6.00	0.00%
		flowers vegetables and plants from nursery	individually priced	D		S				





## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
<b>Assistant Director Corporate Services - Facilities</b>										
<b>Facilities</b>										
	Civic Suite hire	Monday - Friday	Combined room (8am-6pm) per day			S	280.00	56.00	336.00	0.00%
			per hour			S	41.00	8.20	49.20	0.00%
			Half room(8am-6pm) per day			S	160.00	32.00	192.00	0.00%
			per hour			S	23.00	4.60	27.60	0.00%
			Combined room after 6pm per hour			S	92.00	18.40	110.40	0.00%
			Half room after 6pm per hour			S	41.00	8.20	49.20	0.00%
		Weekends	Combined room (8am-6pm) per day			S	450.00	90.00	540.00	0.00%
			per hour			S	58.00	11.60	69.60	0.00%
			Half room (8am - 6pm) per day			S	280.00	56.00	336.00	0.00%
			per hour			S	34.50	6.90	41.40	0.00%
			Combined room after 6pm per hour			S	112.00	22.40	134.40	0.00%
			Half room after 6pm per hour			S	69.00	13.80	82.80	0.00%

Chief Operating Officer

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
<b>Caravan site licences</b>										
		No charge								
	Relevant Protected Sites	Licence Application	4 - 15 pitches	D		N	333.55	0.00	333.55	0.00%
			16 - 39 pitches	D		N	413.10	0.00	413.10	0.00%
			40 - 75 pitches	D		N	459.00	0.00	459.00	0.00%
			76 - 123 pitches	D		N	527.35	0.00	527.35	0.00%
			Over 124 pitches	D		N	572.20	0.00	572.20	0.00%
		Annual Licence Fee	4 - 15 pitches	D		N	196.85	0.00	196.85	0.00%
			16 - 39 pitches	D		N	246.85	0.00	246.85	0.00%
			40 - 75 pitches	D		N	284.60	0.00	284.60	0.00%
			76 - 123 pitches	D		N	333.55	0.00	333.55	0.00%
			Over 124 pitches	D		N	383.50	0.00	383.50	0.00%
		Licence Transfer	4 - 15 pitches	D		N	102.00	0.00	102.00	0.00%
			16 - 39 pitches	D		N	102.00	0.00	102.00	0.00%
			40 - 75 pitches	D		N	102.00	0.00	102.00	0.00%
			76 - 123 pitches	D		N	102.00	0.00	102.00	0.00%
			Over 124 pitches	D		N	102.00	0.00	102.00	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

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

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
			Transfer	S		N	235.00	0.00	235.00	0.00%
			Substantial variation	S		N	1,368.00	0.00	1,368.00	0.00%
	Part B	Reimbursement of the advertising costs incurred in informing public consultees, recharged in full	Application	S		N	1,650.00	0.00	1,650.00	0.00%
			Additional fee for operating without a permit	S		N	1,188.00	0.00	1,188.00	0.00%
			Surrender/ partial surrender	S						
			Transfer	S		N	169.00	0.00	169.00	0.00%
			Partial Transfer	S		N	497.00	0.00	497.00	0.00%
			Substantial variation	S		N	1,050.00	0.00	1,050.00	0.00%
	Reduced fee (except vehicle refinishers)	Application	Application	S		N	155.00	0.00	155.00	0.00%
			Additional fee for operating without a permit	S		N	71.00	0.00	71.00	0.00%
			Substantial variation	S		N	102.00	0.00	102.00	0.00%
			Partial Transfer	S		N	47.00	0.00	47.00	0.00%
	Vehicle refinishers	Application	Application	S		N	362.00	0.00	362.00	0.00%
			Additional fee for operating without a permit	S		N	71.00	0.00	71.00	0.00%
			Substantial variation	S		N	102.00	0.00	102.00	0.00%
			Partial Transfer	S		N	47.00	0.00	47.00	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Petrol vapour recovery stages 1&2 combined	Application	S		N	257.00	0.00	257.00	0.00%
			Additional fee for operating without a permit	S		N	71.00	0.00	71.00	0.00%
			Substantial variation	S		N	102.00	0.00	102.00	0.00%
			Partial Transfer	S		N	47.00	0.00	47.00	0.00%
		Mobile crushing and screening plant	Application	S		N	1,650.00	0.00	1,650.00	0.00%
			Additional fee for operating without a permit	S		N	1,188.00	0.00	1,188.00	0.00%
			Substantial variation	S		N	1,050.00	0.00	1,050.00	0.00%
			Transfer	S		N	169.00	0.00	169.00	0.00%
			Partial Transfer	S		N	497.00	0.00	497.00	0.00%
		Mobile crushing and screening plant 3rd to 7th applications	Application	S		N	985.00	0.00	985.00	0.00%
			Additional fee for operating without a permit	S		N	1,188.00	0.00	1,188.00	0.00%
			Substantial variation	S		N	1,050.00	0.00	1,050.00	0.00%
			Transfer	S		N	169.00	0.00	169.00	0.00%
			Partial Transfer	S		N	497.00	0.00	497.00	0.00%
		Mobile crushing and screening plant 8th and subsequent applications	Application	S		N	498.00	0.00	498.00	0.00%
			Additional fee for operating without a permit	S		N	1,188.00	0.00	1,188.00	0.00%
			Substantial variation	S		N	1,050.00	0.00	1,050.00	0.00%
			Transfer	S		N	169.00	0.00	169.00	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Partial Transfer		S		N	497.00	0.00	497.00	0.00%
		Where an application for any of the above is for a combined Part B and waste application there is an extra charge in addition to the above charges		S		N	279.00	0.00	279.00	0.00%
	Annual subsistence fees	Part A2	Low Risk	S		N	1,343.00	0.00	1,343.00	0.00%
			Medium Risk	S		N	1,507.00	0.00	1,507.00	0.00%
			High Risk	S		N	2,230.00	0.00	2,230.00	0.00%
			Additional Fee for payment by installments	S		N	38.00	0.00	38.00	0.00%
			Late payment charge	S		N	52.00	0.00	52.00	0.00%
			Operation with EC reporting requirement	S		N	103.00	0.00	103.00	0.00%
		Part B	Low Risk	S		N	772.00	0.00	772.00	0.00%
			Including waste (Reg 33) add	S		N	104.00	0.00	104.00	0.00%
			Medium Risk	S		N	1,161.00	0.00	1,161.00	0.00%
			Including waste (Reg 33) add	S		N	156.00	0.00	156.00	0.00%
			High Risk	S		N	1,747.00	0.00	1,747.00	0.00%
			Including waste (Reg 33) add	S		N	207.00	0.00	207.00	0.00%
		Reduced fee (except vehicle refinishers)	Low Risk	S		N	79.00	0.00	79.00	0.00%
			Medium Risk	S		N	158.00	0.00	158.00	0.00%
			High Risk	S		N	237.00	0.00	237.00	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Vehicle refinishers	Low Risk	S		N	228.00	0.00	228.00	0.00%
			Medium Risk	S		N	365.00	0.00	365.00	0.00%
			High Risk	S		N	548.00	0.00	548.00	0.00%
		Petrol vapour recovery stages 1 &2 combined	Low Risk	S		N	113.00	0.00	113.00	0.00%
			Medium Risk	S		N	226.00	0.00	226.00	0.00%
			High Risk	S		N	341.00	0.00	341.00	0.00%
		Mobile crushing and screening plant	Low Risk	S		N	626.00	0.00	626.00	0.00%
			Medium Risk	S		N	1,034.00	0.00	1,034.00	0.00%
			High Risk	S		N	1,551.00	0.00	1,551.00	0.00%
		Mobile crushing and screening plant 3rd to 7th applications	Low Risk	S		N	385.00	0.00	385.00	0.00%
			Medium Risk	S		N	617.00	0.00	617.00	0.00%
			High Risk	S		N	924.00	0.00	924.00	0.00%
		Mobile crushing and screening plant 8th and subsequent applications	Low Risk	S		N	198.00	0.00	198.00	0.00%
			Medium Risk	S		N	314.00	0.00	314.00	0.00%
			High Risk	S		N	473.00	0.00	473.00	0.00%
		Late payment		S		N	52.00	0.00	52.00	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

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



## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
			Simple request	D		N	44.25	0.00	44.25	0.00%
<b>Pest control</b>										
	Wasps nests	Treatment charge	First nest			S	62.50	12.50	75.00	0.00%
			Subsequent nests treated at the same visit			S	16.00	3.20	19.20	0.00%
	Rats and mice	Treatment charge	First call and maximum of two re-visits to replenish bait			S	80.00	16.00	96.00	16.25%
	Ants, booklice, carpet beetles, fleas, larder beetles and other insects	Treatment charge	First visit			S	67.00	13.40	80.40	0.00%
			Second visit			S	33.00	6.60	39.60	0.00%
	Call out charge or missed appointment					S	30.00	6.00	36.00	-37.50%
	Invoicing charge					S	12.50	2.50	15.00	0.00%
	Rat Boxes		Per treatment			S	6.00	1.20	7.20	18.33%
	Mouse Boxes		Per treatment			S	1.00	0.20	1.20	74.00%
	Difenacoum		Per Kilo			S	2.40	0.48	2.88	0.00%
	Rat bait per tray		Per treatment			S	0.60	0.12	0.72	60.00%
	Rat bait per box		Per treatment			S	1.20	0.24	1.44	60.00%
	Rat bait per pipe		Per treatment			S	1.20	0.24	1.44	60.00%
	Brodificoum		Per Kilo			S	6.30	1.26	7.56	0.00%
	Mouse bait per tray		Per treatment			S	1.20	0.24	1.44	47.50%
	Mouse bait per box		Per treatment			S	1.20	0.24	1.44	47.50%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Brodificum wax blocks 20gm				S	0.37	0.07	0.44	59.46%
		Hourly rate				S	45.00	9.00	54.00	-55.80%
		Invoicing charge				S	10.42	2.08	12.50	0.00%
	Stray dogs	Statutory Charge	per dog	S		N	25.00	0.00	25.00	0.00%
		Dog warden Service charge	per dog	S		S	50.00	10.00	60.00	0.00%
		Dog returned directly to owner without kennelling, plus statutory fine	per dog	S		S	75.00	15.00	90.00	0.00%
		Stray dogs claimed by owner from kennels without incurring overnight kennelling charge	per dog per period before 4:00pm	S		S	75.00	15.00	90.00	0.00%
		Dog returned directly to owner without kennelling, plus statutory fine	per dog	S		S	75.00	15.00	90.00	0.00%
	Kennelling Charge Overnight	Statutory Charge Day of Arrival	per dog	S		N	25.00	0.00	25.00	0.00%
		Dog warden Service charge Day of Arrival	per dog	S		N	50.00	0.00	50.00	0.00%
		Kennelling overnight charge	per dog	S		N	30.00	0.00	30.00	0.00%
		Kennelling overnight charge from 2nd Night - 7th Night per Night	per dog	S		N	30.00	0.00	30.00	0.00%
		Kennelling overnight charge from 8th Night Owner has lost legal right to claim the dog								
<b>Licensing</b>										
Fees associated with the Gambling Act 2005 are determined in accordance with The Gambling (Premises Licence Fees) (England and Wales) Regulations 2007. In the case of error, the Regulations, or any update thereto will take precedence										
	Gambling Act 2005	Club Machine Permit		S		N	200.00	0.00	200.00	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Gaming Machine two or less		S		N	50.00	0.00	50.00	0.00%
		Gaming Machine Permit		S		N	200.00	0.00	200.00	0.00%
		Adult Gaming Centre - new		S		N	2,000.00	0.00	2,000.00	0.00%
		Adult Gaming Centre - renewal		S		N	1,000.00	0.00	1,000.00	0.00%
		Unlicensed Family Entertainment Centre		S		N	30.00	0.00	30.00	0.00%
		Other Gambling Premises- new		S		N	3,000.00	0.00	3,000.00	0.00%
		Other Gambling Premises- renewal		S		N	600.00	0.00	600.00	0.00%
		Lotteries(Small society)- new		S		N	40.00	0.00	40.00	0.00%
		Lotteries(Small society)-renewal		S		N	20.00	0.00	20.00	0.00%
<p>Fees associated with the Licensing Act 2003 are determined in accordance with The Licensing Act 2003 (Fees) Regulations 2005. In the case of error, the Regulations, or any update thereto will take precedence</p>										
Licensing Act 2003		Club Premises - Change of relevant registered address of club		S		N	10.50	0.00	10.50	0.00%
		Club Premises - Notification of change of name or alteration of club rules		S		N	10.50	0.00	10.50	0.00%
		Club Premises - Theft, loss etc. of club certificate		S		N	10.50	0.00	10.50	0.00%
		Application for a provisional statement where premises being built		S		N	315.00	0.00	315.00	0.00%
		Duty to notify change of name or address		S		N	10.50	0.00	10.50	0.00%
		Interim authority notice following death etc. of licence holder		S		N	23.00	0.00	23.00	0.00%
		Minor Variation		S		N	89.00	0.00	89.00	0.00%
		Notification of change of name or address		S		N	10.50	0.00	10.50	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Removal of DPS Community Premises		S		N	23.00	0.00	23.00	0.00%
		Right of freeholder etc. to be notified of licensing matters		S		N	21.00	0.00	21.00	0.00%
		Personal Licences - Initial Application		S		N	37.00	0.00	37.00	0.00%
		Personal Licences - Renewal		S		N	0.00	0.00	0.00	0.00%
		Personal Licences - Theft, Loss etc.		S		N	10.50	0.00	10.50	0.00%
		Premises Licence - Application for Transfer		S		N	23.00	0.00	23.00	0.00%
		Premises Licence - Application to vary licence to specify individual as designated premises supervisor (DPS)		S		N	23.00	0.00	23.00	0.00%
		Premises Licence - Loss of Premises Summary		S		N	10.50	0.00	10.50	0.00%
		Premises Licence - Theft, loss etc.		S		N	10.50	0.00	10.50	0.00%
		Temporary Event Notices - Application		S		N	21.00	0.00	21.00	0.00%
		Temporary Event Notices - Theft, loss etc.		S		N	10.50	0.00	10.50	0.00%
		Additional fee for large venues and events (10,000 - 14,999 attendance at any one time)- new		S		N	2,000.00	0.00	2,000.00	0.00%
		Additional fee for large venues and events (15,000 - 19,999 attendance at any one time)-new		S		N	4,000.00	0.00	4,000.00	0.00%
		Additional fee for large venues and events (20,000 - 29,999 attendance at any one time)- new		S		N	8,000.00	0.00	8,000.00	0.00%
		Additional fee for large venues and events (30,000 - 39,999 attendance at any one time) - new		S		N	16,000.00	0.00	16,000.00	0.00%
		Additional fee for large venues and events (40,000 - 49,999 attendance at any one time) - new		S		N	24,000.00	0.00	24,000.00	0.00%
		Additional fee for large venues and events (5,000 - 9,999 attendance at any one time) - new		S		N	1,000.00	0.00	1,000.00	0.00%
		Additional fee for large venues and events (50,000 - 59,999 attendance at any one time)- new		S		N	32,000.00	0.00	32,000.00	0.00%
		Additional fee for large venues and events (60,000 - 69,999 attendance at any one time) - new		S		N	40,000.00	0.00	40,000.00	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Additional fee for large venues and events (70,000 - 79,999 attendance at any one time) - new		S		N	48,000.00	0.00	48,000.00	0.00%
		Additional fee for large venues and events (80,000 - 89,999 attendance at any one time) - new		S		N	56,000.00	0.00	56,000.00	0.00%
		Additional fee for large venues and events (90,000 and over attendance at any one time) - new		S		N	64,000.00	0.00	64,000.00	0.00%
		Additional fee for large venues and events (5,000-9,999 attendance at any one time) - renewal		S		N	500.00	0.00	500.00	0.00%
		Additional fee for large venues and events (10,000 - 14,999 attendance at any one time)- renewal		S		N	1,000.00	0.00	1,000.00	0.00%
		Additional fee for large venues and events (15,000 - 19,999 attendance at any one time)-renewal		S		N	2,000.00	0.00	2,000.00	0.00%
		Additional fee for large venues and events (20,000 - 29,999 attendance at any one time)- renewal		S		N	4,000.00	0.00	4,000.00	0.00%
		Additional fee for large venues and events (30,000 - 39,999 attendance at any one time) - renewal		S		N	8,000.00	0.00	8,000.00	0.00%
		Additional fee for large venues and events (40,000 - 49,999 attendance at any one time) - renewal		S		N	12,000.00	0.00	12,000.00	0.00%
		Additional fee for large venues and events (50,000 - 59,999 attendance at any one time)- renewal		S		N	16,000.00	0.00	16,000.00	0.00%
		Additional fee for large venues and events (60,000 - 69,999 attendance at any one time) - renewal		S		N	20,000.00	0.00	20,000.00	0.00%
		Additional fee for large venues and events (70,000 - 79,999 attendance at any one time) - renewal		S		N	24,000.00	0.00	24,000.00	0.00%
		Additional fee for large venues and events (80,000 - 89,999 attendance at any one time) - renewal		S		N	28,000.00	0.00	28,000.00	0.00%
		Additional fee for large venues and events (90,000 and over attendance at any one time) - renewal		S		N	32,000.00	0.00	32,000.00	0.00%
		Premise - A (£0 - £4300) (initial issue)		S		N	100.00	0.00	100.00	0.00%
		Premise - A (£0 - £4300) (renewal)		S		N	70.00	0.00	70.00	0.00%
		Premise - B (£4301 - £33,000) (initial issue)		S		N	190.00	0.00	190.00	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Premise - B (£4301 - £33,000) (renewal)		S		N	180.00	0.00	180.00	0.00%
		Premise - C (£33,001 - £87,000) (initial issue)		S		N	315.00	0.00	315.00	0.00%
		Premise - C (£33,001 - £87,000) (renewal)		S		N	295.00	0.00	295.00	0.00%
		Premise - D (£87,000 - £125,000) (initial issue)		S		N	450.00	0.00	450.00	0.00%
		Premise - D (£87,000 - £125,000) (renewal)		S		N	320.00	0.00	320.00	0.00%
		Premise - D (£87,000 - £125,000) and primary business is Alcohol sales (initial issue)		S		N	900.00	0.00	900.00	0.00%
		Premise - D (£87,000 - £125,000) and primary business is Alcohol sales (renewal)		S		N	640.00	0.00	640.00	0.00%
		Premise - E (£125,000 and above) (initial issue)		S		N	635.00	0.00	635.00	0.00%
		Premise - E (£125,000 and above) (renewal)		S		N	350.00	0.00	350.00	0.00%
		Premise - E (£125,000 and above) and primary business is Alcohol sales (initial issue)		S		N	1,905.00	0.00	1,905.00	0.00%
		Premise - E (£125,000 and above) and primary business is Alcohol sales (renewal)		S		N	1,905.00	0.00	1,905.00	0.00%
Miscellaneous Licences		One of Electrolysis, Ear Piercing, Acupuncture or Tattooing		S		N	119.00	0.00	119.00	0.00%
Miscellaneous Licences		Two or more of Electrolysis, Ear Piercing, Acupuncture or Tattooing on a single premises		S		N	155.00	0.00	155.00	0.00%
Sex Establishment licences		Sex Establishment - New		S		N	2,824.00	0.00	2,824.00	0.00%
		Sex Establishment - Renewal		S		N	2,824.00	0.00	2,824.00	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
Driving Licences	Initial Issue		3 Yearly Licence	S		N	175.00	0.00	175.00	0.00%
	Renewal		3 Yearly Licence	S		N	120.00	0.00	120.00	0.00%
	DVSA check			D		N	7.00	0.00	7.00	0.00%
	Knowledge & Competency test			D		N	55.00	0.00	55.00	0.00%
	Digital Advertising			D		N	10.20	0.00	10.20	0.00%
	Replacement badge / Licence			D		N	10.00	0.00	10.00	0.00%
	1 year Licence (where determined by delegation)			D		N	81.00	0.00	81.00	0.00%
	Safeguarding training			D		N	30.00	0.00	30.00	0.00%
Vehicle Licences	Private Hire - Initial grant	(*Incl signs)	1 Year	D		N	256.00	0.00	256.00	0.00%
	Private Hire - Renewal		1 Year	D		N	195.00	0.00	195.00	0.00%
	Hackney Carriage initial grant	(*Incl sign)	1 Year	D		N	256.00	0.00	256.00	0.00%
	Hackney Carriage Renewal		1 Year	D		N	195.00	0.00	195.00	0.00%
	Garage test Hackney Carriage	(*Incl meter test)	1 Year	D		N	60.50	0.00	60.50	0.00%
	Hackney Carriage meter test	only	1 Year	D		N	15.00	0.00	15.00	0.00%
	Garage test Private Hire & HC Saloon	(Plates 1 - 45)	1 Year	D		N	45.50	0.00	45.50	0.00%
	Re-test		1 Year	D		N	45.50	0.00	45.50	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Replacement of Brackets	1 Year	D		N	15.00	0.00	15.00	0.00%
		Replacement of plates	1 Year	D		N	20.00	0.00	20.00	0.00%
		Transfer of interest	1 Year	D		N	20.00	0.00	20.00	0.00%
		Door signs - magnetic Per pair		D		N	20.00	0.00	20.00	0.00%
		Door signs - permanent Per pair		D		N	15.00	0.00	15.00	0.00%
	Private Hire Operator's Licences	Initial issue	5 Yearly Licence	D		N	495.00	0.00	495.00	0.00%
		Renewal	5 Yearly Licence	D		N	400.00	0.00	400.00	0.00%
		Renewal yearly Licence where permitted	1 Year	D		N	125.00	0.00	125.00	0.00%
		Driver's Identification Badges		D		N	100.00	0.00	100.00	0.00%
		Change of name / address / vehicle details		D		N	10.00	0.00	10.00	0.00%
	<b>Animal Welfare</b>									
	Animal Boarding Establishments	0 - 5 Animals Application Fee	1 Year	D		N	130.00	0.00	130.00	0.00%
		0 - 5 Animals Licence Fee	1 Year	D		N	110.00	0.00	110.00	0.00%
		6 - 25 Animals Application Fee	1 Year	D		N	140.00	0.00	140.00	0.00%
		6 - 25 Animals Licence Fee	1 Year	D		N	170.00	0.00	170.00	0.00%
		26 - 50 Animals Application Fee	1 Year	D		N	150.00	0.00	150.00	0.00%
		26 - 50 Animals Licence Fee	1 Year	D		N	230.00	0.00	230.00	0.00%
		50+ Animals Application Fee	1 Year	D		N	170.00	0.00	170.00	0.00%



## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
	50+	Animals Licence Fee	1 Year	D		N	270.00	0.00	270.00	0.00%
	0 - 5	Animals Application Fee	2 Year	D		N	130.00	0.00	130.00	0.00%
	0 - 5	Animals Licence Fee	2 Year	D		N	160.00	0.00	160.00	0.00%
	6 - 25	Animals Application Fee	2 Year	D		N	140.00	0.00	140.00	0.00%
	6 - 25	Animals Licence Fee	2 Year	D		N	190.00	0.00	190.00	0.00%
	26 - 50	Animals Application Fee	2 Year	D		N	150.00	0.00	150.00	0.00%
	26 - 50	Animals Licence Fee	2 Year	D		N	240.00	0.00	240.00	0.00%
	50+	Animals Application Fee	2 Year	D		N	170.00	0.00	170.00	0.00%
	50+	Animals Licence Fee	2 Year	D		N	290.00	0.00	290.00	0.00%
	0 - 5	Animals Application Fee	3 Year	D		N	130.00	0.00	130.00	0.00%
	0 - 5	Animals Licence Fee	3 Year	D		N	190.00	0.00	190.00	0.00%
	6 - 25	Animals Application Fee	3 Year	D		N	140.00	0.00	140.00	0.00%
	6 - 25	Animals Licence Fee	3 Year	D		N	210.00	0.00	210.00	0.00%
	26 - 50	Animals Application Fee	3 Year	D		N	150.00	0.00	150.00	0.00%
	26 - 50	Animals Licence Fee	3 Year	D		N	260.00	0.00	260.00	0.00%
	50+	Animals Application Fee	3 Year	D		N	170.00	0.00	170.00	0.00%
	50+	Animals Licence Fee	3 Year	D		N	310.00	0.00	310.00	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		0 - 5 Animals	Licence Variation	D		N	130.00	0.00	130.00	0.00%
		6 - 25 Animals	Licence Variation	D		N	140.00	0.00	140.00	0.00%
		26 - 50 Animals	Licence Variation	D		N	150.00	0.00	150.00	0.00%
		50+ Animals	Licence Variation	D		N	170.00	0.00	170.00	0.00%
		0 - 5 Animals	Re - Inspect	D		N	80.00	0.00	80.00	0.00%
		6 - 25 Animals	Re - Inspect	D		N	100.00	0.00	100.00	0.00%
		26 - 50 Animals	Re - Inspect	D		N	120.00	0.00	120.00	0.00%
		50+ Animals	Re - Inspect	D		N	140.00	0.00	140.00	0.00%
	Dog Breeding	0 - 5 Animals Application Fee	1 Year	D		N	130.00	0.00	130.00	0.00%
		0 - 5 Animals Licence Fee	1 Year	D		N	110.00	0.00	110.00	0.00%
		6 - 25 Animals Application Fee	1 Year	D		N	140.00	0.00	140.00	0.00%
		6 - 25 Animals Licence Fee	1 Year	D		N	170.00	0.00	170.00	0.00%
		25+ Animals Application Fee	1 Year	D		N	150.00	0.00	150.00	0.00%
		25+ Animals Licence Fee	1 Year	D		N	220.00	0.00	220.00	0.00%
		0 - 5 Animals Application Fee	2 Year	D		N	130.00	0.00	130.00	0.00%
		0 - 5 Animals Licence Fee	2 Year	D		N	150.00	0.00	150.00	0.00%
		6 - 25 Animals Application Fee	2 Year	D		N	140.00	0.00	140.00	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

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

## Huntingdonshire District Council - Fees and Charges as at April 2022

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

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
	0 - 5	Animals Application Fee	2 Year	D		N	130.00	0.00	130.00	0.00%
	0 - 5	Animals Licence Fee	2 Year	D		N	170.00	0.00	170.00	0.00%
	6 - 25	Animals Application Fee	2 Year	D		N	140.00	0.00	140.00	0.00%
	6 - 25	Animals Licence Fee	2 Year	D		N	220.00	0.00	220.00	0.00%
	25+	Animals Application Fee	2 Year	D		N	150.00	0.00	150.00	0.00%
	25+	Animals Licence Fee	2 Year	D		N	270.00	0.00	270.00	0.00%
	0 - 5	Animals Application Fee	3 Year	D		N	130.00	0.00	130.00	0.00%
	0 - 5	Animals Licence Fee	3 Year	D		N	210.00	0.00	210.00	0.00%
	6 - 25	Animals Application Fee	3 Year	D		N	140.00	0.00	140.00	0.00%
	6 - 25	Animals Licence Fee	3 Year	D		N	240.00	0.00	240.00	0.00%
	25+	Animals Application Fee	3 Year	D		N	150.00	0.00	150.00	0.00%
	25+	Animals Licence Fee	3 Year	D		N	300.00	0.00	300.00	0.00%
	0 - 5	Animals Licence Variation		D		N	130.00	0.00	130.00	0.00%
	0 - 5	Animals Re - Inspect		D		N	80.00	0.00	80.00	0.00%
	6 - 25	Animals Licence Variation		D		N	140.00	0.00	140.00	0.00%
	6 - 25	Animals Re - Inspect		D		N	100.00	0.00	100.00	0.00%
	25+	Animals Licence Variation		D		N	150.00	0.00	150.00	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		25+ Animals	Re - Inspect	D		N	120.00	0.00	120.00	0.00%
	Exhibiting / Performing Animals	Any number of animals Application Fee	3 Year	D		N	130.00	0.00	130.00	0.00%
		Any number of animals Licence Fee	3 Year	D		N	140.00	0.00	140.00	0.00%
		Any number of animals	Licence Variation	D		N	120.00	0.00	120.00	0.00%
	Dangerous Wild Animals	1 Species Application Fee	2 Year	D		N	395.00	0.00	395.00	0.00%
		( Additional species on application ) per each species	2 Year	D		N	50.00	0.00	50.00	0.00%
		1 Species	Licence Variation	D		N	195.00	0.00	195.00	0.00%
		( Additional species on variation ) per each species	Licence Variation	D		N	50.00	0.00	50.00	0.00%
	Zoo licences	Administration fee	per application			N	45.15	0.00	45.15	0.00%
		Officer time	per application			N	40.80	0.00	40.80	0.00%
		Where a zoo licensed premise fails to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the licence	per visit	D		N	40.80	0.00	40.80	0.00%
		Additional Fees from third parties, e.g. veterinary surgeon's fee, specialist advisor fee; recharged in full								
	Street Trading	Street Trading Consents - 1 Day		D		N	59.15	0.00	59.15	0.00%
		Street Trading Consents - 1 Month		D		N	219.30	0.00	219.30	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
		Street Trading Consents - 6 Months		D		N	1,202.60	0.00	1,202.60	0.00%
		Street Trading Consents - Annual		D		N	1,965.55	0.00	1,965.55	0.00%
		Street Trading Consents - Seasonal		D		N	609.95	0.00	609.95	0.00%
		Street Trading Licences		D		N	1,759.50	0.00	1,759.50	0.00%
	Scrap dealers income	Site licence	Every 3 years	D		N	423.30	0.00	423.30	0.00%
		Mobile collector	Every 3 years	D		N	290.70	0.00	290.70	0.00%
		Collectors licence with existing licence with another LA		D		N	255.00	0.00	255.00	0.00%
		Variation of licence (person)		D		N	107.10	0.00	107.10	0.00%

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### Assistant Director Corporate Services - Corporate

Land Charges (Charges showing are for 2021/22, awaiting notification of fees from CCC before HDC fees can set 2022/23 fees)

Land Charges	Basic search fee			S / D		N	131.10	0.00	131.10	0.00%
	Basic commercial search fee			S / D		N	178.14	0.00	178.14	0.00%
	LLC1	Several parcels of land		D		N	25.50	0.00	25.50	0.00%
		plus each additional parcel of land		D		N	7.00	0.00	7.00	0.00%
	Residential CON 29R	One parcel of land		D		S	88.00	17.60	105.60	0.00%
		Several parcels of land - each additional parcel		D		S	28.00	5.60	33.60	0.00%
	Commercial CON 29R	One parcel of land		D		S	127.20	25.44	152.64	0.00%

## Huntingdonshire District Council - Fees and Charges as at April 2022

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT *	Net charge	VAT	Total Charge	% Change from 2020 / 21
							£	£	£	%
			Several parcels of land - each additional parcel	D		S	57.80	11.56	69.36	0.00%
	CON 290					S	6.00	1.20	7.20	0.00%
			Question 8	D		S	8.00	1.60	9.60	0.00%
			Question 16 (County)	D		S	13.00	2.60	15.60	0.00%
			Question 21 (County)	D		S	13.00	2.60	15.60	0.00%
			Question 22 (County)	D		S	21.00	4.20	25.20	0.00%
		Solicitors own enquiry	Each	D		S	9.17	1.83	11.00	0.00%
		Copies of Section 106 Town & Country Planning Act 1990 documents or similar	Per document	D		N	10.00	0.00	10.00	0.00%
Electoral Registration	Statutory fees									
		Open register - data	Admin	S		N	20.00	0.00	20.00	0.00%
			plus per thousand entries(or part)	S		N	1.50	0.00	1.50	0.00%
		Open register - paper	Admin	S		N	10.00	0.00	10.00	0.00%
			plus per thousand entries(or part)	S		N	5.00	0.00	5.00	0.00%
		These rates of charge equally apply to the sale of monthly alterations to the electoral register.								
		Overseas electors - data	Admin	S		N	20.00	0.00	20.00	0.00%
			plus per 100 entries(or part)	S		N	1.50	0.00	1.50	0.00%
		Overseas electors - paper	Admin	S		N	10.00	0.00	10.00	0.00%
			plus per 100 entries(or part)	S		N	5.00	0.00	5.00	0.00%



## Huntingdonshire District Council - Fees and Charges as at April 2022

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

\*

**Key to VAT Indicators**

S = Standard Rated

N = Non-Business (outside scope of VAT)

Z = Zero Rated

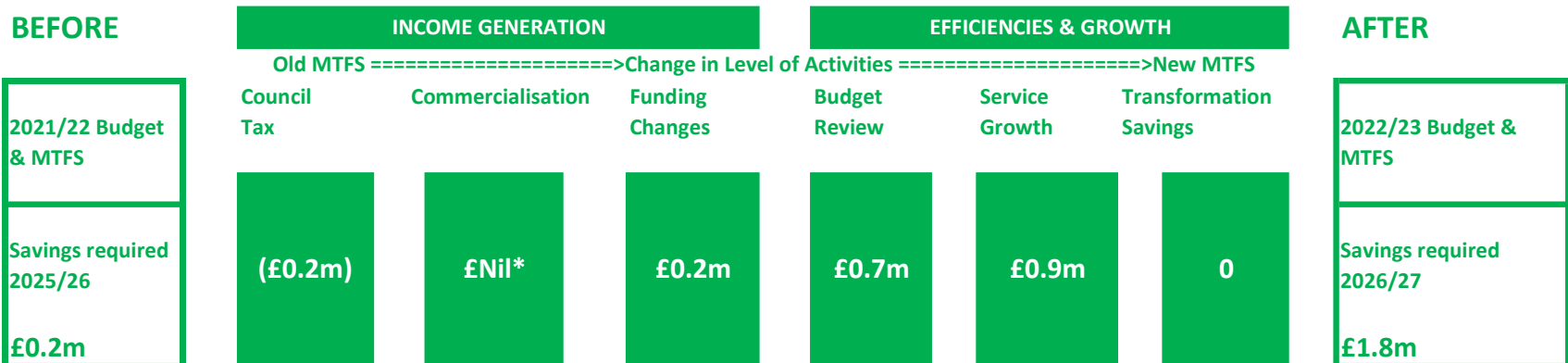
E = Exempt

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**Corporate Plan**

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

**Strategic Resource Plan**



**Financial Strategy**

	2022/23	2023/24	2024/25	2025/26	2026/27
Net Expenditure	£21.5m	£20.7m	£21.0m	£21.2m	£21.8m
Budget surplus / (deficit)	£0.2m	(£2.5m)	(£2.2m)	(£1.8m)	(£1.8m)
Earmarked Reserves Adjustment	0	0	0	0	0
Budget requirement	£21.7m	£18.2m	£18.8m	£19.4m	£20.0m

\* This represents no change in the level of Commercialisation being utilised to generate income. This does not indicate that there is no Commercialisation being undertaken.

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**Public**  
**Key Decision – Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** 2022/23 Treasury Management, Capital and Investment Strategies

**Meeting/Date:** Cabinet – 10th February 2022

**Executive Portfolio:** Executive Councillor for Strategic Finance, Councillor J A Gray

**Report by:** Chief Finance Officer

**Ward(s) affected:** All

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### **Executive Summary:**

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

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

This requirement is within CIPFA's Treasury Management in the Public Services: Code of Practice (2018), CIPFA's Prudential Code (2018), and DLUHC Guidance on Local Government Investments 3<sup>rd</sup> Edition 2018.

The aim of the Treasury Management Strategy is to

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

The 2022/23 Treasury Management Strategy includes:

- The operation of the strategy within an economic climate that is weak, where inflation is maintaining an above target level and growth rates remain influenced by the covid pandemic. Interest rates have moved upward slightly but are forecast to remain low although possibly rising slowly into the medium term.

- The continuation of the Council's policy to use mainly short-term investments which are highly liquid and as a consequence are lower risk. This includes the use of call accounts, money market funds, and short-term deposits (including the use of the HM Treasury deposit facility).

**The Capital Strategy includes;**

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

**The Investment Strategy includes;**

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

**The Minimum Revenue Provision Statement;**

- The policy to deal with the financing of capital projects and service loans

**Recommendations**

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

1. The Treasury Management Strategy, Appendix 1;
2. The Capital Strategy, Appendix 2;
3. The Investment Strategy, Appendix 3;
4. The Minimum Revenue Provision Statement, Appendix 4; and
5. The Flexible use of Capital Receipts Strategy, Appendix 5.

## **1. WHAT IS THIS REPORT ABOUT?**

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

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

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

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

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

1.4 The Investment Strategy, which includes;

- Service loans
- Property investments
- Property performance indicators

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

1.6 In addition to complying with CIPFA's Treasury Management in the Public Services: Code of Practice 2018 Edition, the Council must also comply with the DLUHC's Guidance on Local Authority Investments (2018), both of which require the approval of an annual Treasury, Investment and Capital strategies before the start of each financial year. This strategy fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the DLUHC Guidance.

## **2. WHY IS THIS REPORT NECESSARY/BACKGROUND**

2.1 To seek Council approval for the:

- i. Treasury Management Strategy, as attached at **Appendix 1** including the required indicators. The aim of the:

- investing strategy is to provide a framework through which the Council will invest any surplus funds that balances the risk of default by the borrower against a fair rate of interest.
  - borrowing strategy is to permit borrowing for cash flow purposes and for the funding of current and future capital expenditure over whatever periods are in the Council's best interests.
- ii. The Capital Strategy, which gives an overview of the capital programme and financing. **Appendix 2**
  - iii. The Investment Strategy, giving an overview of the CIS and service-based loans. **Appendix 3**
  - iv. The Minimum Revenue Provision policy. **Appendix 4**
  - v. The Flexible Use of Capital Receipts Strategy **Appendix 5**

2.2 For 2022/23, the Council is anticipating having a total capital financing requirement (which is both past and new capital expenditure) of £76.6m (reducing to £73.8m by 2024/25). The Council has an authorised limit for 2022/23 of £135m. It should be noted that the Minimum Revenue Provision applicable to this capital programme is fully funded and included in next year's budget and the MTFS.

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

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

**3. OPTIONS CONSIDERED/ANALYSIS**

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

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

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



## **5. COMMENTS OF OVERVIEW & SCRUTINY PANEL**

5.1 The comments of Overview & Scrutiny Panel (Performance and Growth) will be circulated prior to its consideration by the Cabinet.

## **6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

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

## **7. LINK TO CORPORATE PLAN**

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

## **8. CONSULTATION**

8.1 No consultation was needed.

## **9. LEGAL IMPLICATIONS**

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

## **10. RESOURCE IMPLICATIONS**

10.1 The resource implications are included within the report.

## **11. OTHER IMPLICATIONS**

11.1 No other implications.

## **12. REASONS FOR RECOMMENDED DECISIONS**

12.1 The Council is required, by law, to approve on an annual basis a:

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

## **13 LIST OF APPENDICES INCLUDED**

Appendix 1: The Treasury Management Strategy

Appendix 2: The Capital Strategy

Appendix 3: The Investment Strategy

Appendix 4: The Minimum Revenue Provision Statement

Appendix 5: The Flexible Use of Capital Receipts Strategy

## **BACKGROUND PAPERS**

Working papers held in Finance

## **CONTACT OFFICERS**

Eric Symons, Chief Finance Officer

## Treasury Management Strategy 2022/23

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## **1.0 Introduction**

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

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

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

## **2.0 External Context (See also Appendix B)**

### **2.1 Economic Background**

The ongoing impact on the UK from coronavirus, together with higher inflation, higher interest rates, and the country's trade position post-Brexit, will be major influences on the Authority's treasury management strategy for 2022/23.

The Bank of England (BoE) increased Bank Rate to 0.25% in December 2021 while maintaining its Quantitative Easing programme at £895 billion. The Monetary Policy Committee (MPC) voted 8-1 in favour of raising rates, and unanimously to maintain the asset purchase programme.

Within the announcement the MPC noted that the pace of the global recovery was broadly in line with its November Monetary Policy Report. Prior to the emergence of the Omicron coronavirus variant, the Bank also considered the UK economy to be evolving in line with expectations, however the increased uncertainty and risk to activity the new variant presents, the Bank revised down its estimates for Q4 GDP growth to 0.6% from 1.0%. Inflation was projected to be higher than previously forecast, with CPI likely to remain above 5% throughout the winter and peak at 6% in April 2022. The labour market was generally performing better than previously forecast and the BoE now expects the unemployment rate to fall to 4% compared to 4.5% forecast previously, but notes that Omicron could weaken the demand for labour.

UK CPI for November 2021 registered 5.1% year on year, up from 4.2% in the previous month. Core inflation, which excludes the more volatile components, rose to 4.0% y/y

from 3.4%. The most recent labour market data for the three months to October 2021 showed the unemployment rate fell to 4.2% while the employment rate rose to 75.5%.

In October 2021, the headline 3-month average annual growth rate for wages were 4.9% for total pay and 4.3% for regular pay. In real terms, after adjusting for inflation, total pay growth was up 1.7% while regular pay was up 1.0%. The change in pay growth has been affected by a change in composition of employee jobs, where there has been a fall in the number and proportion of lower paid jobs.

Gross domestic product (GDP) grew by 1.3% in the third calendar quarter of 2021 according to the initial estimate, compared to a gain of 5.5% q/q in the previous quarter, with the annual rate slowing to 6.6% from 23.6%. The Q3 gain was modestly below the consensus forecast of a 1.5% q/q rise. During the quarter activity measures were boosted by sectors that reopened following pandemic restrictions, suggesting that wider spending was flat. Looking ahead, while monthly GDP readings suggest there had been some increase in momentum in the latter part of Q3, Q4 growth is expected to be soft.

GDP growth in the euro zone increased by 2.2% in calendar Q3 2021 following a gain of 2.1% in the second quarter and a decline of -0.3% in the first. Headline inflation has been strong, with CPI registering 4.9% year-on-year in November, the fifth successive month of inflation. Core CPI inflation was 2.6% y/y in November, the fourth month of successive increases from July's 0.7% y/y. At these levels, inflation is above the European Central Bank's target of 'below, but close to 2%', putting some pressure on its long-term stance of holding its main interest rate of 0%.

The US economy expanded at an annualised rate of 2.1% in Q3 2021, slowing sharply from gains of 6.7% and 6.3% in the previous two quarters. In its December 2021 interest rate announcement, the Federal Reserve continue to maintain the Fed Funds rate at between 0% and 0.25% but outlined its plan to reduce its asset purchase programme earlier than previously stated and signalled they are in favour of tightening interest rates at a faster pace in 2022, with three 0.25% movements now expected.

## **2.2 Credit outlook**

Since the start of 2021, relatively benign credit conditions have led to credit default swap (CDS) prices for the larger UK banks to remain low and had steadily edged down throughout the year up until mid-November when the emergence of Omicron has caused them to rise modestly. However, the generally improved economic outlook during 2021 helped bank profitability and reduced the level of impairments many had made as provisions for bad loans. However, the relatively recent removal of coronavirus-related business support measures by the government means the full impact on bank balance sheets may not be known for some time.

The improved economic picture during 2021 led the credit rating agencies to reflect this in their assessment of the outlook for the UK sovereign as well as several financial institutions, revising them from negative to stable and even making a handful of rating upgrades.

Looking ahead, while there is still the chance of bank losses from bad loans as government and central bank support is removed, the institutions on the Authority's counterparty list are well-capitalised and general credit conditions across the sector are expected to remain benign. Duration limits for counterparties on the Authority's lending list are under regular review and will continue to reflect economic conditions and the credit outlook.

### **2.3 Interest rate forecast**

The Authority's treasury management adviser Arlingclose is forecasting that Bank Rate will continue to rise in calendar Q1 2022 to subdue inflationary pressures and the perceived desire by the BoE to move away from emergency levels of interest rates.

Investors continue to price in multiple rises in Bank Rate over the next forecast horizon, and Arlingclose believes that although interest rates will rise again, the increases will not be to the extent predicted by financial markets. In the near-term, the risks around Arlingclose's central case are to the upside while over the medium-term the risks become more balanced.

Yields are expected to remain broadly at current levels over the medium-term, with the 5, 10 and 20 year gilt yields expected to average around 0.65%, 0.90%, and 1.15% respectively. The risks around for short and medium-term yields are initially to the upside but shifts lower later, while for long-term yields the risk is to the upside. However, as ever there will almost certainly be short-term volatility due to economic and political uncertainty and events.

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

For the purpose of setting the budget, it has been assumed that new treasury investments will be made at an average rate of 0.02%, and that new long-term loans will be borrowed at an average rate of 3.0%.

### **3.0 Local Context**

On the 31st December 2021, the Council held £39.1m of borrowing and £61.2m of investments (banks, MMFs, DMO, local authorities and property fund). This is set out in further detail at Appendix C. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance sheet summary and forecast

	<b>31.3.21 Actual £m</b>	<b>31.3.22 Forecast £m</b>	<b>31.3.23 Forecast £m</b>	<b>31.3.24 Forecast £m</b>	<b>31.3.25 Forecast £m</b>
General Fund CFR	44.3	47.1	49.8	49.0	47.4
CIS CFR	27.1	26.9	26.8	26.6	26.4
<b>CFR</b>	<b>71.4</b>	<b>74.0</b>	<b>76.6</b>	<b>75.6</b>	<b>73.8</b>
Less: Other debt liabilities *	0.5	0.5	0.5	0.5	0.5
Less: External borrowing **	39.1	38.8	38.7	38.6	38.4
<b>Internal borrowing</b>	<b>31.8</b>	<b>34.7</b>	<b>37.4</b>	<b>36.5</b>	<b>34.9</b>
Less: Balance Sheet Resources	97.5	90.0	85.0	80.0	75.0
<b>(Investments) or New borrowing</b>	<b>(65.7)</b>	<b>(55.3)</b>	<b>(47.6)</b>	<b>(43.5)</b>	<b>(40.1)</b>

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

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

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

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

CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Council expects to comply with this recommendation during 2022/23.

#### 4.0 Liability Benchmark

To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as table 1 above, but that cash and investment balances are kept to a minimum level of £10.0m at each year-end to maintain enough liquidity but minimise credit risk.



Table 2: Liability benchmark

	<b>31.3.21 Actual £m</b>	<b>31.3.22 Forecast £m</b>	<b>31.3.23 Forecast £m</b>	<b>31.3.24 Forecast £m</b>	<b>31.3.25 Forecast £m</b>
CFR	71.4	74.0	76.6	75.6	73.8
Less: Balance Sheet Resources	97.5	90.0	80.0	70.0	60.0
Plus: Liquidity Allowance	10.0	10.0	10.0	10.0	10.0
<b>Liability Benchmark</b>	<b>(16.1)</b>	<b>(6.0)</b>	<b>6.6</b>	<b>15.6</b>	<b>23.8</b>

## 5.0 Borrowing Strategy

The Council currently holds £39.1m of loans, as part of its strategy for funding previous years' capital programmes and Commercial Investment Strategy. The balance sheet forecast in table 1 shows that the Council does not expect to need to borrow in 2021/22. The Council may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £135.0m.

### 5.1 Objectives

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

### 5.2 Strategy

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

By doing so, the Council can reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal and short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2022/23 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

The Authority has previously raised all of its long-term borrowing from the PWLB but will consider long-term loans from other sources including banks, pensions and local authorities, and will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Authority intends to avoid this activity in order to retain its access to PWLB loans.

Alternatively, the Council may arrange forward starting loans during 2022/23, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

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

### **5.3 Sources of Borrowing**

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

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

### **5.4 Other sources of debt finance**

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

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

### **5.5 Municipal Bonds Agency**

UK Municipal Bonds Agency (UK MBA) plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities at a rate below PWLB. This is a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a joint and several guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a

lead time of several months between committing to borrow and knowing the interest rate payable. When the Council makes the decision to borrow, the option will be taken to consider whether the PWLB or the Municipal Bonds Agency are the most effective and efficient lender. Prior to approval to borrow from the UK MBA, separate approval will be sought from Cabinet.

## **5.6 LOBOs**

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

## **5.7 Short-Term and Variable Rate Loans**

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

## **5.8 Debt rescheduling**

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

## **6.0 Investment Strategy**

The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. In the year 2021/22 to December, the Council's investment balance has ranged between £28m in April and £71m in December, these levels are expected to reduce in the forthcoming year.

### **6.1 Objectives**

The CIPFA Code requires the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

## 6.2 Negative interest rates

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

## 6.3 Strategy

Given the increasing risk and very low returns from short-term unsecured bank investments, the Council aims to, where possible to diversify its long-term investments into more secure and higher yielding asset classes during 2021/22. The majority of the Council's surplus cash will be invested in short-term unsecured bank deposits, and money market funds.

## 6.4 Business models

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

## 6.5 Approved counterparties

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

Table 3: Approved investment counterparties and limits

Sector	Time Limit	Counterparty Limit	Sector Limit
UK Government	50 years	unlimited	n/a
Local Authorities & other government entities	25 years	£4m	Unlimited
Secured investments*	25 years	£4m	Unlimited
Banks (unsecured)*	13 months	£4m	Unlimited
Transactional Bank (Natwest)	Overnight	£22m	Unlimited
Building Societies (unsecured)*	13 months	£4m	£10m
Registered providers (unsecured)*	5 Years	£4m	£10m
Money Market Funds*	n/a	£4m	Unlimited

Strategic pooled funds	n/a	£5m	£20m
Real Estate investment trusts	n/a	£5m	£15m

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

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

This table must be read in conjunction with the notes below

## 6.6 Government

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

## 6.7 Secured investments

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

## 6.8 Banks and building societies unsecured

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

## 6.9 Registered providers

Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing and registered social landlords, formerly known as housing

associations. These bodies are tightly regulated by the Regulator of Social Housing. As providers of public services, they retain the likelihood of receiving government support if needed. This does not include service loans which are subject to separate authorisation by Cabinet.

### **6.10 Money Market Funds**

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

### **6.11 Strategic Pooled funds**

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

### **6.12 Real estate investment trusts**

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

### **6.13 Other investments**

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

### **6.14 Operational Bank Accounts**

The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances (not available on a daily basis) will therefore be kept low and only contain balances sufficient for operational purposes. The Bank of England has stated that in the event of failure, banks

with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.

### **6.15 Risk assessment and credit ratings**

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

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

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

### **6.16 Other information on the security of investments**

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

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

## 6.17 Investment Limits

The Council's revenue reserves (including general fund and earmarked) available to cover investment losses are forecast to be £60.0m on 31<sup>st</sup> March 2022. In order that no more than 15% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £5m. Overnight deposits with the transactional bank (Natwest) are limited to £22m, but kept as low as possible to meet operational purposes.

A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 4: Additional Investment limits

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

## 6.18 Liquidity management

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

## 7.0 Treasury Management Prudential Indicators

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

### 7.1 Security

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



Credit risk indicator	Target
Portfolio average credit rating	A-

## 7.2 Liquidity

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

Liquidity risk indicator	Target
Total cash available within 3 months	£10m

## 7.3 Interest Rate Exposures

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

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£600,000
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£600,000

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at new market rates. £600,000 is a 1% impact on forecast reserves of £60m.

## 7.4 Maturity structure of borrowing

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

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

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

## 7.5 Long Term Treasury Management Investment

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

Price risk indicator	2022/23	2023/24	2024/25
Limit on principal invested beyond year end	£12m	£10m	£8m

## 8.0 Related Matters

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

### 8.1 Financial Derivatives

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

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

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

In line with the CIPFA Code, the Authority will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.

## 8.2 Markets in Financial Instruments Directive

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

## 9.0 Financial Implications

The budget for investment income in 2022/23 is £0.05m, based on an average investment portfolio of £25.0m at an interest rate of 0.02%. The budget for debt interest paid in 2022/23 is £1.23m, based on an average debt portfolio of £44.0m at an average interest rate of 2.83%. If actual levels of investments and borrowing, or actual interest rates, differ from that forecast, performance against budget will be correspondingly different.

## 10.0 Other Options Considered

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

<b>Alternative</b>	<b>Impact on income and expenditure</b>	<b>Impact on risk management</b>
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain

Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

## Arlingclose Economic & Interest Rate Forecast December 2021

### Underlying assumptions:

- The global recovery from the pandemic has entered a more challenging phase. The resurgence in demand has led to the expected rise in inflationary pressure, but disrupted factors of supply are amplifying the effects, increasing the likelihood of lower growth rates ahead. The advent of the Omicron variant of coronavirus is affecting activity and is also a reminder of the potential downside risks.
- Despite relatively buoyant activity survey data, official GDP data indicates that growth was weakening into Q4 2021. Other data, however, suggested continued momentum, particularly for November. Retail sales volumes rose 1.4%, PMIs increased, and the labour market continued to strengthen. The end of furlough did not appear to have had a significant impact on unemployment. Wage growth is elevated.
- The CPI inflation rate rose to 5.1% for November and will rise higher in the near term. While the transitory factors affecting inflation are expected to unwind over time, policymakers' concern is persistent medium term price pressure.
- These factors prompted the MPC to raise Bank Rate to 0.25% at the December meeting. Short term interest rate expectations remain elevated.
- The outlook, however, appears weaker. Household spending faces pressures from a combination of higher prices and tax rises. In the immediate term, the Omicron variant has already affected growth – Q4 and Q1 activity could be weak at best.
- Longer-term government bond yields remain relatively low despite the more hawkish signals from the BoE and the Federal Reserve. Investors are concerned that significant policy tightening in the near term will slow growth and prompt the need for looser policy later. Geo-political and coronavirus risks are also driving safe haven buying. The result is a much flatter yield curve, as short-term yields rise even as long-term yields fall.
- The rise in Bank Rate despite the Omicron variant signals that the MPC will act to bring inflation down whatever the environment. It has also made clear its intentions to tighten policy further. While the economic outlook will be challenging, the signals from policymakers suggest their preference is to tighten policy unless data indicates a more severe slowdown.

## Forecast:

- The MPC will want to build on the strong message it delivered this month by tightening policy despite Omicron uncertainty.
- Arlingclose therefore expects Bank Rate to rise to 0.50% in Q1 2022, but then remain there. Risks to the forecast are initially weighted to the upside, but becoming more balanced over time. The Arlingclose central forecast remains below the market forward curve.
- Gilt yields will remain broadly flat from current levels. Yields have fallen sharply at the longer end of the yield curve, but expectations of a rise in Bank Rate have maintained short term gilt yields at higher levels.
- Easing expectations for Bank Rate over time could prompt the yield curve to steepen, as investors build in higher inflation expectations.
- The risks around the gilt yield forecasts vary. The risk for short and medium term yields is initially on the upside but shifts lower later. The risk for long-term yields is weighted to the upside.

	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24
<b>Official Bank Rate</b>													
Upside risk	0.00	0.00	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Arlingclose Central Case	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Downside risk	0.00	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
<b>3-month money market rate</b>													
Upside risk	0.05	0.05	0.25	0.35	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Arlingclose Central Case	0.25	0.55	0.55	0.60	0.60	0.60	0.60	0.65	0.65	0.65	0.65	0.65	0.65
Downside risk	0.00	-0.25	-0.25	-0.30	-0.30	-0.30	-0.30	-0.35	-0.35	-0.35	-0.35	-0.35	-0.35
<b>5yr gilt yield</b>													
Upside risk	0.00	0.35	0.45	0.55	0.55	0.55	0.55	0.55	0.55	0.50	0.50	0.45	0.45
Arlingclose Central Case	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.65	0.70	0.75	0.75
Downside risk	-0.10	-0.20	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.30	-0.35	-0.40	-0.40
<b>10yr gilt yield</b>													
Upside risk	0.10	0.25	0.35	0.40	0.45	0.50	0.50	0.50	0.50	0.50	0.55	0.55	0.55
Arlingclose Central Case	0.80	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.90	0.90	0.95	0.95
Downside risk	-0.10	-0.25	-0.30	-0.35	-0.35	-0.35	-0.35	-0.35	-0.35	-0.40	-0.40	-0.40	-0.40
<b>20yr gilt yield</b>													
Upside risk	0.30	0.40	0.45	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Arlingclose Central Case	1.00	1.05	1.10	1.10	1.10	1.10	1.15	1.15	1.15	1.20	1.20	1.20	1.20
Downside risk	-0.15	-0.30	-0.35	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45
<b>50yr gilt yield</b>													
Upside risk	0.25	0.30	0.40	0.45	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Arlingclose Central Case	0.70	0.75	0.80	0.85	0.90	0.95	1.00	1.05	1.05	1.10	1.10	1.15	1.15
Downside risk	-0.15	-0.30	-0.35	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45

PWLB Standard Rate (Maturity Loans) = Gilt yield + 1.00%

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

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

### Local Context for Economic and Credit Environment

#### Economic Background

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

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

Inflationary pressures could start to effect council spending. As a result there could be pressure on some budgets where costs are rising. There will also be increased pressure in the MTFS to mitigate this pressure through changes in spending and income generation.

#### Credit Outlook

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

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

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

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

#### Interest Rate Forecast

The increase in the Bank of England rate has had a small positive impact on all market rates e.g. Money Market Funds and deposit accounts rates. It is still difficult to place surplus cash balances for a reasonable yield, therefore any money held in any investment vehicle is mainly for diversification purposes in the short-term.

It now seems likely due to increasing inflationary pressures that the BOE rate will increase back up to 0.5% in the short-term and possibly in the range 0.75% - 1% by March 2023.

## Existing Investment &amp; Debt Portfolio Position

	<b>31/12/21 Actual Portfolio £m</b>	<b>31/12/21 Average Rate %</b>
<b>External borrowing:</b>		
Public Works Loan Board	39.1	<b>2.8</b>
Local authorities	0	
Other loans	0	
<b>Total external borrowing</b>	<b>39.1</b>	
<b>Other long-term liabilities:</b>		
Finance Leases	0.5	n/a
<b>Total other long-term liabilities</b>	<b>0.5</b>	
<b>Total gross external debt</b>	<b>39.6</b>	
<b>Treasury investments:</b>		
Banks & building societies (unsecured)	13.2	0.01
Government (incl. local authorities)	14.0	0.02
Money Market Funds	30.0	0.02
Pooled property fund	4.0	3.60
<b>Total treasury investments</b>	<b>61.2</b>	
<b>Net investments</b>	<b>21.6</b>	



## Capital Strategy 2022/23

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## 1.0 Introduction

### 1.1 Introduction

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

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

## 2.0 Capital Expenditure and Financing

### 2.1 Capital Expenditure

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

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

In 2021/22, the Council is planning capital expenditure of £34.5m as summarised below:

*Table 1: Prudential Indicator: Estimates of Capital Expenditure*

	<b>2020/21 actual £m</b>	<b>2021/22 forecast £m</b>	<b>2022/23 budget £m</b>	<b>2023/24 budget £m</b>	<b>2024/25 budget £m</b>
General Fund services	7.1	34.4	23.5	11.3	11.9
Capital investments	0.0	0.1	0	0	0
<b>TOTAL</b>	<b>7.1</b>	<b>34.5</b>	<b>23.5</b>	<b>11.3</b>	<b>11.9</b>

The main capital projects in 2021/22 include Future High Street Development (£6.0m) Disabled Facilities Grants (£1.4m), Decarbonisation Projects (£3.8m) and Vehicle Fleet Replacement (£1.4m).

## 2.2 Governance

Service managers bid annually in August to include projects in the Council's capital programme. Bids are collated by the Finance team who calculate the financing cost (which can be nil if the project is fully externally financed). The Budget Review Workshops appraised all bids based on a comparison of service priorities against financing costs and makes recommendations to the Senior Leadership Team. The final capital programme is then presented to Cabinet in February each year.

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

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

*Table 2: Capital financing*

	<b>2020/21 actual £m</b>	<b>2021/22 forecast £m</b>	<b>2022/23 budget £m</b>	<b>2023/24 budget £m</b>	<b>2024/25 budget £m</b>
External sources	3.9	28.2	17.0	2.0	1.6
Own resources	1.0	1.0	1.0	7.4	8.9
Internal Borrowing/Debt	2.2	5.3	5.5	1.9	1.4
<b>TOTAL</b>	<b>7.1</b>	<b>34.5</b>	<b>23.5</b>	<b>11.3</b>	<b>11.9</b>

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

*Table 3: Replacement of prior years' debt finance*

	<b>2020/21 actual £m</b>	<b>2021/22 forecast £m</b>	<b>2022/23 budget £m</b>	<b>2023/24 budget £m</b>	<b>2024/25 budget £m</b>
Own resources	3.6	3.8	3.8	10.4	12.1

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

The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to increase by £2.6m during 2022/23. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

*Table 4: Prudential Indicator: Estimates of Capital Financing Requirement*

	<b>2020/21 actual £m</b>	<b>2021/22 forecast £m</b>	<b>2022/23 budget £m</b>	<b>2023/24 budget £m</b>	<b>2024/25 budget £m</b>
General Fund services	44.3	47.1	49.8	49.0	47.4
Capital investments	27.1	26.9	26.8	26.6	26.4
<b>TOTAL CFR</b>	<b>71.4</b>	<b>74.0</b>	<b>76.6</b>	<b>75.6</b>	<b>73.8</b>

### 2.3 Asset management

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

### 2.4 Asset disposals

When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. Repayments of capital grants, loans and investments also generate capital receipts. The Council plans to receive £0.98m of capital receipts in the coming financial year as follows:

*Table 5: Capital receipts*

	<b>2020/21 actual £m</b>	<b>2021/22 forecast £m</b>	<b>2022/23 budget £m</b>	<b>2023/24 budget £m</b>	<b>2024/25 budget £m</b>
Asset sales	0.66	0.70	0.70	7.15	8.80
Loans repaid	0.31	0.32	0.28	0.20	0.12
<b>TOTAL</b>	<b>0.97</b>	<b>1.02</b>	<b>0.98</b>	<b>7.35</b>	<b>8.92</b>

### 3.0 Borrowing, debt and investments

#### 3.1 Treasury Management

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

Due to decisions taken in the past, the Council currently has £39.1m borrowing at an average interest rate of 2.8% and £61.2m treasury investments (bank, MMFs, DMO, LAs, property fund) at an average rate of 0.01%

#### 3.2 Borrowing strategy

The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.90%) and long-term fixed rate loans where the future cost is known but higher (currently 1.8% to 2.0% for 10 years).

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

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

	<b>2020/21 actual £m</b>	<b>2021/22 forecast £m</b>	<b>2022/23 budget £m</b>	<b>2023/24 budget £m</b>	<b>2024/25 budget £m</b>
Debt (incl. leases)	39.9	39.3	39.2	39.1	38.9
Capital Financing Requirement	<b>71.4</b>	<b>74.0</b>	<b>76.6</b>	<b>75.6</b>	<b>73.8</b>

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

### 3.3 Liability benchmark

To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes that cash and investment balances are kept to £10m at each year-end. This benchmark is currently £(6.0m) and is forecast to rise to £23.8m over the next three years.

*Table 7: Borrowing and the Liability Benchmark in £m*

	<b>2020/21 actual £m</b>	<b>2021/22 forecast £m</b>	<b>2022/23 budget £m</b>	<b>2023/24 budget £m</b>	<b>2024/25 budget £m</b>
Outstanding borrowing	39.4	38.8	38.7	38.6	38.4
Liability benchmark	<b>(16.1)</b>	<b>(6.0)</b>	<b>6.6</b>	<b>15.6</b>	<b>23.8</b>

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

### 3.4 Affordable borrowing limit

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

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

	<b>2021/22 limit</b>	<b>2022/23 limit</b>
Authorised limit – General	80	80
Authorised limit – Loans	20	20
Authorised limit – CIS	35	35
<b>Authorised limit – total external debt</b>	<b>135</b>	<b>135</b>
Operational boundary – General	70	70
Authorised limit – Loans	15	15
Authorised limit – CIS	30	30

<b>Operational boundary – total external debt</b>	<b>115</b>	<b>115</b>
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- Further details on borrowing are in detailed in the Treasury Management Strategy.

### 3.5 Investment strategy

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

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

*Table 8: Treasury management investments*

	<b>2020/21 actual £m</b>	<b>2021/22 forecast £m</b>	<b>2022/23 budget £m</b>	<b>2023/24 budget £m</b>	<b>2024/25 budget £m</b>
Near-term investments	28.36	21.00	11.00	10.00	10.00
Longer-term investments	11.43	11.45	11.18	11.00	10.80
<b>TOTAL</b>	<b>39.79</b>	<b>32.45</b>	<b>22.18</b>	<b>21.00</b>	<b>20.80</b>

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

### 3.6 Risk Management and Governance

The effective management and control of risk are prime objectives of the Authority’s treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and



details the extent to which financial derivatives may be used to manage treasury risks.

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

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

## **4.0 Investments for Service Purposes**

### **4.1 Service Investments**

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

### **4.2 Governance**

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

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

## **5.0 Commercial Activities**

### **5.1 Purpose of commercial activity**

With central government financial support for local public services declining, the Council has invested in commercial property purely or mainly for financial gain. Total commercial investments are currently valued at £70.72m with the largest being Tri-link, Wakefield at £14.25m. The total portfolio provides a net yield (rental income/valuation) of 6.9%.

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

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

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

## **5.2 Governance**

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

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

## **6.0 Liabilities and guarantees**

### **6.1 Liabilities**

In addition to debt of £38.8m detailed above, the Council is committed to making future payments to cover its pension fund deficit (valued at £95.2m). The Council has also set aside £1.8m to cover risks from NDR Appeals Provision. The Council is also at risk of having to pay for contingent liabilities of £3.5m as at 31<sup>st</sup> March 2021, including Contaminated Land (£2.9m) and Municipal Mutual Insurance Liquidation (£0.6m). The Council has not put aside any money because the requirement to pay will only materialise if a future event outside the control of the council occurs.

### **6.2 Governance**

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

- Further details on liabilities are included in the 2020/21 statement of accounts

## 7.0 Revenue Budget Implications

### 7.1 Minimum Revenue Provision

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

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

	<b>2020/21 actual £m</b>	<b>2021/22 forecast £m</b>	<b>2022/23 budget £m</b>	<b>2023/24 budget £m</b>	<b>2024/25 budget £m</b>
Gross service expenditure	71.928*	76,120	64,296	63,936	64,741
Financing costs (£m)	3.174	3.405	4.154	4.457	4.629
Proportion of net revenue stream	4.41%	4.47%	6.46%	6.97%	7.15%

\*This figure has been adjusted to remove expenditure on covid related grants in order to preserve comparability across years. The grant payments were funded by grants received from government.

- Further details on the revenue implications of capital expenditure are set out in the 2022/23 revenue budget.

### 7.2 Sustainability

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

- Services have been involved in the process to identify future capital requirements.
- Bids for capital expenditure have been scrutinised by the Finance and Procurement Governance Board (or its equivalent), including a presentation to the board.
- MRP has been calculated according to the approved policy.
- A business plan will need to be produced for each project before it commences.

- The capital project will be monitored by the Project Programme Board (or its equivalent).
- Capital receipt projections are prudent and based on historic experience.
- The costs of borrowing have been built into the budget and MTFs, along with due sensitivity analysis on the current and medium term costs of borrowing, these have been included in the s.25 statement within the 2022/23 Budget (and Medium Term Financial Strategy 2023/24 to 2026/27).

## **8.0 Knowledge and Skills**

### **8.1 Qualifications**

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Finance Manager, is a qualified accountant with 25 years' experience, and the Estates Manager is a member of the Royal Institution of Chartered Surveyors. The Council can provide junior staff with funding to study relevant professional qualifications including CIPFA and AAT.

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

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

## Appendix A

### Risks inherent in the Council's investments in commercial property

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

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

## Investment Strategy 2022/23

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## 1.0 Introduction

The Authority invests its money for three broad purposes:

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

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

## 2.0 Treasury Management Investments

The Authority typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £20.0m and £60.0m during the 2022/23 financial year.

### 2.1 Contribution

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

### 2.2 Further Details

Full details of the Authority's policies and its plan for 2022/23 for treasury management investments are covered in a separate document, the treasury management strategy.

## 3.0 Service Investments: Loans

### 3.1 Contribution

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

Places for People – Together with Cambridgeshire County Council and health partners a need has been identified for extra care for older people in St Ives. A loan was provided to Places for People to develop a new health care scheme for frail older people at Langley Court, St Ives; which consists of 55 1 and 2 bedroom flats.

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

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

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

### 3.2 Security

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

*Table 1: Loans for service purposes in £'000*

Borrower	31.12.2021 actual			2022/23
	Balance owing	Loss allowance	Net figure in accounts	Approved Limit
Places for People	4,767	0	4,767	Limit not split across categories
Cambridge Regional College	341	0	341	
Huntingdon Gymnastics Club	15	0	15	
Urban and Civic	1,984	0	1,984	
Improvement Loans	311	0	311	
Employee Loans	70	0	70	
Rental Deposits	44	0	44	
<b>TOTAL</b>	<b>7,532</b>	<b>0</b>	<b>7,532</b>	<b>15,000</b>

Accounting standards require the Authority to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Authority's statement of accounts are shown net of this loss allowance. However, the Authority makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

### **3.3 Risk assessment**

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

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

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

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

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

## **4.0 Service Investments: Shares**

### **4.1 Contribution**

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

## 4.2 Security

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

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

Category of company	31.12.2021 actual			2022/23
	Amounts invested	Gains or losses	Value in accounts	Approved Limit
Subsidiaries	100	0	100	1,000
<b>TOTAL</b>	<b>100</b>	<b>0</b>	<b>100</b>	<b>1,000</b>

## 4.3 Risk assessment

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

## 4.4 Liquidity

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

## 4.5 Non-specified Investments

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

## 5.0 Commercial Investments: Property

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

### 5.1 Contribution

The Council faces considerable financial challenges over the medium term. To achieve financial sustainability, the Commercial Investment Strategy was approved. The Council invests in local and regional UK commercial property with the intention of income generation which will help fund public services. Over the last 5 years the Council has bought properties in Huntingdon, Wilbury, Sudbury, Fareham, St Neots and Wakefield.

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

Property	Actual	31.3.2021 actual		31.3.2022 expected	
	Opening Value	Gains or (losses)	Value in accounts*	Gains or (losses)	Value in accounts
Existing Portfolio	21,225	12,668	33,893	0	33,893
2 Stonehill	1,800	350	2,150	0	2,150
80 Wilbury Way	1,870	(95)	1,775	0	1,775
Shawlands Retail Park	4,500	1,043	5,543	0	5,543
1400 & 1500 Parkway	4,400	(200)	4,200	0	4,200
Units 21a, 21b,23a,b,c Little End Road, St Neots	2,900	500	3,400	0	3,400
Rowley Arts Centre, St Neots	5,750	(1,743)	4,007	0	4,007
Tri-link, Wakefield	12,500	1,750	14,250	0	14,250
Alms Close	0	1,502	1,502		1,502
<b>TOTAL</b>	<b>54,945</b>	<b>15,775</b>	<b>70,721</b>	<b>0</b>	<b>70,721</b>

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

## 5.2 Security

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

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

## 5.3 Risk assessment

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

- Having the fundamental aim of an income rather than capital return (although the latter is part of the strategy)

- Adopting a portfolio approach so as to avoid concentration of risk in any one property, tenant or risk type

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

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

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

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

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

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

#### **5.4 Liquidity**

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

## 6.0 Loan Commitments and Financial Guarantees

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

## 7.0 Proportionality

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

*Table 4: Proportionality of Investments in £'000*

	<b>2020/21 Actual</b>	<b>2021/22 Forecast (September)</b>	<b>2022/23 Budget</b>	<b>2023/24 Budget</b>	<b>2024/25 Budget</b>
Gross service expenditure	71,928*	76,120	64,296	63,936	64,741
Investment income	3.174	3.405	4.154	4.457	4.629
Proportion	4.41%	4.47%	6.46%	6.97%	7.15%

\*This figure has been adjusted to remove expenditure on covid related grants in order to preserve comparability across years. The grant payments were funded by grants received from government.

## 8.0 Borrowing in Advance of Need

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

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

Loans financing CIS purchases are required to be directly linked to the commercial investment strategy asset and the link can only be broken by a specific decision of full council. The risks of commercial investment are satisfactorily managed by precautions outlined within the commercial investment strategy.

## **9.0 Capacity, Skills and Culture**

### **9.1 Elected members and statutory officers**

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

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

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

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

### **9.2 Commercial Deals**

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

### **9.3 Corporate governance**

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

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

## **10.0 Investment Indicators**



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

### 10.1 Total risk exposure

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

*Table 5: Total investment exposure in £'000*

<b>Total investment exposure</b>	<b>31.03.2021 Actual</b>	<b>31.03.2022 Forecast</b>	<b>31.03.2023 Forecast</b>
Treasury management investments	32,361	25,000	15,000
Service investments: Loans	7,425	7,455	7,179
Service investments: Shares	100	100	100
Commercial investments: Property	56,904	56,904	56,904
<b>TOTAL INVESTMENTS</b>	<b>96,790</b>	<b>89,459</b>	<b>79,183</b>
Commitments to lend	0	0	0
Guarantees issued on loans	0	0	0
<b>TOTAL EXPOSURE</b>	<b>96,790</b>	<b>89,459</b>	<b>79,183</b>

### 10.2 How investments are funded

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

*Table 6: Investments funded by borrowing in £'000*

<b>Investments funded by borrowing</b>	<b>31.03.2021 Actual</b>	<b>31.03.2022 Forecast</b>	<b>31.03.2023 Forecast</b>
Treasury management investments	0	0	0
Service investments: Loans	5,185	4,584	4,456
Service investments: Shares	0	0	0
Commercial investments: Property	24,255	24,255	24,255
<b>TOTAL FUNDED BY BORROWING</b>	<b>29,440</b>	<b>28,839</b>	<b>28,711</b>

### 10.3 Rate of return received

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

*Table 7: Investment yield (net of all costs)*

<b>Investments Yield</b>	<b>2020/21 Actual</b>	<b>2021/22 Forecast</b>	<b>2022/23 Forecast</b>
Treasury management investments	0.01%	0.01%	0.03%
Property Fund	4.25%	3.80%	3.80%
Service investments: Loans	3.21%	3.80%	3.90%
Service investments: Shares	n/a	n/a	n/a
Commercial investments: Property	6.00%	4.60%	4.20%
<b>ALL INVESTMENTS</b>	<b>3.4%</b>	<b>3.1%</b>	<b>3.0%</b>

Table 8: Other investment indicators

<b>Indicator</b>	<b>2020/21 Actual</b>	<b>2021/22 Forecast</b>	<b>2022/23 Forecast</b>
<i>Interest Cover Ratio</i>	2.7	2.6	2.3
<i>Loan to Value Ratio</i>	128.3%	128.3%	128.3%
<i>Gross Rent Multiplier</i>	14.5	14.5	15.1

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**MINIMUM REVENUE PROVISION STATEMENT 2022/23****1.0 Introduction**

- 1.1 Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to the former Ministry of Housing, Communities and Local Government's Guidance on Minimum Revenue Provision (the MHCLG Guidance) most recently issued in 2018.
- 1.2 The broad aim of the MHCLG Guidance is to ensure that capital expenditure is financed over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.
- 1.3 The MHCLG Guidance requires the Council to approve an Annual MRP Statement, and recommends a number of options for calculating a prudent amount of MRP.
- 1.4 The Council has a number of MRP policies reflecting the range of capital financing options required for different service scenarios.

**2.0 MRP Policy - General**

- 2.1 The following statement incorporates options recommended in the Guidance;
- 2.2 The actual Policy is:
- i. For capital expenditure incurred after 31st March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant assets as the principal repayment on an annuity with an annual interest rate based on PWLB borrowing rates, starting in the year after the asset becomes operational. MRP on purchases of freehold land will be charged over 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction will be charged over 20 years. MRP on purchases of land will be charged over 50 years.
  - ii. For assets acquired by finance leases or the Private Finance Initiative, MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.
  - iii. Where former operating leases have been brought onto the balance sheet on 1st April 2022 due to the adoption of the IFRS 16 Leases accounting standard, and the asset values have been adjusted for accruals,

prepayments, premiums and/or discounts, then the annual MRP charges will be adjusted so that the total charge to revenue remains unaffected by the new standard.

### **3.0 MRP Policy - Loans to Organisations**

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

3.2 The policy is:

For capital expenditure loans to third parties that are repaid in annual or more frequent instalments of principal, the Council will make nil MRP, but will instead apply the capital receipts arising from principal repayments to reduce the capital financing requirement instead. In years where there is no principal repayment, MRP will be charged in accordance with the MRP policy for the assets funded by the loan, including where appropriate, delaying MRP until the year after the assets become operational. While this is not one of the options in the MHCLG Guidance, it is thought to be a prudent approach since it ensures that the capital expenditure incurred on the loan is fully funded over the life of the assets.

Capital expenditure incurred during 2022/23 will not be subject to a MRP charge until 2023/24.

### Flexible Use of Capital Receipts Strategy

#### 1.0 Introduction

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

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

#### 2.0 The Guidance

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

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

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

The guidance sets out examples of qualifying expenditure which includes;

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

### 3.0 The Council’s Proposals

The Council intends to use flexibility over capital receipts to support the following transformational projects:

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



**Public**  
**Key Decision - Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** A428 Black Cat to Caxton Gibbet Improvements Scheme Development Consent Order Position Review

**Meeting/Date:** Cabinet – 10th February 2022

**Executive Portfolio:** Executive Councillor for Strategic Planning

**Report by:** Strategic Growth Manager

**Ward(s) affected:** All Wards

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### **Executive Summary:**

Members were previously updated at [June 2021 Cabinet](#) on the Development Consent Order (DCO) submitted by National Highways 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 Arc.

Details of the scheme held can be found on [National Highways A428 website](#). All documentation in relation to the DCO can be viewed on the [National Infrastructure Planning website](#).

Briefings for members were held by National Highways in March and June 2021.

Huntingdonshire District Council has worked in collaboration with Cambridgeshire County Council (CCC) as Local Highway Authority and South Cambridgeshire District Council (SCDC) throughout this process submitting joint responses.

This report provides an update at Appendix 1 by CCC as Local Highways Authority on the consideration of the scheme by specialist officers across the three authorities to date and the latest position, as the final deadline is approaching and closure of the examination. Joint discussions have also continued relating to highway matters between National Highways, CCC, and the Bedford authorities.

This report (including appendix) provides an update on remaining issues with specific reference to those of relevance to Huntingdonshire District Council's statutory responsibilities and affecting our local communities.

**Recommendation(s):**

The Cabinet is

**RECOMMENDED**

- a. Members are asked to consider the key issues outstanding following consultation with specialist officers and CCC Local Highways Authority and provide direction or comment.
- b. Members are asked to confirm the Council's continued support of the A428 proposed scheme from Black Cat to Caxton Gibbet.
- c. Delegated authority is sought to the Executive Councillor for Strategic Planning in consultation with Strategic Growth Manager to confirm the Council's continued support in principle support on or before the final deadline, subject to satisfactory resolution of outstanding matters and to finalise the preparation and submission of the documents required from the Council as part of the remaining deadlines within the Examination in Public.

## **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). An update is provided at Appendix 1 by Cambridgeshire County Council (CCC) as Local Highways Authority on the consideration of the scheme by specialist officers across the three authorities (CCC, South Cambridgeshire District Council (SCDC) and Huntingdonshire District Council (HDC)) to date and the latest position, as the final deadline is approaching and closure of the Examination in Public.
- 1.2 Appendix 1 notes the key issues outstanding at this stage in the process. Further detail on remaining issues with specific reference to the Council's statutory responsibilities and affecting our local communities is provided in this report.
- 1.3 Members are asked to provide comment on the update and confirm their continued support of the scheme. Delegated authority is sought to the Executive Councillor for Strategic Planning in consultation with Strategic Growth Manager to confirm the Council's continued support in principle support on or before the final deadline, subject to satisfactory resolution of outstanding matters and to finalise the preparation and submission of the documents required from the Council as part of the remaining deadlines within the Examination in Public.

## **2. BACKGROUND**

- 2.1 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.
- 2.2 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.
- 2.3 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. The Local Plan objectives to 2036 set out our ambition to build an additional 20,100 houses and create 14,400 new jobs.

- 2.4 The proposed A428 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).
- 2.5 Member briefings were held on the scheme by National Highways in March and June 2021.

### **3. PROPOSED SCHEME**

- 3.1 The A428 DCO, if approved, will deliver 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 [National Highways 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.

3.3 The six key benefits and objectives identified by National Highways 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

3.4 The Council has collaborated with CCC, as Local Highways Authority, and SCDC on the consideration of this scheme. The position jointly remains one of strong support for the overall aim of the scheme however officers have continued to ensure National Highways have been held accountable where appropriate to ensure impacts are appropriately considered.

#### **4. OUTSTANDING ISSUES**

4.1 The key matters required to be considered by Huntingdonshire District Council (HDC) are:

- Biodiversity / Ecology
- Landscaping and Trees
- Noise
- Contaminated Land
- Air quality
- Cultural Heritage
- Carbon/Climate change

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

- Minerals and Waste
- Flooding and Drainage
- Highway Modelling
- Highway Design
- Impact on existing road network
- The agreement of protective provisions
- Non motorised use / Rights of Way
- Active Travel
- Cultural Heritage and Archaeology

4.3 The report by CCC, in their role as the Local Highways Authority, is attached at Appendix 1. This addendum report is provided by way of summary update on

matters required to be considered by Huntingdonshire District Council as identified in para 4.1 above.

### **Biodiversity / Ecology**

- 4.4 The outstanding issues for HDC still being discussed are bat mitigation measures (including bat and other mammal underpasses), Biodiversity Net Gain (BNG) and lack of mention of Great Crested newt (European protected Species) in the pre-commencement plan.
- 4.5 At the time of writing this report officers continue to actively work with National Highways to seek resolution. Outputs should align with the ambition to double nature, in accordance with the OxCam agenda. The Examination Authority are aware of the outstanding issues.

### **Landscaping and Trees**

- 4.6 The majority of landscape issues have been resolved through collaboration by specialist officers with National Highways. The main outstanding concerns are regarding establishments of proposed planting, and the review of amendments to the Landscape Plan once biodiversity issues have been adequately addressed.
- 4.7 Landscape, Tree and Ecology Officers continue to work with National Highways to ensure that they have site of any changes before they are approved. This will ensure species suitability and establishment proposals. The capacity to do this has been provided in the EMP, which states local authorities should be consulted on the second iteration EMP.

### **Noise**

- 4.8 The matter of controlling construction hours, noise modelling and final noise levels are still in the process of agreement. Construction hours was recently discussed with NH where a verbal approval to the alteration suggested by Council specialists to the draft Development Consent Order (DCO) which reduces the type of activities that can be undertaken outside normal construction hours was supported, but this is awaiting formal confirmation at the time of writing this report. The road has been lowered in a cutting with additional noise bunding which will reduce the impact of road noise on residents.
- 4.9 NH have submitted a First Iteration Management Plan with the application. This contains appropriate mitigation measures to control noise, which will be confirmed through review and agreement of the Second Iteration EMP as required by the draft DCO, prior to construction works commencing. This will ensure all reasonable mitigation measures are utilised during the construction phase, whilst reflecting the scale, nature and location of the proposed construction activities.

## **Land Contamination**

- 4.10 Contaminated soil or water may be encountered during construction works. An investigation into this has been carried out and more detailed investigations will continue during construction works. Officers will continue to discuss with NH and the Examination Authority is aware of the outstanding issues. It is anticipated that the wording of the draft DCO, which is still under discussion, will address this matter.

## **Air quality**

- 4.11 There are no outstanding issues. The impact of construction activities on sensitive receptors has been addressed adequately. NH have submitted a First Iteration Management Plan with the application. This contains appropriate mitigation measures to control dust, which will be confirmed through review and agreement of the Second Iteration EMP, as required by the DCO, prior to construction works commencing. This will ensure all reasonable mitigation measures are utilised during the construction phase, whilst reflecting the scale, nature and location of the proposed construction activities.

## **Good Design**

- 4.12 The issue of good design in relation to the design of structures continues to be discussed. It is considered the current proposals fail on several fronts, including providing safe passage for non-motorised users, encouraging modal shift, providing connections for wildlife, as well as place making and responding to context.
- 4.13 The proposed structures including lighting will not perform their necessary function as mammal routes – indeed bat survey results may determine these are not the appropriate routes. The proposed structures will not encourage modal shift, but instead appear intimidating and deter people from utilising NMU routes. The proposed structures need further consideration to ensure they are in keeping with the character and appearance of their surroundings. To best secure positive outcomes through the detailed design stage, it has been agreed that a CCC Local Highway Authority engineer shall form part of the NH design team on an ongoing basis. Details of this collaboration arrangement are being discussed.

## **Carbon/Climate change**

- 4.14 To date it has not been possible for the National Highways (NH) to set out precise means by which residual emissions associated with the scheme will be offset. It is considered important that the NH set out a clear commitment to addressing residual emissions. This should include official confirmation that the issue of residual emissions will be addressed or that a programme is put in place with an annual review to publicly demonstrate that processes to address residual emissions will be undertaken and monitored. Examples of how to move this forward would include a clear and consistent carbon offsetting strategy,

details of or an agreement on any intermediate emissions mitigation measures, a plan to implement and monitor said measures and a draft/conceptual plan regarding long term emissions mitigation measures.

- 4.15 Insufficient information on mitigation measures to compensate for the emissions impact of the scheme may result in national and local legislative and/ policy breaches regarding carbon reduction targets and the Council's ability meet its ambition of a net carbon zero target by 2040 as agreed at the Full Council meeting on 7<sup>th</sup> December 2021. Officers continue to negotiate with NH to incorporate net zero ambitions. NH has set out its position to the Examination Authority and is noted in Appendix 1.

### **Economy**

- 4.16 Specialists working with CCC Local Highway Authority have considered traffic flow around local routes and access to and from St Neots railway station during and after construction. Preparing for the future development of East-West rail links as part of the economic growth and success delivered by Ox-Cam-Arc has also been discussed with East West Rail an Interested Party at the Examination. It is crucial that there is free flowing access to road and rail as part of the long-term, north-south east-west interchange that St Neots will become. It is important that the A428 upgrade will allow access to key points in sufficient and possibly increased numbers in the future as the Ox-Cam-Arc develops and as commuting numbers return post pandemic.
- 4.17 When the pandemic becomes endemic, commuting will increase once again and the local infrastructure needs to be fit for purpose to allow St Neots to flourish as a future "interchange" and as part of Ox-Cam-Arc. As part of the Arc's development, and when the proposed East West Rail including the additional rail station comes forward, further pressure will be placed on local infrastructure. Local routes may come under un-necessary pressure if the number of junctions are not sufficient to allow the upgraded road to take the burden of future increased road and rail users. CCC Local Highway Authority maintains close dialogue with NH, and the Examination is aware of the outstanding technical issues.

### **Heritage**

- 4.18 The proposed route is not considered to have a significant impact on heritage assets within HDC. Matters relating to impact on archaeology are addressed in paragraph 2.35 of the CCC report (Appendix 1)

### **Legal agreement and DCO**

- 4.19 As outlined in Appendix 1, as well as the design and approval process, changes have been proposed to the legal text of the DCO itself, and to a legal agreement drafted by NH to try and protect positions in various areas. Most HDC matters have been reflected in agreed changes. Matters on the second Environmental Management Plan are continued to be negotiated through the draft DCO or legal agreement. The Examining Authority is aware of this and on Friday 14<sup>th</sup>



January proposed changes to the draft DCO to address a number of matters of concern that have been raised by the Councils during the Examination, as highlighted in the CCC report attached.

### **Other Matters**

- 4.20 Paragraph 4.2 sets out the subject areas that CCC are required to provide comment on. However, recognising the Council's ambition to support good growth that incorporates environmental improvements, opportunities for our residents and strengthens our economy, the position to maximise opportunities to promote active travel/ Public rights of way is strongly supported (Paragraph 2.20, Appendix 1). Should NH not be willing to make these changes, the active travel routes are likely to be less attractive to users and a lost opportunity to improve access to the countryside and opportunities for active travel. CCC Local Highway Authority are discussing the practicalities of how optimum NMU provision can be best guaranteed / secured.
- 4.21 Appendix 1 sets out a number of concerns from Cambridgeshire County Council, in their role as the Local Highway Authority relating to traffic modelling, monitor and manage of traffic, diversion management, highway design and archaeology. Their position to achieve a well designed solution incorporating learning from the A14 is supported.
- 4.22 The Council will continue to work with CCC Local Highway Authority and South Cambridgeshire District Council, as appropriate, to further ensure that opportunities from an A428 Legacy Fund are captured for the benefit of Huntingdonshire communities.

## **5. COMMENTS OF OVERVIEW & SCRUTINY**

- 5.1 The comments of the relevant Overview and Scrutiny Panel will be circulated separately prior to its consideration by the Cabinet.

## **6. RISKS**

- 6.1 Any outstanding elements at the close of the Examination in Public (EiP) on 18th February 2022 will then be considered by Planning Inspectorate as part of the deliberations on the proposed application.

## **7. TIMETABLE FOR IMPLEMENTATION**

- 7.1 Following the closure of the EiP the Planning Inspectorate has a further three months to write a recommendation report to the Secretary of State for Transport, who has another three months to make their decision.

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

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

8.2

- Support development of infrastructure to enable growth.

## **9. LEGAL IMPLICATIONS**

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

## **10. RESOURCE IMPLICATIONS**

10.1 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 certain areas such as ecology have been necessary in order for the Council to meet its statutory responsibilities.

10.2 Specialist officer time across the Council has had to be prioritised throughout the process to accord with the tight timetable set by the Planning Inspectorate.

## **11. REASONS FOR THE RECOMMENDED DECISIONS**

11.1 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.

11.2 Members are asked to consider the key issues outstanding following consultation with specialist officer and CCC Local Highways Authority and provide direction or comment.

11.3 Members are asked to confirm the Council's continued support of the A428 proposed scheme from Black Cat to Caxton Gibbet.

## **12. LIST OF APPENDICES INCLUDED**

Appendix 1 – Cambridgeshire County Council Highways and Transport Committee Report 25<sup>th</sup> January 2022

## **13. BACKGROUND PAPERS**

[Planning Act 2008](#)

[Highways England A428 website](#) .

[National Infrastructure Planning website](#) .

[17th June 2021 HDC Cabinet Report A428 Black Cat to Caxton Gibbet Improvements](#)

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## A428 DCO Position Review

To: Highways and Transport Committee

Meeting Date: 25 January 2022

From: Steve Cox, Executive Director - Place and Economy

Electoral division(s): Papworth and Swavesey, Cambourne, St Neots East and Gransden, St Neots Eynesbury, St Neots The Eatons, St Neots Priory Park and Little Paxton

Key decision: No

Forward Plan ref: n/a

Outcome: Members are informed of the current positions of the Council and National Highways regarding the major scheme to upgrade the A428 to dual carriageway and advised of future commitments from National Highways

Recommendation: a) Note the update on the A428 DCO, and National Highways commitments for future investment

b) Note in principle support subject to conditions, and delegate to the Executive Director for Place & Economy confirmation of the position prior to the final deadline, if outstanding matters are satisfactorily resolved, in consultation with the Chair and Vice-Chair of Highways & Transport Committee, and in discussion with the key Members impacted in and around the A428

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## 1. Background

- 1.1 In June 2021, the County Council H&T confirmed the County Council's strong, in principle support for the A428 scheme, subject to suitable assurances and agreement with National Highways (NH). The proposal is to build a dual carriageway and junction improvements between the Black Cat and Caxton Gibbet roundabouts.
- 1.2 The County, South Cambridgeshire, and Huntingdonshire District Councils (the Councils) have and will continue to represent robustly at the Public Examination, whilst working closely and collaboratively with NH technical needs to resolve issues, and to secure the best possible deal for the County Council, and the project.
- 1.3 A key principle of the approach to date has been to embrace learnings from the A14 project. The strategy has been broadly to ensure that as much as possible is secured through the DCO consent.
- 1.4 As the Examination has progressed, discussion with colleagues at NH on all matters relating to the application has reached agreement on most key issues, with discussions continuing in other areas to resolve. This report summarises the County Council's current position on said issues, as well as the corresponding position of National Highways. It also includes the latest statement (14<sup>th</sup> January 2022) by the Examining Authority regarding traffic modelling, detrunking and definition of adjacent land.
- 1.5 South Cambridgeshire District Council and Huntingdonshire District Council ("the Joint Authorities" in this context) are following the same respective governance process as the County Council with regard to the paper.
- 1.6 The County Council will continue to feed into the Examination at Deadline 9 (25<sup>th</sup> January) and Deadline 10 (15<sup>th</sup> February). The Examination concludes on 18<sup>th</sup> February. Delegated authority is sought for the Executive Director for Place & Economy in consultation with the Chair and Vice-Chair of Highways & Transport Committee in discussion with key members impacted in and around the A428, to confirm County in principle support on or before the final deadline, subject to satisfactory resolution of outstanding matters.

## 2. Main Issues

Officers from the County Council and NH have developed solutions to key issues. Some matters are outstanding, and we continue to work closely with NH in this regard, and to represent robustly through the Examination. An update is provided below highlighting the present state, noting the ongoing dialogue and that matters are moving at pace. It also includes the latest statement (14<sup>th</sup> January 2022) by the Examining Authority regarding traffic modelling, detrunking and definition of adjacent land, all of which are very positive for the Joint Authorities.

## 2.1 Traffic modelling

Modelling is important to understand the impact of the scheme on local roads and communities during construction or following completion, as well as whether the local roads are designed appropriately.

2.2 Officers have raised issues with the accuracy, coverage, and methodology used in the traffic modelling. However, recently information has been more forthcoming, and the sensitivity testing is now complete, the data count is acceptable and the transport planning software is expected to provide approvable traffic flow results. In addition, changes have been made at two junctions, as requested. The County is running model tests internally on Wyboston junction, and Barford Road regarding potential road space reallocation opportunities, which we believe there is scope for. NH and County are interrogating the VISSIM model for M11 J11, to understand likelihood of queues in this area.

2.3 The above workstreams are expected to conclude shortly, the County maintains close dialogue with NH, and the Examination is aware of the outstanding technical issues.

## 2.4 Monitor and Manage

2.5 The County has requested the monitoring of associated traffic impacts on an ongoing basis. The County Council requires monitoring of the local traffic impacts of the scheme (during and post construction) as well as a clear mechanism to address emerging issues.

2.6 Discussions continue through the enquiry in terms of clarity on the above. National Highways position is that it is funded for maintenance of the Strategic Road Network (i.e. motorways and A-roads). Funding for local roads comes from a separate division within the Department for Transport. National Highways has been proactive and persistent in lobbying DfT for further funds to support the maintenance of its own network. A submission is with Ministers and a decision is expected imminently. However it remains unclear how local impacts will be funded through this process by NH.

2.7 *On Friday 14<sup>th</sup> January, the Examining Authority's commentaries and proposed changes to the draft Development Consent Order found that the current traffic monitoring methodology being proposed by National Highways is neither robust, nor secured through the dDCO . Therefore, the Examining Authority is minded to propose a requirement relating to quantitative traffic monitoring and mitigation for the operational phase, should consent be granted. National Highways has been asked to provide suggested wording, including definitions if relevant. Local Highways Authorities have provided wording for such a Requirement which the Applicant may consider.*

## 2.8 Diversion Management

2.9 National Highways is undertaking a Digital Diversion Routes trial project, funded through Designated Funds. This project, the first of its kind, aims to provide customers and local highways authorities with a better end to end experience of diversion routes. NH will develop guidance to better plan and implement diversion routes and trial innovative signage and ways to improve customer satisfaction with the implementation and operation of

diversion routes. Lessons learnt from schemes such as the A14 Cambridge to Huntingdon have been used to develop the need for the trial.

- 2.10 National Highways is also committed to providing accurate road closure information seven days in advance of any closure; this is to allow road users to plan their journeys in advance, identifying the most appropriate route to complete their journeys.
- 2.11 National Highways will share updates with members on this project as it evolves. The County Council proposes to include monitoring of the Digital Diversion Routes trial project post-DCO in the Legacy Management Plan.

## **2.12 Highway Design**

- 2.13 Council Officers state that carriageway width currently proposed for CCC roads is not acceptable, resulting in road safety and highway maintenance risks. Negotiations are progressing positively, and we expect concessions on road width. Council Officers state that B1046 and Toseland Road one of the verges needs to be widened to allow for non-motorised user access. The Council continues to discuss with NH and encourage for the necessary measures (parapets and wide verges at the very least). These are not high cost and could be tied in with earthworks. In addition, the drainage designs are not compatible with above carriageway widths; combined kerb/drain units, gullies in vehicle wheeltrack and kerbside waterflow in wheeltrack all are deemed unacceptable by Council Officers presenting the risk of highways damage and flood risk. However if National Highways commit to standards via the legal agreement then there will be no objections and discussions continue with National Highways in this respect. Regarding the extent of land adoption, the Council's position is that only lands required for highway operation should be adopted (no landscape areas, no adjacent 'surplus lands' plots, no field ditches as not part of essential highway drainage) and discussions on adoption and the DCO continue with NH and matters are progressing well.
- 2.14 *On Friday 14<sup>th</sup> January the Examiner noted National Highways responses regarding the reasons for the necessity of the provision relating to land adjacent to order limits, as provided for under S120 of PA 2008. At this stage, the ExA remains unconvinced that powers so widely drawn would be reasonable for the purposes described by the National Highways*
- 2.15 To best secure positive outcomes through the detailed design stage, it has been agreed that a County Council engineer shall form part of the NH design team on an ongoing basis. Details of this collaboration arrangement are being discussed.

## **2.16 Legal agreement and DCO**

- 2.17 As well the design and approval process, the Councils have proposed changes to the legal text of the DCO itself, and to a legal agreement drafted by NH to try and protect positions in various areas - a key learning point from the A14 project is that if matters weren't secured in the DCO or the supporting legal agreement then there is a risk over future influence.



2.18 National Highways has proposed a series of handover processes used on the A14 development that will provide the level of authorisation / approval in the process that the Joint Authorities require. The next step is to agree how the process outcomes are secured in the legal agreement/DCO. Although this area remains a key risk to the County, there does now appear to be an agreed way forward.

2.19 *On Friday 14<sup>th</sup> January, the Examiner noted National Highways proposed timetable for reaching agreement with local highways authorities and the overview of handover process for de-trunked assets and local highways, and remains dissatisfied with the progress that would be expected at this stage in the Examination or the assurance needed that agreement would be reached before the close of the Examination. As such and to cover the eventuality that agreement is not reached between parties before the close of the Examination, the Examiner proposes tightening the wording to ensure that there are adequate controls for local highways authorities to assess the quality and purpose of the assets that they inherit. Additionally, the Examiner proposes adding additional wording in the dDCO and corresponding explanation in the EM to secure the definition of De-Trunking Handover Plan and De-trunked Road Standards; and a paragraph to be added to include the scope and content of the De-Trunking Handover Plan and De-trunked Road Standards, and the process and timing of approvals.*

## **2.20 Non-Motorised Users**

2.21 The core scheme includes 6km worth of NMU provision (see Map 1 appended). In addition to this NH have secured or are pursuing further funding for 12km of connectivity between St Neots and Cambourne and two further connections, as detailed on Map 2 (appended). However, officers and user groups do not consider that there is sufficient provision for cyclists, walkers, and equestrians within DCO, and NH indicate the project itself has insufficient funding to deliver on all the asks. While progress is being made, significant issues remain. Most of the NMU 'asks' do require an amendment to the DCO, in order to get the appropriate legal classification for each route in place that can then be added to the legal asset records, and onwards to ensure the correct maintenance regime. This is another fundamental reason why the changes need to be made now. It is costly and inefficient to have to make status changes via separate legal events once the DCO has been 'made'. This is a significant issue for the Joint Authorities.

In addition to the NMU references above, the Council requires: A1198 signalised crossing south of CG roundabout with a NMU route to services (and connects to future Cambourne); CG roundabout from McDonalds to continue eastern provision; all-inclusive NMU at Hen Brook and design to be much more attractive because of Wintringham Park; and a number of other articles within the DCO relating to PROW.

2.22 In response, National Highways have successfully pursued an exceptional request to secure £500k of Designated Funding for feasibility work on four priority schemes as identified by the County, and subject to collectively demonstrating the strategic case. These are detailed in Map 3 (appended). The feasibility funding needs to be spent in the 2022/23 financial year and the further funding to deliver the schemes would need to be invested before March 2025. National Highways is drafting wording to include in the legal agreement to demonstrate its commitment to this approach which the County Council will monitor via the Legacy Management Plan. In addition, the A428 Designated Funds already agreed

include funding for St Neots Town Centre (£3.1m, Hen & Abbotsley wetland creation project (£100k feasibility) and Croxton Park (£20k feasibility). It should be noted that historically Cambridgeshire has been successful in receiving allocations from this funding source (including £30m from the A14 team). See images appended to report.

## **2.23 Environmental issues**

2.24 The County has significant concerns regarding the absence of a clear carbon off-setting strategy, details of or an agreement on any intermediate emissions mitigation measures and a plan to implement and monitor said measures ; and a draft/conceptual plan regarding long term emissions mitigation measures. There is a risk that the impact of the scheme may result in national and local legislative and/ policy breaches regarding carbon reduction targets. NH has set out its position and associated justification as follows:

2.25 Last year National Highways (NH) published its Net Zero Plan which sets out three clear milestones:

- Net zero for operations by 2030
- Net zero for maintenance and construction activities by 2040
- Supporting the rapid shift to zero carbon travel on roads by 2050

2.26 The A428 project team is working with Skanska, construction industry leaders in the carbon field, on the road design and construction. They're looking at all emerging technologies and innovation to deliver the maximum carbon benefits. Throughout the public examination for the Development Consent Order process, they have submitted extensive evidence of assessments and plans in this area.

2.27 There is a strong intent to innovate on the scheme which has already committed to using hydro treated vegetable oil to fuel plant, and using electric plant and machinery where appropriate. Pioneering the newest tools and models, some not used before, the team is tracking in depth carbon savings of each design element, using that data to inform decision-making and continuously seeking opportunities for carbon savings throughout.

2.28 The County Council will monitor commitments regarding emissions mitigation via the Legacy Management Plan.

## **2.29 Ecology**

2.30 The outstanding issues and fed into the examination still being discussed relate to Biodiversity Net Gain – simply, the outputs should align with the 'doubling nature' policy and Ox Cam policy. Council Officers consider that Borrow Pits do not constitute 'net gain' and have concerns about the quality of the net-gain offered by NH, for example gains should be made off site (e.g. ancient woods in Huntingdonshire).

2.31 National Highways has made the following justification for its position:

Recognising the impact on the environment of the road construction the A428 team is seeking to go beyond standard mitigation, using National Highways Designated Funds (DF) to investigate the creation of wetlands and sites such as Hen Brook for biodiversity net gain.

2.32 As part of the scheme they are:

- Improving brook biodiversity, caring for mammals, fish and other aquatic species.
- Designing culverts and underpasses to let water and land based animals safely pass beneath roads along watercourses.
- Changing watercourses in a way that is sensitive to aquatic habitats and species.
- Changing the profile of areas of land to slow down the movement of water during floods.
- Planting over 150 acres of woodland and hedgerows to integrate the scheme into the local landscape and maintain connectivity for wildlife.
- Investigating future opportunities to provide for barn owls and bats.

2.33 The team is seeking to innovate and consider all opportunities to deliver further initiatives. Overall, the scheme could deliver a 16% biodiversity net gain, a great improvement on the current requirements for National Highways to achieve 'no net loss' biodiversity and above the 10% Environment bill obligation.

2.34 The County Council will monitor commitments regarding ecology via the Legacy Management Plan.

### **2.35 Heritage and Archaeology**

2.36 Council Officers feel that the archaeological strategy is unacceptable as it is based on the High Speed 2 Rail scheme strategy and contrary to County and District planning policies for cultural heritage. The Council should be in a position to approve schemes based on operating models conducted on other developments locally. Officers have supplied evidence based maplets and strategy notes for areas to be included in an approvable Archaeology Mitigation Strategy - negotiations with National Highways are on-going, recognising that presently matters are unresolved.

### **2.37 Legacy management**

2.38 The Joint Authorities recognise the work done by National Highways in the local community via its community engagement programme. Current discussions are on-going regarding an A428 Legacy Fund, in addition to the use of designated funding for a number of projects. The County Council proposes to formalise all post-DCO legacy activity into a programme of work initially managed and monitored centrally by the Consents Team (the Legacy Management Plan); and ultimately to transition the activity to the respective council service areas and local community groups for delivery. It should be noted that National Highways Designated Fund is a national scheme and no definitive assurances can be provided by the A428 project team that funding will be secured.

- 2.39 The appendices provide images of A14 legacy schemes funded by National Highways designated funds

### 3. Alignment with corporate priorities

#### 3.1 Communities at the heart of everything we do

There are no significant implications for this priority.

#### 3.2 A good quality of life for everyone

The impacts of the project during construction and on traffic movement when operational need to be understood in detail, and commitments to mitigation secured.

#### 3.3 Helping our children learn, develop and live life to the full

There are no significant implications for this priority.

#### 3.4 Cambridgeshire: a well-connected, safe, clean, green environment

This project will improve connectivity significantly between St Neots and Cambridge, by replacing the existing road with dual carriageway, reducing congestion, drawing traffic away from the local road network and allowing for future traffic growth. It is however a major investment principally targeted at providing for journeys by car or HGV and will have implications for carbon generation. There will be landscaping, planting, and other measures included to mitigate the impact of the scheme.

#### 3.5 Protecting and caring for those who need us

There are no significant implications for this priority.

### 4. Significant Implications

#### 4.1 Resource Implications

Officer time is required to review the application, work with National Highways, and prepare to represent the Council at the Examination. This is being supported by appropriate specialists. Associated financial pressures are being looked at in more detail to provide an estimate of the resources required. It is expected that costs by the end of the Examination could be in the region of £150,000-250,000 and it is anticipated that some of this may be recoverable from National Highways, and that costs associated with the Council's statutory duties could be funded by Integrated Transport Block funding.

#### 4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

#### 4.3 Statutory, Legal and Risk Implications

There are risks to the Council in taking on new assets to maintain if they are not in a good condition. However, as the Council supports the project there is an acceptance that new roads and the detrunked or existing A428 will become the Council's responsibility.

Additionally, the traffic generated by the scheme will impact the Council's network and may lead to changes in travel patterns for both cars and Heavy Goods Vehicles, as with the A14.

#### 4.4 Equality and Diversity Implications

There are no significant implications within this category

#### 4.5 Engagement and Communications Implications

There are no significant implications within this category.

#### 4.6 Localism and Local Member Involvement

Local Members have been briefed on the scheme by National Highways, with support from Council officers.

#### 4.7 Public Health Implications

Public health implications need to be understood after a review of the scheme.

#### 4.8 Environment and Climate Change Implications on Priority Areas

*Note: The application is still being reviewed so an initial assessment only is provided here. The assessment may change when there is a fuller understanding of the content.*

##### 4.8.1 Implication 1: Energy efficient, low carbon buildings.

Positive/neutral/negative Status: Neutral

Explanation: No buildings are proposed as part of the project.

##### 4.8.2 Implication 2: Low carbon transport.

Positive/neutral/negative Status: Negative

Explanation: Although electrification of vehicle transport is expected and supported by Government policy, constructing a new dual carriageway although available for use by buses will not cater exclusively for sustainable modes of transport, and will attract and create new traffic. There is provision as part of the project to deliver facilities for active travel users, although at this stage there are concerns whether this is of a suitable standard.

##### 4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.

Positive/neutral/negative Status: Neutral

Explanation: The project will involve construction works but does propose landscape works and mitigation including tree planting. This impact is highly dependent on the issues raised in by the Councils being resolved.

##### 4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

Positive/neutral/negative Status: Neutral

Explanation: The construction will generate waste which will be subject to control through a management plan.

##### 4.8.5 Implication 5: Water use, availability and management:

Positive/neutral/negative Status: Neutral

Explanation: Flooding and water management has been considered as part of the design of the scheme, which includes balancing ponds, consideration of climate change impacts and a Flood Risk Assessment.

4.8.6 Implication 6: Air Pollution.

Positive/neutral/negative Status: Negative

Explanation: The scheme will generate additional traffic which will not be electric vehicles for some time. The assessment may show that although there is additional air pollution from traffic, in many instances it moves the traffic away from the existing communities along the current A428 alignment.

4.8.7 Implication 7: Resilience of our services and infrastructure and supporting vulnerable people to cope with climate change.

Positive/neutral/negative Status: Neutral

Explanation: No impact.

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer:

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement? Yes

Name of Officer:

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law? Yes

Name of Legal Officer: Fiona McMillan

Have the equality and diversity implications been cleared by your Service Contact?

Yes

Name of Officer: Elsa Evans

Have any engagement and communication implications been cleared by Communications?

Yes or No

Name of Officer:

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes

Name of Officer: David Allatt

Have any Public Health implications been cleared by Public Health?

Yes or No

Name of Officer:

If a Key decision, have any Environment and Climate Change implications been cleared by the Climate Change Officer? Yes or No

Name of Officer:

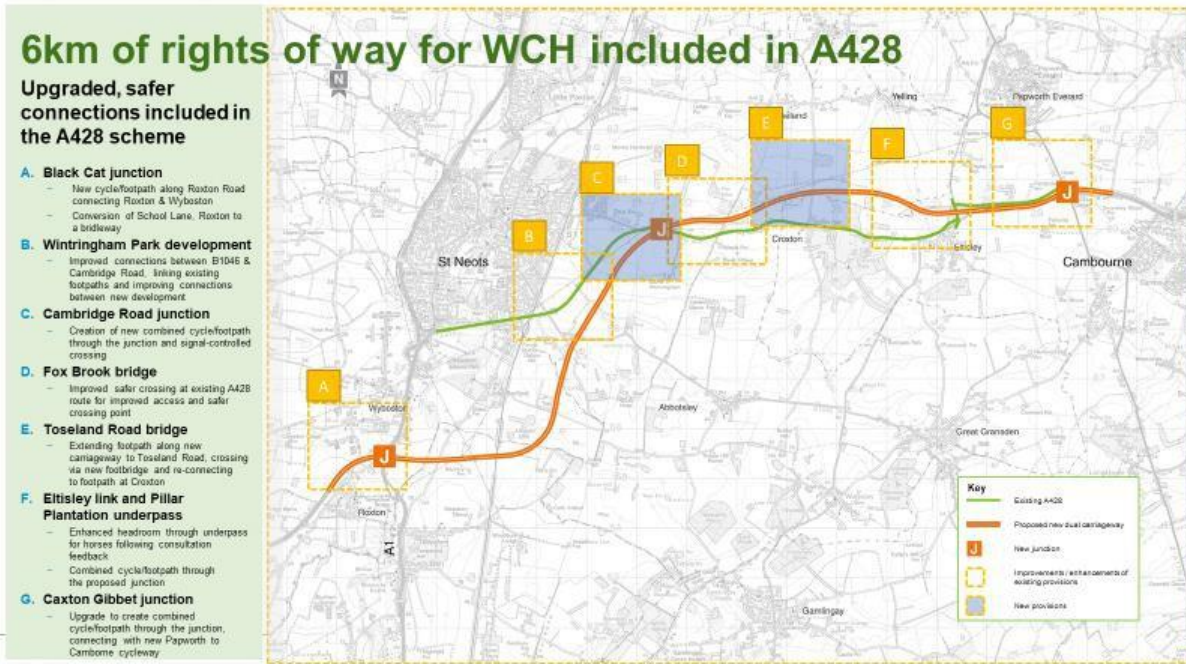
## 5. Source documents guidance

### 5.1 Source documents

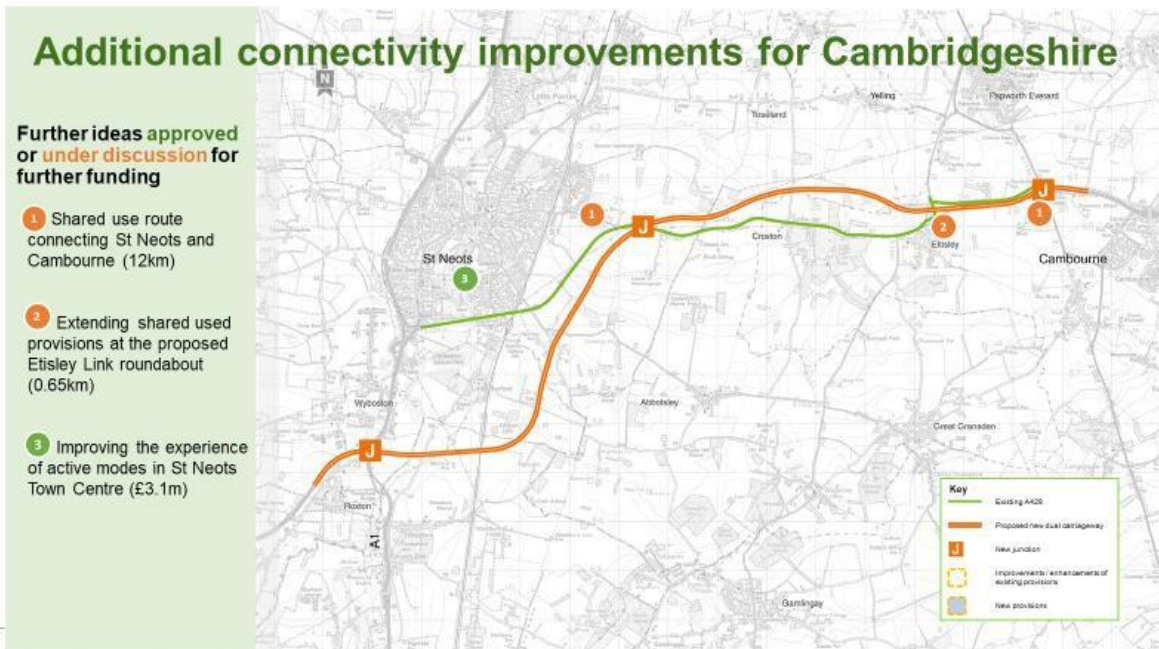
Background information on the A428 Black Cat to Caxton Gibbet scheme is available from National Highways (Highways England): [A428 Black Cat to Caxton Gibbet improvements - Highways England](#)

The full Development Consent Order and submissions to the Examination are available on the Planning Inspectorate website: [A428 Black Cat to Caxton Gibbet Road Improvement scheme](#)

Appendices:  
Map 1

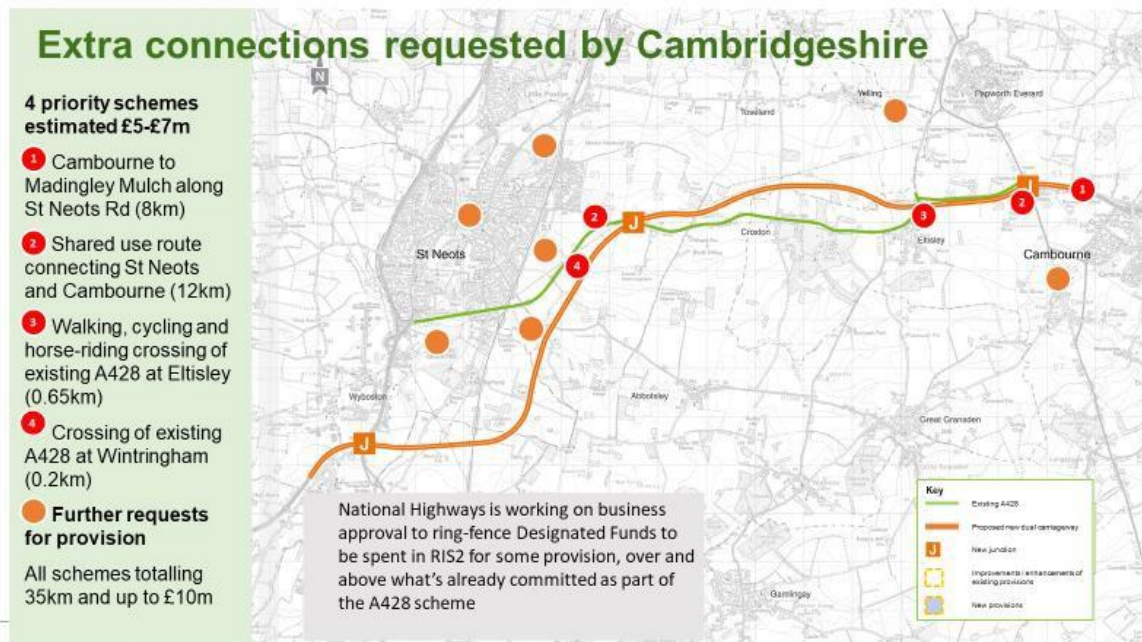


Map 2





### Map 3



### A14 legacy schemes

#### Image 1

#### Bluntisham car park



Image 2

Fenstanton to Swavesey NMU



Image 3

Fenstanton to Swavesey NMU (Photo from by the BHS)



Image 4

Local Access road NMU facility



Image 5

NMU at Hilton Road



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**Public  
Key Decision – No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Corporate Performance Report, 2021/22 Quarter 3

**Meeting/Date:** Cabinet – 10th February 2022

**Executive Portfolio:** Executive Councillor for Strategic Planning, Councillor J Neish

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

**Ward(s) affected:** All

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### **Executive Summary:**

The purpose of this report is to brief Members on progress against Key Actions and Corporate Indicators listed in the Council's Corporate Plan 2018/22 for the period 1 October to 31 December 2021 and on projects being undertaken.

Key Actions, Corporate Indicators and targets are as included in the Corporate Plan Refresh 2021/22, as approved by Council on 21 July 2021.

The report does not incorporate the usual Financial Performance Monitoring Suite information setting out the financial position at the end of the Quarter. This information is being reported as a separate item to Overview and Scrutiny (Performance and Growth) Panel and Cabinet, due to the need for separate focus on financial matters as a result of the impact from Covid-19.

### **Recommendations:**

The Cabinet is invited to consider and comment on progress made against the Key Actions and Corporate Indicators in the Corporate Plan and current projects, as summarised in Appendix A and detailed in Appendices B and C.

## 1. PURPOSE

- 1.1 The purpose of this report is to present details of delivery of the Corporate Plan 2018/22, and project delivery.

## 2. BACKGROUND

- 2.1 The Council's Corporate Plan has recently been refreshed to reflect the impact of Covid-19 on services and was approved at the Council meeting on 21 July 2021. The performance data in this report and its appendices relates to the indicators and actions selected for 2021/22. The information in the summary at **Appendix A** relates to Key Actions and Corporate Indicators and the performance report at **Appendix B** details all results to the end of December.
- 2.2 As recommended by the Project Management Select Committee, updates for projects based on latest approved end dates are included at **Appendix C**. Across all programmes there are currently 20 open projects.

## 3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview and Scrutiny (Performance and Growth) Panel have an important role in the Council's Performance Management Framework and a process of regular review of performance data has been established. The focus is on the strategic priorities and associated objectives to enable Scrutiny to maintain a strategic overview. Their comments on performance in Quarter 3 will be submitted to Cabinet with this report following the Overview and Scrutiny meeting on 2 February 2022.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at **Appendix B** includes details of all Key Actions and Corporate Indicators at the end of Quarter 3. **Appendix C** provides information about projects, including the purpose of the project and commentary from the project managers as to the current status of each project.
- 3.3 Performance Indicator data has been collected in accordance with standardised procedures.
- 3.4 The following table summarises Quarter 3 progress in delivering Key Actions for 2021/22:

Status of Key Actions	Number	Percentage
Green (on track)	17	68%
Amber (within acceptable variance)	7	28%
Red (behind schedule)	1	4%
Awaiting progress update	0	0%
Not applicable	0	

Most key actions were on track at the end of Quarter 3 with one significantly behind schedule. The key action that has been categorised as 'Red' is due to staff resource challenges within the planning team, with the focus currently on core service delivery. Multiple key actions have been impacted throughout the year by the Covid-19

pandemic and lockdown restrictions, which have affected services' ability to deliver and allocation of resources.

Actions which have seen positive progress during Q3 include:

- KA 1. One Leisure Fitness Membership sales are on track to meet recovery targets while admission to activities such as swimming, classes and sports are all ahead of target.
- KA 7. Partnership collaboration to improve opportunities for residents in the Oxmoor area has progressed. Activities including starting a new job club which is being run solely by volunteers. The area has also received targeted support from the Household Support Fund.
- KA 10. Waste contamination rates continue to be monitored and November saw the lowest rate of contamination to date influenced by direct communication with residents and a focus on crew rejections.
- KA 14. HDC have been successful in securing an extra £3.5 million from National Highways designated funds to enhance the St Neots Future High Streets Fund town centre regeneration projects.
- KA 19. A further six commercial estate properties have been let with a total income of nearly £81k per year, this is an increase of £55.8k on previous rental income.

3.5 Quarter 3 results for 2021/22 Corporate Indicators are shown in the following table:

<b>Corporate Indicator results</b>	<b>Number</b>	<b>Percentage</b>
<b>Green (achieved)</b>	23	68%
<b>Amber (within acceptable variance)</b>	6	18%
<b>Red (below acceptable variance)</b>	5	15%
<b>Awaiting progress update</b>	0	0%
<b>Not applicable (annual/data unavailable/ targets TBC)</b>	2	

While the majority of performance indicators were Green at the end of Quarter 3, five were given a Red status because performance was below an acceptable variance.

Indicators where services are meeting or exceeding their targets include the following:

- PI 1 & 2. Performance in the speed of processing new Housing Benefit or Council Tax Support claims and changes of circumstances remains within target (and has been all year) despite high volumes of work due to the increase of people transferring to Universal Credit.
- PI 3. There have been an additional 134 successful outcomes for homelessness cases since Q2. Of these, 80% were homelessness preventions and the remainder were successful homelessness reliefs.
- PIs 6 & 7. One Leisure memberships, service users and attendances continue to recover, with targets exceeded in relation to One Leisure facilities admissions. The number of Active Lifestyles sessions delivered are also ahead of target, which has been consistently high all year.
- PI 10. The number of missed bins per 1,000 households is within the target set. Improvements in processes have resulted in fewer bins being reported as missed when crews have already recorded a waste event taking place.
- PI 20. A further 114 affordable homes were completed in Quarter 3.
- PI 21. The net growth in the number of homes with a Council Tax banding is slightly higher (824) than the increase seen by the end of the same quarter in 2020/21 (724).

- PI 35. There are now over 43,000 customer accounts on our customer portal, with a significant increase recorded so far this year (up to 56% of households in the district at Q3 2021/22 compared to 31% at year-end 2020/21).

The pandemic is having less impact on performance for most services compared to last year but is a significant factor in the following indicator not achieving its target:

- PI 23. Rate reliefs awarded to key business sectors impacted by restrictions introduced to tackle the pandemic have skewed the payment profile for Business Rates and made forecasting the proportion to be collected this year more difficult.

There were five Red indicators with performance below acceptable variance that were not directly linked to Covid-19 or the impact of the lockdown on services:

- PI 14. To the end of Q3, 30% of planning appeals decided were allowed against the Council. Small numbers can make a significant difference to this indicator as this performance relates to just six (out of 20) appeals. The cases overturned are being reviewed to identify any trends to improve this performance going forward.
- PI 18. As reported in Q2, performance in processing minor planning applications within agreed timescales had started to improve (from 62% at Q1 to 65% in Q2). However, Q3 saw a decrease in performance, bringing the cumulative total down to 64%. Officers are being encouraged to work with applicants to seek extensions to deadlines to manage the number of minor applications processed on time.
- PI 27. As at the end of December, 79% of invoices (year to date) from suppliers had been paid within 30 days. Following successful recruitment in Q2, the need to support and train a new starter had an impact on the small team and this indicator. Despite this challenge, the team provided training to services and have gained feedback on current processes with a view to improving future performance.
- PI 33. As reported in Q1 and Q2, significant resource issues in Development Management contributed to more Stage 2 complaints not being resolved in time.
- PI 34. As reported in Q2, there continues to be an increase in avoidable contacts now that Council Tax calls are being directed to the Customer Services contact centre. This has improved the number of Council Tax calls answered but has also led to an increase in contacts classed as 'avoidable'. An example of an 'avoidable' contact includes a customer calling simply to clarify information on their bill. Work is underway to improve the wording of bills to help reduce this. Also, further training in the team is being delivered to capture all avoidable contact communication to ensure all relevant data regarding 'avoidable' contact is being collected.

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

Corporate project status	Number	Percentage
Green (progress on track)	5	25%
Amber (progress behind schedule, project may be recoverable)	10	50%
Red (significantly behind schedule, serious risks/issues)	5	25%
Pending closure	0	
Closed (completed)	0	

The majority (75%) of projects were on track or likely to be recoverable. Details of all projects can be found in **Appendix C**.



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

- 4.1 The Overview and Scrutiny (Performance & Growth) Panel is due to receive this report at its meeting on 2 February 2022. Comments from the Panel will be submitted to Cabinet with this report.

#### **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 3, 2021/22

**Appendix B** – Corporate Plan Performance Report, Quarter 3, 2021/22

**Appendix C** – Project Performance, December 2021

#### **CONTACT OFFICERS**

##### **Corporate Plan Performance Monitoring (Appendices A and B)**

Daniel Buckridge, Business Intelligence and Performance Manager, email

[daniel.buckridge@huntingdonshire.gov.uk](mailto:daniel.buckridge@huntingdonshire.gov.uk)

Emma Charter, Performance and Data Analyst, email [emma.charter@huntingdonshire.gov.uk](mailto:emma.charter@huntingdonshire.gov.uk)

##### **Project Performance (Appendix C)**

Joanne Lancaster, Managing Director, email [joanne.lancaster@huntingdonshire.gov.uk](mailto:joanne.lancaster@huntingdonshire.gov.uk)

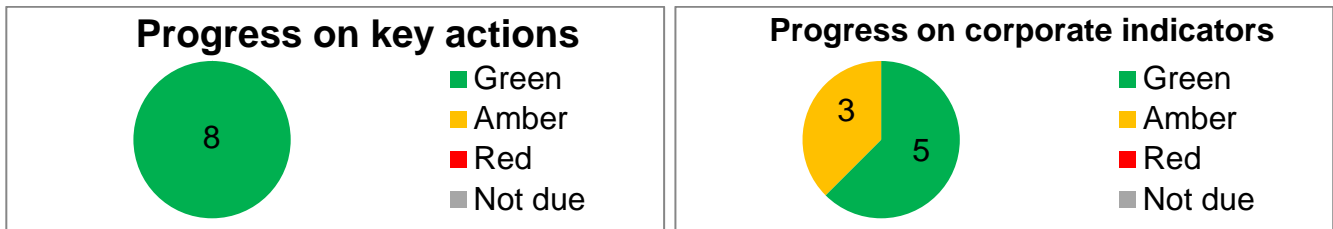
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# Appendix A

## Corporate Performance Summary Quarter 3, 2021/22

### People

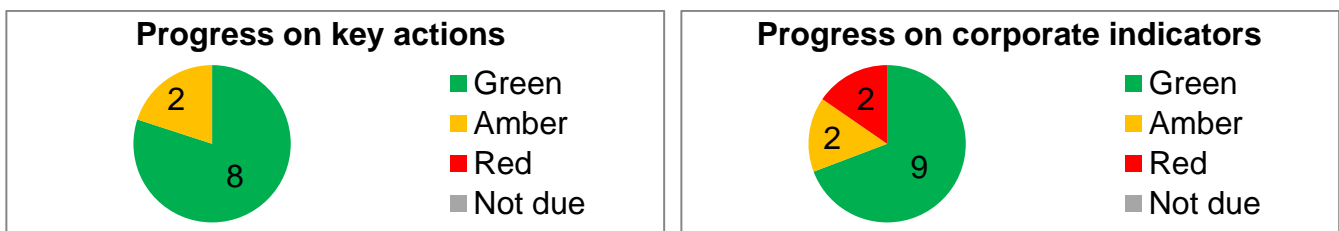
We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making



Highlights include targeted support to residents in the Oxmoor area via the Household Support Fund.

### Place

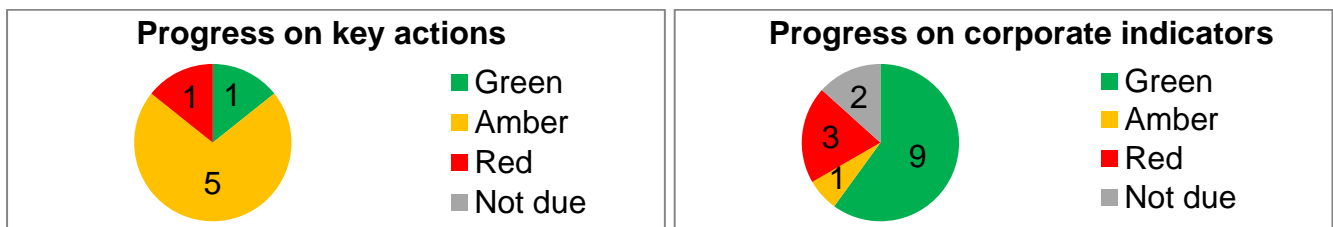
We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing



Highlights include securing an extra £3.5 million from National Highways designated funds to enhance the St Neots Future High Streets Fund town centre regeneration projects.

### Becoming a more efficient and effective council

We want to continue to deliver value for money services



Highlights include re-letting six commercial properties at a total annual rent of £81k – an increase of over £55k compared to previous rents.

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## STRATEGIC THEME – PEOPLE

Period October to December 2021

## Summary of progress for Key Actions

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	8		0		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

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	5		3		0		0		0

## WE WANT TO: Support people to improve their health and well-being

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	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	Fitness Membership sales on track to meet recovery targets with admission to activities such as swimming, classes and sports all ahead of target. Partnerships with Hunts Community Cancer Network and others continue to flourish. Work with green spaces team has continued delivering sessions in open spaces.

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 2. Provide financial assistance to people on low incomes to pay their rent and Council Tax	Ongoing	Cllr Keane	Amanda Burns	<p>A total of £162k has been made in Discretionary Housing Payments to help people on low incomes pay their housing costs. £55k remains in the budget for Q4.</p> <p>Covid-19 Test &amp; Trace Support Payments of £500 are designed to help people on qualifying benefits who have been requested by the NHS to self-isolate and will lose income. Demand for these is extremely high - 844 applications were received in Q3 compared to 152 applications for the same period last year.</p>
G	KA 3. 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	<p>Joint protocols have been agreed with several public sector partners to ensure referrals are made under their 'Duty to Refer' to the housing authority. These start customers on a pathway to help try to prevent homelessness through earlier intervention. They include pathways for care leavers and 16-17 year olds (with the County Council) and prison leavers (with HMP Peterborough, Probation and other criminal justice agencies).</p> <p>A protocol and pathway is being agreed with mental health and substance misuse partners and is due to be implemented by March 2022.</p>
G	KA 4. Adopt a new Homelessness Strategy and a new Lettings Policy	March 2022	Cllr Fuller	Jon Collen	<p>Consultation draft of the Homelessness Strategy was approved by Cabinet in July. Wide-ranging consultation is taking place through September-October. Some slippage as this is partnership initiative and we have to work to timescales in line with other Councils. Formal adoption to be completed by end of March 2022. Revised Lettings Policy was approved and went live in July 2021.</p>

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 5. Identify and implement solutions to eradicate the need to place homeless families in B&Bs	Ongoing	Cllr Fuller	Jon Collen	Latest scheme provided in partnership with Chorus came on-line in May, providing an additional 22 units as alternatives to B&B. Further alternative options to B&B will continue to be explored. However, latest Government initiative to assist rough sleepers with accommodation during Omicron outbreak has seen an increase of placement of single people in B&B.

**WE WANT TO: Develop stronger and more resilient communities to enable people to help themselves**

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 6. Support community planning including working with parishes to complete Neighbourhood Plans	Ongoing	Cllr Neish	Clara Kerr	Cabinet approval of modified Grafham and Ellington Neighbourhood Plan to proceed to referendum. Referendum anticipated January 2022.
G	KA 7. 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	This work continues and has evolved through targeted work around the response to the pandemic. This includes the creation of the weekly community fridge and the launch of the Oxmoor job club, both of which are run solely by volunteers. The Oxmoor area has seen targeted support via the Household Support Fund and is a target location for the new tenancy agreement work.
G	KA 8. Work with Recognised Organisations and other community organisations to increase volunteering	Ongoing	Cllr Bywater	Finlay Flett	Hunts Forum were tasked with reviewing the Recognised Organisation process to create tiers of trusted partners and groups. This work continues alongside the Community Strategy. Volunteering numbers continue to be stable and there will be a re-focus on this area of business once things have settled down from the Omicron variant.

## Corporate Performance and Contextual Indicators

### Key to status

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	<b>?</b>	Awaiting performance update	<b>n/a</b>	Not applicable to assess performance
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Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 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	21	21	23	21	<b>G</b>	23	23	<b>G</b>

Comments: (Revenues & Benefits) The number of new benefit claims received has remained steady throughout the whole of 2021/22.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 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	5	5	5	4	<b>G</b>	5	4	<b>G</b>



Comments: (Revenues & Benefits) Volumes of work remain high due to the increase in people transferring to Universal Credit.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 3. Number of homelessness preventions achieved (cumulative year to date)	523	374	300	357	G	400	475	G
Aim to maximise								

Comments: (Housing Needs & Resources) 357 successful outcomes to the end of Q3 (made up of 271 successful preventions and 86 successful reliefs).

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 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)	6,829	23,573	18,500	18,127	A	25,000	25,000	G
Aim to maximise								

Comments: (Leisure and Health) Q4 is most productive quarter for usage. Difficult to predict with current wave of Covid-19 but should be very close to target.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 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	824	824	2,500	2,226	A	3,500	3,500	G

Comments: (Leisure and Health) Target set at 19/20 levels. Over the year and with the emergence of Omicron this has proved to be too high. Average attendance is below pre-Covid levels. The environment is still volatile given our target audiences. However, we have a number of new activities planned for Q4. Six full weeks at the start of the year were lost due to Covid-19 regulations therefore recovery has been good.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 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	719	715	1,875	1,948	G	2,500	2,500	G

Comments: (Leisure and Health) The team are delivering the required number of sessions to meet the annual target. This has always remained on target despite the challenges faced.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 7. People participating more often: Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall, pitches and Burgess Hall (excluding school admissions) (cumulative year to date)  Aim to maximise	304,252	302,933	750,000	838,885	G	1,031,800	1,100,000	G

Comments: (Leisure and Health) Admissions ahead of target mainly due to higher levels of swimming (which One Leisure believe is seen as safer exercise following Covid-19 pandemic).

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 8. People participating more often: One Leisure Active Lifestyles total attendances (cumulative year to date)  Aim to maximise	5,709	5,500	43,500	26,970	A	58,000	40,000	A

Comments: (Leisure and Health) Target set at 19/20 levels. Over the year and with the emergence of Omicron this has proved to be too high. Average attendance is below pre-Covid levels due to customer reticence, restrictions on numbers, and partners not returning to pre-Covid behaviours affecting onward referrals. Six full weeks were also lost at the start of the year.

## STRATEGIC THEME – PLACE

Period October to December 2021

### Summary of progress for Key Actions

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
<b>8</b>		<b>2</b>		<b>0</b>		<b>0</b>		<b>0</b>	

*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

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
<b>9</b>		<b>2</b>		<b>2</b>		<b>0</b>		<b>0</b>	

### WE WANT TO: Create, protect and enhance our safe and clean built and green environment

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA 9. Adopt a plan and deliver increases in nature – protecting and increasing biodiversity within our parks and open spaces	Ongoing	Cllr Beuttell	Helen Lack	First three audits complete. Looking to roll out to all parks as part of an individual site assessment portfolio.
<b>G</b>	KA 10. Deliver programme of waste minimisation activities to encourage people to reduce, re-use and recycle	Ongoing	Cllr Beuttell	Andy Rogan	Projects are running well. Contamination rate for November was the lowest to date at 4.74% which has been the result of crew rejections and direct communications with the residents.

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					We're now halfway through the food waste trial and feedback remains good. Initial data shows that the refuse tonnage has decreased in this area and the organic tonnage has seen a slight increase. From feedback, many residents have reduced the amount of food they waste overall by buying what they need, portion control and freezing what they can. A survey with residents has just concluded and results can be reported on in the next update.

**WE WANT TO: Accelerate business growth and investment**

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>A</b>	KA 11. Develop a Regeneration Plan	Ongoing	Cllr Fuller	Clara Kerr	Framework regeneration plan issued to organisation. Comment awaited.
<b>G</b>	KA 12. Work with partners across the Cambridgeshire economy to deliver the ambitions of the Cambridgeshire and Peterborough Independent Economic Review / Local Industrial Strategy (CPIER/LIS)	Ongoing	Cllr Fuller	Clara Kerr	<p>The primary focus has been the continued support of business through the pandemic in the form of business grants, including working with the Cambridgeshire and Peterborough Combined Authority (CPCA) to administer grants.</p> <p>It is recognised that continued close working is required to review the ambitions of CPIER/LIS and review in light of impacts of Covid-19.</p> <p>The Council continues to maintain focus on inward investment and promotion of Huntingdonshire in the Cambridgeshire economy.</p>

**WE WANT TO: Support development of infrastructure to enable growth**

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
G	KA 13. 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	Ongoing dialogue in relation to the A141, St Ives Study, Local Transport and Connectivity Plan, Bus Franchising. A141/St Ives study CPCA board paper anticipated January 2022.
G	KA 14. Support the implementation of 'Prospectuses for Growth' for St Ives, Huntingdon and Ramsey and the St Neots Masterplan	Ongoing	Cllr Fuller	Clara Kerr	Collaborative working underway to deliver programme of accelerated projects across St Ives, Huntingdon and Ramsey. In addition, longer term regeneration masterplanning underway. In St Neots, the Future High Streets Fund (FHSF) projects have been stood up and are in development across the key project areas, working with legal advisors and securing appropriate specialist advice for The Old Falcon and Priory Quarter. Additional funding (£3.5m) has been secured from National Highways toward highway related works.
G	KA 15. 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	A428 Development Consent Order (DCO) hearings commenced with the Planning Inspectorate. Ongoing dialogue with Highways England to resolve outstanding matters and continued working on Statement of Common Ground. EWR Environmental Statement still in development and DCO not yet commenced.
G	KA 16. 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	There has been limited activity with the Ox-Cam Arc agenda in Q3. Focus on A428 DCO and pending EWR DCO addressed under KA15.

**WE WANT TO: Improve the supply of new and affordable housing, jobs and community facilities to meet current and future need**

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA 17. 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	New Annual Monitoring Report (AMR) published. The Council has a housing land supply that equates to 5.52 years.
<b>A</b>	KA 18. Design and implement strategies to use Council assets to support the delivery of affordable homes	Ongoing	Cllr Fuller / Cllr Gray	Pamela Scott	There has been a slight delay in the submission of planning applications for this project due to the completion of site surveys and the appointment of contractors. Information on the sites has now gone out to Town and Parish Councils and residents affected by the projects. It is anticipated that planning applications should be submitted in the next quarter with start on sites still achieved in 2022/23 subject to planning.

## Corporate Performance and Contextual Indicators

### Key to status

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
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Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 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	90%	85%	80%	77%	<b>A</b>	80%	80%	<b>G</b>

Comments: (Operations) Slight drop in standards due to leafing season. Standards are expected to improve during Q4. There may possibly be issues due to high levels of Covid-19 cases impacting staff and services.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 10. Number of missed bins per 1,000 households (cumulative year to date)  Aim to minimise	0.57	0.57	0.75	0.59	<b>G</b>	0.75	0.65	<b>G</b>



Comments: (Operations) Continued work with the collection crews to ensure missed collections are identified. Better reporting means fewer missed bins are reported if the crews have already recorded a waste event.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 11. Percentage of household waste recycled/reused/composted (cumulative year to date)	58%	61%	60%	60%	G	60%	58%	A
Aim to maximise								

Comments: (Operations) Figures are based on a projected tonnage for recycling in December as actual figures haven't come through as yet. With the decline in garden waste tonnage, it is predicted that the forecast outturn will be circa 58% for the year. Work on delivering the Waste Minimisation Strategy and action plan is ongoing (see KA 10 for further information), which is expected to lead to further improvements in diverting waste from landfill.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 12. Number of complaints about food premises (cumulative year to date)	123	107	412	57	G	550	300	G
Aim to minimise								

Comments: (Community) The number of complaints to the Council about food premises is lower than anticipated in Q3. It is possible that a lower number of people eating out compared to previous years (due to the pandemic) could have been a factor. There were 129 requests for advice during Q3 and 96 generic food complaints (which did not relate to specific businesses).

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 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	31%	32%	39%	38%	A	40%	38%	A

Comments: (Community) No change from last year - purchase of newer cars to replace older licensed vehicles has slowed due to lack of business during Covid-19.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 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	24%	26%	15%	30%	R	15%	28%	R

Comments: (Development) 6 of 20 appeals allowed to date, with the percentage influenced by small numbers in either direction. We are reviewing those overturned appeals to determine if there is a pattern in terms of use of policy or comments from consultees. This should reduce the percentage for the following year.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 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	0	0	0	0	G	0	0	G

Comments: (Development) No claims for costs on applications determined against officers' recommendations at Committee to date.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 16. The amount of Community Infrastructure Levy (CIL) funding committed for infrastructure development (cumulative year to date)  Aim to maximise	£7,975,727	N/A	No target set	£95,000	G	No target set	£95,000	G

Comments: (Growth) In the financial year 2021-22, to date £95,000 has been allocated to two projects approved by Cabinet on 22nd October 2021.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 17. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period) (cumulative year to date)  Aim to maximise	88%	86%	86%	87%	G	86%	86%	G

Comments: (Development) We are above the target but we will monitor applications for the last quarter to ensure there's no slippage at end of year.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 18. Percentage of planning applications processed on target – minor (within 8 weeks or agreed extended period) (cumulative year to date)  Aim to maximise	88%	77%	84%	64%	R	84%	65%	R

Comments: (Development) National monitoring combines minor and other applications into a single percentage, the target is 70%, we are operating at 73.9%. We will be addressing this by encouraging officers to seek extensions of time for all applications.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 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	90%	84%	81%	81%	G	81%	81%	G

Comments: (Development) On target to achieve local designated percentage. We will continue to encourage officers to seek extensions of time for all applications where necessary to stay on target.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 20. Number of new affordable homes delivered in 2020/2021 (cumulative year to date)  Aim to maximise	274	95	No target set	222	G	331	363	G

Comments: (Housing Strategy) In this Quarter, 114 affordable homes have been completed. This follows 32 and 76 completions in Q1 and Q2 respectively. Some Registered Providers (RPs) have reported difficulties in respect of securing labour and materials; this is making forecasting to the end of the financial year more challenging. Forecasts are therefore more cautious and more susceptible to change. However, the target number of 331 by year end is, at this stage, expected to be achieved. Note: latest figures from one RP were unavailable at the time of publication.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 21. Net growth in number of homes with a Council Tax banding (cumulative year to date)  Aim to maximise	1,038	724	No target set	824	G	No target set. Defer to AMR	N/a	G

Comments: (Growth) Valuation Office Agency data shows the total at 29 December 2021 was 824 higher than at 31 March 2021. This is slightly higher than the increase seen by the end of Q3 last year.

## STRATEGIC THEME – BECOMING A MORE EFFICIENT AND EFFECTIVE COUNCIL

Period October to December 2021

### Summary of progress for Key Actions

<b>G</b>	Progress is on track	<b>A</b>	Progress is within acceptable variance	<b>R</b>	Progress is behind schedule	?	Awaiting progress update	<b>n/a</b>	Not applicable to state progress

*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

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	?	Awaiting performance update	<b>n/a</b>	Not applicable to assess performance

### WE WANT TO: Become more efficient and effective in the way we deliver services

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
<b>G</b>	KA 19. 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	Q3 saw completion of a further six lettings at a total income of £80.9k p.a. (an increase of £55.8k on previous rents), comprising new lettings at The Meadow, Huntingdon, Caxton Road (now fully let), Oak Drive (now fully let) and one unit at Levellers Lane. One rent review concluded at £41.5k p.a (increase of £2.6k p.a) and one unit was vacated at Alms Close but is in legals to re-let.

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
					Total transactions year-to-date amount to 25 (£319k of annual rent showing an increase in rent of £116.7k p.a.). Four additional transactions concluded (consents, wayleaves etc) generating a capital receipt of £18k to be offset on works at properties.
A	KA 20. 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	<p>With the delivery of a secure data processing environment, work has begun on integrating data from our HR and Finance systems to provide detailed cost data. Challenges have presented themselves in being able to isolate the specific costs associated with the delivery of core business processes rather than an entire service which delivers many business processes and project work.</p> <p>Further work continues to develop an effective management framework that can consume the metrics and provide insight to their trends and develop action plans to affect them.</p>
A	KA 21. 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	The methodologies and approaches that have been developed have been used in externally funded projects and employed within the Recovery Programme to good effect. This has led to adoption of co-design and data driven projects. However, the adoption of these approaches to business change within the wider council remains challenging with limited success in delivering effective change management to core services.
A	KA 22. Develop Workforce Strategy including options for best use of apprenticeship levy	Ongoing	Cllr Keane	Justin Andrews	Formalising plans on utilising apprenticeship levy to meet future skills gaps.



**WE WANT TO: Become a more customer focussed organisation**

Status	Key Actions for 2021/22	Target date	Portfolio Holder	Head of Service	Progress Update to be reported each Quarter
A	KA 23. Develop our understanding of customer and resident needs and demands	Ongoing	Cllr Keane	Michelle Greet	Work ongoing and to be developed further under the Community Strategy. Work also underway to introduce a customer forum to HDC.
A	KA 24. 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	Work is ongoing to review and improve the online offering to customers and enable access to services at a time that suits them.
R	KA 25. Introduce a new electronic pre-application planning advice service	End Q4	Cllr Neish	Planning Service Manager (DM)	Service has seen significant ongoing challenges recently with a number of the team taking new roles outside HDC. Additional resources have been brought in and a service stabilisation plan is being delivered. The focus for now is on core service delivery therefore this particular action has been postponed, although work to improve digitisation of all services continues (see PI 36).

## Corporate Performance and Contextual Indicators

### Key to status

<b>G</b>	Performance is on track	<b>A</b>	Performance is within acceptable variance	<b>R</b>	Performance is below acceptable variance	<b>?</b>	Awaiting performance update	<b>n/a</b>	Not applicable to assess performance
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Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 22. Total amount of energy used in Council buildings (cumulative year to date)  Aim to minimise	6,263,445 kWh (38% down on 2020/21 target)	N/A	TBC	TBC	<b>N/a</b>	9,873,037 kWh (2% year on year target reduction since baseline year 15/16)	TBC	<b>N/a</b>

Comments: (Corporate Resources) Due to timing issues with billing, it is not possible to report on this indicator at this time. Performance is expected to be on track based on results in Q1 and Q2, and full-year performance will be included in the next report.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 23. Percentage of Business Rates collected in year (cumulative year to date)  Aim to maximise	98%	84%	No target set	85%	<b>G</b>	99%	98%	<b>A</b>

Comments: (Revenues & Benefits) Normally we would set the target as the performance at the end of Q2 in the previous year but this cannot be used due to the impact that the pandemic had on collection rates last year. The award of reliefs to businesses in the retail, hospitality and leisure sectors has skewed the payment profile making forecasting more difficult. A further £4m has now been allocated to HDC to award reliefs in 2021/22 for businesses that have not been able to benefit from previous reliefs. Work is underway to determine the best way of allocating this.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 24. Percentage of Council Tax collected in year (cumulative year to date)  Aim to maximise	98%	85%	No target set	85%	G	98%	98%	G

Comments: (Revenues & Benefits) Normally we would set the target as the performance at the end of Q3 in the previous financial year but this can't be used due to the impact that the pandemic has on collection rates last year. It has been a challenging year so the performance at Q3 is very encouraging.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 25. Number of magistrates court appeals against licensing decisions which have been upheld against the Council (cumulative year to date)  Aim to minimise	1	0	7	4	G	10	5	G

Comments: (Community) There has been one additional appeal upheld in Q3, however this remains within target

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 26. Percentage satisfaction with ICT support services from feedback received (cumulative year to date)  Aim to maximise	95%	98%	95%	96%	G	95%	95%	G

Comments: (3C ICT) To note: in October, 100% of responses were satisfactory or above.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 27. Percentage of invoices from suppliers paid within 30 days (cumulative year to date)  Aim to maximise	76%	73%	98%	79%	R	98%	81%	R

Comments: (Corporate Resources) Following successful recruitment to fill a vacancy in Accounts Payable, the income team have managed to train and support the new starter and the invoice process is now up to date as at the end of December. However, losing a fully trained long term team member impacted greatly upon an already small team so this has had an impact on the number of invoices paid on time during Q3.

Following discussion with services, a training session took place which provided an opportunity to collect feedback on the current process and how it works in practice in services. This exercise has identified where further work or more support is needed to process invoices for payment on time. Further training sessions are planned, and these will help to ensure services are aware of the impacts of delayed processing of invoices.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 28. Staff sickness days lost per full time equivalent (FTE) (cumulative year to date)  Aim to minimise	5.1 days/FTE	3.8 days/FTE	TBC	4.7 days/FTE	G	TBC	7 days/FTE	G

Comments: (Corporate Resources) Sickness absences remain lower than previous years, but increasing from last year when sickness levels were at an all time low (noting Covid-19 isolation is not classed as sickness).

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Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 29. Income generated from Commercial and Operational Estate Rental Income (cumulative year to date)  Aim to maximise	£4.8m	£3.8m	£3.67m	£4.3m	G	No target set but use budget of £4.89m	£5.1m	G

Comments: (Corporate Resources) Income from the commercial estate and letting of surplus previously operational estate has held up and re-letting of vacant units buoyant.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 30. Percentage of calls to Call Centre answered (cumulative year to date)	89%	82%	80%	80%	G	80%	80%	G

Aim to maximise								
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Comments: (Customer Services) Almost all staff are now fully multi-skilled, which will help us maintain our service levels. We are scheduled to go live with a new Contact Centre telephone system on 2nd February and we are focused on implementing this with a minimum of disruption. The upgrade will enable staff to take customer calls remotely, improving the resilience of the service.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 31. Customer Services satisfaction rate (cumulative year to date)	N/A	N/A	80%	N/A	<b>N/a</b>	80%	N/A	<b>N/a</b>
Aim to maximise								

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

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 32. Percentage of Stage 1 complaints resolved within time (cumulative year to date)	93%	95%	90%	90%	<b>G</b>	90%	90%	<b>G</b>
Aim to maximise								

Comments: (Customer Services) The data suggests that we can expect to meet our year end target by responding to 90% of S1 complaints on time.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 33. Percentage of Stage 2 complaints resolved within time (cumulative year to date)  Aim to maximise	87%	87%	90%	68%	R	90%	70%	R

Comments: (Customer Services) The data suggests that we are not on target to meet the target of responding to 90% of S2 complaints on time this year. During 2021 there were some significant resource issues within Planning Services that impacted on complaint response times.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 34. Percentage reduction in avoidable contacts (cumulative year to date)  Aim to maximise	-15%	-12%	-15%	+33.7%	R	-15%	+20%	R

Comments: (Customer Services) The Customer Services contact centre is now taking some of the calls previously handled directly by Council Tax - this will ensure more calls will be answered and customers are helped. This has led to an increase in the contacts classed as avoidable because many customers call to clarify information on their bills which we class as avoidable contact as well as the overall volumes increasing.

We also capture as Avoidable instances where there is a Web Form alternative which also increases the figures. We have delivered training with our team to make sure we are capturing all avoidable contact communication.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 35. Percentage of households with customer accounts generated (latest result)  Aim to maximise	31%	27%	40%	56%	G	40%	60%	G

Comments: (Customer Services) We now have 43.7K 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, and advisors create accounts on the customer's behalf when they call in.

Performance Indicator	Full Year 2020/21 Performance	Q3 2020/21 Performance	Q3 2021/22 Target	Q3 2021/22 Performance	Q3 2021/22 Status	Annual 2021/22 Target	Forecast Outturn 2021/22 Performance	Predicted Outturn 2021/22 Status
PI 36. Percentage of all council services that have an end to end digital process (latest position at end of each quarter)  Aim to maximise	19%	N/A	25%	20%	A	35%	22%	A

Comments: (Transformation) Delivery of integrated forms relating to Operations services has continued, meaning some of our highest volume transactions are now integrated. Performance has been slower than expected due to challenges within 3C ICT around staff retention. Delivery of integrated Revenues and Benefits forms has been delayed due to increase workload linked to Covid-19. Delivery of integrated Environmental Health and Licensing forms have been delayed due to delays in the implementation of a new line of business system within the three partner councils.



Appendix C: Project Performance – end of December 2021

Programme / Project Name	Description / Outcome	Original Completion Date	Current Completion Date	RAG	Status	Latest Project Update	Service Area	Project Sponsor	Project Lead
Cycle Route Improvements	Management of work with County on delivery of cycling routes. 120 submitted to CCC.			A	In Progress	<b>Dec 21 update:</b> The draft Local Cycling and Walking Infrastructure Plan (LCWIP) was consulted on by the County Council (CCC) over the summer. HDC responded in July, and an update has been requested. The Greater Cambridge Partnership (GCP) is overseeing the Area Connectivity project. CCC has been undertaking engagement with members on the St Ives and Huntingdon Covid-19 emergency measures (badged as Active Travel Tranche 2 schemes).	Strategic Planning	Clara Kerr	Melissa Reynolds
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.	31/03/2024	31/03/2025	A	In Progress	<b>Dec 21 update:</b> The Future High Street Fund (FHSF) agreement has been signed off with almost £13m across six projects. Extensive community and civic consultation in St Neots in creating a sense of vision, community and regeneration of the town centre. Additional £3.5m gained via National Highways. Submission to Cambridgeshire and Peterborough Combined Authority (CPCA) for Market Towns Accelerated Projects - approx. 14 projects awarded funding representing £1.8m across the three market towns. Majority of Accelerated Projects will be delivered within budget and timeframe. Additional £800k to be rolled out in 2022/23 financial year. Master planning - the three market towns, aspiration and pipeline of practical projects to be identified by March 2022.	Strategic Planning	Clara Kerr	Seamus Cleary
Accelerated Programme	A programme of short-term interventions to support the market towns of St Ives, Huntingdon and Ramsey and respond to challenges associated with COVID 19.	31/03/2022	31/03/2022	A	In Progress	<b>Dec 21 update:</b> Funding Agreements - all funding agreements have been signed except for Smarter Towns, Ramsey Civic Hub and Pedestrianisation. Public Conveniences - Contract tendered. Tender Period 03.12. 2021 - 10.01.2022. Smarter Towns - procurement waiver submitted. Highlight Report completed. Project In Flight. Ramsey Civic Hub – Novation: Terms and Conditions agreed between parties. Contract engrossed by the CPCA. Contract circulated for signing. Ramsey Pedestrianisation – Initial discussions held with HDC and CCC. Wider Ramsey project being discussed with a view to integrating projects to aid co-ordination and resolve on site constraints. Small scale quick win pedestrianisation projects being scoped. Ring fencing of funding planned to build in scope to complete implementation of Traffic Regulation Order and alignment with master planning process.	Development	Clara Kerr	Seamus Cleary/Kenneth Rose
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.			G	In Progress	<b>Dec 21 update:</b> We have contacted all the Ward Councillors and Town and Parish Councils that have a development site in their area and advised them of the plans to develop the individual sites; we have also contacted individual residents that are directly impacted. We will be attending meetings with some Town and Parish Councils during December and January to advise them of our plans in more detail and to hear their views. The surveys on the sites should be completed by 17th December 2021, these have been slightly delayed due to the availability of the companies to carry out the different surveys required for the submission of planning. We expect planning applications to now be submitted in January 22.	Development	Jo Lancaster	Pamela Scott

Programme / Project Name	Description / Outcome	Original Completion Date	Current Completion Date	RAG	Status	Latest Project Update	Service Area	Project Sponsor	Project Lead
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.			A	In Progress	<b>Dec 21 update:</b> Version 2 of the waste forms is undergoing testing held up by dependency on Greater Cambridge Shared Waste Service. Transition to business as usual (BAU) operations continues slowly as resources shared with Core and Contact Centre Telephony projects which are due to go live in Q4 FY 21/22.	Transformation	John Taylor	Tony Evans
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.			A	In Progress	<b>Dec 21 update:</b> Progress has been made on the delivery of the data store, this is undergoing testing and documentation, changes are needed to the security model to complete delivery of this item, this is with 3C ICT. Digital continue work on the delivery of the integration with the Customer Portal for form and Frequently Asked Questions (FAQ) reporting. Upon delivery of the integration work on dashboard generation will begin that builds on the existing work delivered for Complex Change. Resources are scarce in Digital and in Transformation and shared between other priority projects which is causing delays on this project.	Transformation	John Taylor	Tony Evans
CPP - Dynamics Replacement	Replaces Dynamics with IEG4 CsVu			R	In Progress	<b>Dec 21 update (as per November, no change):</b> System live and in operation - handover of running and administration of the system proceeding. Updates to portal integrations with Gov.UK Pay completed.  Final tasks around updating systems for issue reporting and subsequent processes are all that is left to complete handover to BAU teams. Weekly meetings in place, with resources in Customer Services now taking the lead. This has been delayed due to leave within the project team.	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			R	On Hold	<b>Dec 21 update (No change from Nov; project is likely to start in Q1 22/23):</b> Delay in contract with new printing provider (see Hybrid Print Project) will mean delays in this piece of work starting - unable to give timescales at the moment. Setting up of all bill and letter templates for daily work has to be completed before e-billing work can commence. At this stage the project remains on hold.	Revenues & Benefits	John Taylor	Amanda Burns

Programme / Project Name	Description / Outcome	Original Completion Date	Current Completion Date	RAG	Status	Latest Project Update	Service Area	Project Sponsor	Project Lead
Environmental Health System Procurement / Implementation	Shared Project across HDC, City and SCDC to replace systems used in Community (mostly EH & Licensing) & CHIA			R	In Progress	<p><b>Dec 2021 update:</b> Idox is running a number of fixes into live this week, including the one data issue affecting HDC.</p> <p>As reported last month, we are still having difficulty in getting other parts of the system correctly set up by Idox, including items that were clearly identified in the contract. Issues such as using Single Sign On (SSO), offline working and allowing emails generated by the Tascomi PP system to be delivered to internal addresses have still not been resolved since Go Live in March 2021.</p> <p>Council &amp; Cambridgeshire Home Improvement Agency leads are currently conduct a review of all outstanding issues in order to agree priorities in their resolution for escalation with Idox.</p> <p>Delivery of a number of areas of work that were originally forecast to be ready for the Go Live was not achieved, and these will be prioritised for future phases of the project, including integration with IEG4 to deliver online forms direct to the system and integrations with other software packages to reduce the amount of double keying being carried out by staff.</p>	Environmental Health	John Taylor	David Pope
Outsourced Hybrid Mail & Printing Project	Outsourced Hybrid Mail & Printing Project	31/03/2021	31/03/2022	R	In Progress	<p><b>Dec 21 update:</b> Meetings have started to take place with key users of Lots 4 &amp; 5 and B&amp;H Digital with the main focus being the development of a user portal. Good progress is being made and portal testing has started.</p> <p>Procurement are investigating the option of either a Crown Commercial Service (CCS) Framework direct award or mini competition to help select a supplier for the former Lot 1 category. CCS pricelists have been requested to assist making this decision. Unified Post are also CCS suppliers and have sufficient capacity to take on this work if selected.</p> <p>Development and testing is progressing well with Revenues &amp; Benefits and Unified Post.</p> <p>Contracts need to be signed and a copy returned to the suppliers of Lots 2 and 4&amp;5.</p>	Community	John Taylor	Andy Lusha
Oak Tree Centre Remediation Work	The remediation of the existing Oak Tree Centre building to make it a sustainable building.	10/12/2021	31/01/2022	G	In Progress	<b>Dec 21 update:</b> 80% complete.	Corp Services	Justin Andrews	Carl Egonu
OL Ramsey Decarbonisation Project (Funded via Salix - BEIS Section 31 grant)	Implementation of energy and sustainability measures to reduce carbon usage.	31/09/2022	03/03/2022	G	In Progress	<p><b>Dec 21 update:</b> Contracts have been approved, signed and sealed. The project is well underway and continues to remain on schedule and on budget.</p> <p>Works completed so far are cavity wall insulation, roofing insulation and new single ply roof applied to all old felt roofs. LED lighting install underway along with the new pipework for the Air Source Heat Pumps.</p> <p>Project Gateways 0,1 and 2 Passed.</p>	One Leisure	Justin Andrews	Matthew Raby
Pathfinder House Decarbonisation Project (Funded via Salix - BEIS Section 31 grant)	Implementation of energy and sustainability measures to reduce carbon usage.			G	In progress	<p><b>Dec 21 update:</b> Contracts have been approved, signed and sealed.</p> <p>The project is drawing to a close with handover with the last of the commissioning taking place in January 2022. The project remains on schedule and on budget.</p> <p>Works completed include 4 new Air Handling Units, 2 new ICT Chillers, Partial LED Lighting and New Building Management System to control and optimise energy efficacy of all the equipment.</p> <p>Project Gateways 0,1 and 2 Passed.</p>	Corporate Services	Justin Andrews	Matthew Raby

Programme / Project Name	Description / Outcome	Original Completion Date	Current Completion Date	RAG	Status	Latest Project Update	Service Area	Project Sponsor	Project Lead
New HR system	Full OJEU 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. PM is external consultant.			A	In progress	<b>Dec 21 update:</b> Phase 1 (Core HR and Payroll) - further work required on linking to Active Directory and integrations with ICT on leavers, starters and movers. Engagement with ICT ongoing, unclear if issue is with PM or internally - but in hand. Phase 2 (Talent Modules) continues to be progressed at various stages of testing/development, we have had issues with quality of supplier work on copy from test to Live. Risk mitigation means we are focusing our efforts on recruitment, to sign off build in live end of Jan, so test to live copy can be taken for upgrade (statutory upgrade required by April 2022). Some added complications have arisen with consultants/ suppliers not understanding our more complex securities set up (with 3 customers on one account). HR team BAU increased activity, has made progress slower. Continued scoping of 'new recommendations' from ICT around security settings, combined with supplier requirement to shift to Multi Factor Authentication will impact on 'non Single Sign On' users e.g. Variables; Members; Operations workforce - Impacts including budget and best fit solution for 3 councils still under review - but likely to be greater issue for HDC, given our larger 'non SSO' workforce.	HR	Justin Andrews Fiona Bryant	Aileen Whatmore Randeep Singh (PM)
Covid Recovery Programme	Package of projects that will be undertaken as the recovery work for the Council.	31/03/2022	31/03/2023	A	In Progress	<b>Dec 21 update:</b> 8 in flight projects with identified project managers, 1 descope (young entrepreneurs through ongoing work with CPCA). Programme tracking as green as risks regarding capacity have been managed. Recovery roadshow events at service team meetings for Jan & Feb. Physical activity campaign (#activehunts) launched 1st Jan 2022 and run for three months. Priority work for coming month: development of dashboard v2 using datasets from the impact assessment alongside location and person definitions, support services adapting service delivery as a result of impact assessment findings to incorporate into service plans, identify new pilots as a result of the Impact Assessment conclusions.	Community	Neil Sloper	Liz Smith
Decriminalisation of Parking within Huntingdonshire	The Council will be undertaking the process to decriminalise parking; with the enforcement of on-street parking offences currently falling within the remit of the police as a criminal offence, this process enables a Local Authority to undertake enforcement covering several common on-street offences under civil powers (Civil Parking Enforcement).	01/07/2023	01/07/2023	G	In Progress	<b>Dec 21 update:</b> Works progressing on the development of the agency agreement between HDC & CCC. Project is on track.	Operations	Neil Sloper	George McDowell
Godmanchester Sluice	Funding of repair/renovation to sluice structures, Mill Steps site, and potential additional fish/eel passage. None of this is HDC money.	30/11/2021	30/11/2021	A	In Progress	<b>Dec 21 update:</b> Breheny Civil engineering have returned to site to complete the construction with an estimated finish date of March 2022. They are occupying the top spaces in the car park and the rest remains open to the public as normal. They will be installing the larinier channel on 17 December, this is the final section of the fish pass. Area improvement works will continue which include landscaping of the area, new railings, surface and finishes etc.	Operations	Neil Sloper	Andrew Rogan

Programme / Project Name	Description / Outcome	Original Completion Date	Current Completion Date	RAG	Status	Latest Project Update	Service Area	Project Sponsor	Project Lead
Hinchingbrooke Country Park	Business Plan investment to return site to non-subsidy. Subject to agreement of long lease with County Council	31/12/2023	31/12/2023	A	In Progress	<b>Dec 21 update:</b> Gateway 0 and 1 passed, Gateway 2 scheduled for Jan 2022 with Gateway 3 following July 22 following finalised Programme. New CCC lease has been agreed in principle with acceptance of HDC revised proposal. Final signed lease expected in January 2022. Concept design amendments scheduled for completion by January 12th 2022 with supportive on-site visits agreed for completion early January 2022. Policy Pathway in progress with final stage meetings Jan-Feb 2022 reviewing Business Case. Concept Designs and supporting high level costings expected to be inline with project programme, additional funding opportunities being reviewed to match increase in material costs due to economic changes - scheduled in line with requirements of programme. Final programme ready for approval upon review phase, expected February 2022. Key stakeholders engaged with comms path in train.	Operations	Neil Sloper	Judith Arnold
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.	01/06/2019	31/03/2022	A	In Progress	<b>Dec 21 update:</b> User Acceptance Testing (UAT) of new processes progressing and approaching end. Risk of exceeding timescales due to lack of resource reviewed by Project Board and accepted.	Operations	Neil Sloper	Tony Allen
Wyton (North Huntingdon One Public Estate project)	Wyton (One Public Estate) To explore scale of growth potential of land north of Huntingdon, inc delivery of former Wyton Airfield, and the necessary infrastructure requirements and fiscal / legal mechanisms to ensure coordinated delivery			R		<b>Dec 21 update:</b> Board meeting held on 4 November to discuss transport updates, the Growth Strategy Paper and wider updates since the last Board met. Very useful updates from the Combined Authority regarding the A141 and St Ives Transport work with papers expected to go to CPCA board and committee in January 2022. The Growth Strategy paper was positively received and helpful comments on how to progress and next steps including finalising details were made. Several actions recorded; Natalie Elworthy will now liaise with those that these actions are attributed to.	Place	Jo Lancaster	Natalie Elworthy

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

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Finance Performance Report 2021/22, Quarter 3

**Meeting/Date:** Cabinet – 10th February 2022

**Executive Portfolio:** Executive Councillor for Strategic Finance,  
Councillor J A Gray

**Report by:** Chief Finance Officer

**Ward(s) affected:** All

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### **Executive Summary:**

The impact of Covid-19 has affected and will continue to affect the financial landscape during 2021/22, as restrictions have finally been lifted. Areas, such as leisure facilities have now fully opened all their facilities. Central Government restrictions have started lifting and normal services are being resumed.

### Financial Impact

2021/22 budget included assumptions regarding the impact of the pandemic on the economy and the council based in the information available in December 2020. Since then, the restrictions were extended and only lifted in July, later than anticipated. The income compensation scheme was still available to support Local Government in Q1, £0.595m was factored into the base funding for 2021/22, and this has now been claimed. £0.758m for the final tranche 5 of the Covid Emergency funding was also factored into the base funding.

There was on going expenditure in relation Covid restrictions in Q1 in maintaining cleaning regimes and PPE in close contact area of the business, like waste collection, together with additional resources to support areas such as Council Tax and Housing Benefit in dealing with increased volume and recovery activities. This continued in Q2 and Q3 and is ongoing in Q4 order to protect staff and customers.

### **Recommendations:**

It is recommended that:

- Cabinet considers and comments on the financial performance to the end of December 2021, as detailed in Appendix 1 and summarised in paragraph 3.2; and
- Cabinet considers and approves the proposed budget changes to the Capital Budget to accommodate reclassification of budget and in year activity not included within the MTFS as outlined in paragraph 3.3.

## 1. PURPOSE OF THE REPORT

1.1 To present details of the Council's projected financial performance for 2021/2022.

- Revenue outturn estimated underspend of £1.607m.
- Capital outturn estimated underspend of £13.694m.

The impact of the Covid 19 pandemic, as far as possible, has been reflected within the Council's financial position and includes the Governments Income Compensation Scheme of £1.076m.

## 2. BACKGROUND

2.1 The budget and MTFS for 2021/22 approved in February 2021, assumed a net expenditure budget of £20.686m, together with a Council Tax freeze. The approved Capital budget is £18.169m.

2.2 The detailed analysis of the Q3 forecast outturn as at 31 December 2021 is attached at **Appendix 1**.

## 3. 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 £20.686m, plus authorised carry forwards of £99k and in year re-classification of (£692k) giving a revised current budget of £20.093m, with the forecast outturn being £18.486m which is an underspend of £1.607m. Despite the forecast underspend and start to recovery there remains pressure from continuing some Covid related activities, such as maintaining safe environments for employees.

**MTFS** The MTFS was updated as part of the 2021/22 Budget setting process and will again be updated as part of the 2022/23 Budget setting process which is now almost complete. The revision of the MTFS will include 2020/21 outturn variations and others occurring or foreseen in 2021/22 that have an impact on future years.

**Capital** The approved Budget is £18.169m plus the re-phasing of £14.558m and in year activity of £12.239m giving a revised total Capital Programme of £44.966m. The forecast outturn is £31.272m giving an underspend of £13.694m.



### 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	Budget c/fwd £'000s	In year Changes £'000s	Revised Budget £'000s	Forecast Actual £'000s	Forecast Variance £'000s	Comments
AD Corporate Resources	6,896	57	66	7,019	6,363	(656)	CIS performance (£151k), OTC saving (£220k), land charge searches Income (£114k), management charge reduced (£116k), rent income (£77k) Pressure of £113k on HR staffing, insurance premium reduction (£77k).
AD Transformation	298	0	0	298	301	3	
Chief Operating Officer	4,350	0	0	4,350	4,448	98	Housing needs (£111k); Environment protection (£59k); offset by overspend in Development Management – agency costs of £535k due to planning application back log, grant income re test & trace admin (£128k), staff underspends in licencing and business team (£123k)
Corporate Leadership	619	0	0	619	670	51	Communications manager unbudgeted £51k
Head of ICT	2,338	0	0	2,338	2,477	139	IEG 4 costs
Head of Leisure & Health	522	35	0	557	521	(36)	
Head of Operations	4,621	7	0	4,628	3,441	(1,187)	Car parking income (£739k), waste quantity & price variations (£655k), CCTV extra staff costs £89k, flood risk survey cost £70k, cancelled bin removal project unachieved saving £89k
Housing Manager	180	0	0	180	178	(2)	
Growth Manager	791	0	0	791	775	(16)	
Programme Delivery Manager	71	0	0	71	70	(1)	
<b>Subtotal</b>	<b>20,686</b>	<b>99</b>	<b>66</b>	<b>20,851</b>	<b>19,244</b>	<b>(304)</b>	
Covid 19 Emergency Funding	0	0	(758)	(758)	(758)	0	Continued costs in relation to complying with the Covid restrictions in terms of PPE and cleaning, together with additional resources in Revenues and benefits to assist with the back log of arrears within Council Tax and Business Rates.
Covid 19 Recovery Program	0	0	0	0	0	0	Ongoing costs in relation to delivering Covid recovery projects
<b>Total</b>	<b>20,686</b>	<b>99</b>	<b>(692)</b>	<b>20,093</b>	<b>18,486</b>	<b>(1,607)</b>	

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

### 3.3 Capital Programme

The approved gross capital programme for 2020/21 is £18.169m plus the re-phasing of the £14.558m, together with in year budget of £12.239m giving a revised total Capital Programme for 2021/22 of £44.966m.

The forecast net expenditure outturn is £31.272m, an underspend of £13.694m.

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

Service Area	Original Budget 2021/22 £	Budget B/F from 2020/21 £	Externally Funded Schemes £	In year virement £	Current Budget 2021/22 £	YTD Actual 2021/22 £	Q3 Forecast 2021/22 £	Forecast Variance 2021/22 £	Comment on Variances over £50,000
AD Resources	729,000	11,057,891	4,192,141	(30,000)	15,949,032	3,193,942	5,884,130	(10,064,902)	Huntingdon Redevelopment will not happen until a feasibility study has been undertaken, leading to a saving of £8,500k this year. Oaktree remedial costs have been revised down with expected savings of £912k
AD Transformation	31,000	114,000	0	0	145,000	0	4,000	(141,000)	Projects stopped due to lack of business case
Chief Operating Officer	72,000	16,000	0	30,000	118,000	42,463	133,097	15,097	
Head of ICT	340,000	12,000	0	0	352,000	0	176,000	(176,000)	
Head of Leisure & Health	406,200	556,733	739,853	0	1,702,786	665,540	1,661,747	(41,039)	
Head of Operations	1,890,600	2,195,259	1,073,249	0	5,159,108	1,776,674	2,903,487	(2,255,621)	Reduced spending on the parking strategy in year
Housing Manager	1,850,000	0	0	0	1,850,000	845,400	1,275,000	(575,000)	Reduction due to referrals from Occupational Health
Growth Manager	12,850,000	606,000	6,234,546	0	19,690,546	0	19,234,546	(456,000)	Impact of phasing the Future High Street Fund into future years as whole life costs included in budget.
<b>Total</b>	<b>18,168,800</b>	<b>14,557,883</b>	<b>12,239,789</b>	<b>0</b>	<b>44,966,472</b>	<b>6,524,020</b>	<b>31,272,007</b>	<b>(13,694,465)</b>	

In the above table in year budget of £12,239m has been included to capture new projects that have been agreed since the original budget was set in February 2021, these are projects which are funded by external grants.

### 3.4 Finance Dashboard

The Outturn for Q3 also looks at the collection rates for Council Tax and NDR, together with the working ages caseload for Council Tax Support Scheme. The details are shown in Appendix 1.

In summary, the Council Tax collection rate is holding in line with 20/21 rates but is lower than pre-Covid performance.

The NDR collection rate is 1.25% less than in 20/21. However, the unique profile of retail, hospitality, leisure relief granted in 21/22 means that prior year comparison is not appropriate. Indications are that year-end collection will show some improvement on current rates but is likely to be lower than pre-COVID performance.

The number of working age people claiming Council Tax Support has seen a reduction of 1% compared to 20/21 and is now comparable to pre-Covid volumes.

## 4. UPDATE ON THE COMMERCIAL INVESTMENT STRATEGY

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

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

<b>CIS Investments</b>	<b>Budget (£'000)</b>	<b>Outturn (£'000)</b>	<b>Variance (£'000)</b>
<b>Cash Investments</b>			
CCLA Property Fund	(162)	(150)	12
<b>Total Cash Investments</b>	<b>(162)</b>	<b>(150)</b>	<b>12</b>
Property Rental Income	(4,590)	(4,861)	(271)
MRP	581	581	0
<b>Net Direct Property Income</b>	<b>(4,009)</b>	<b>(4,280)</b>	<b>(271)</b>
Management Charge	144	28	(116)
<b>Total Property Investments</b>	<b>(3,865)</b>	<b>(4,252)</b>	<b>(387)</b>
<b>TOTAL</b>	<b>(4,027)</b>	<b>(4,402)</b>	<b>(375)</b>

### 4.3 Investments

The property investment market continues to be quiet with little or no let investments coming to the open market within the District. There has been an increase in vacant property for sale, mainly offices within Huntingdonshire, reflecting the challenges in letting this space. The industrial and distribution investment market continues to be buoyant with low yields, driven by occupier demand. The team are continuing to focus on securing lease renewals with the aim of securing longer term increased rental income, which in turn enhances capital values.

Returns from the CCLA property fund have returned a drop in income, likely as a result of reduced income due to Covid measures. Other investment vehicles such as bank deposits and money market funds interest rates remain low and are not expected to increase materially in this financial year.

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**

The comments of the Overview & Scrutiny Panel (Performance & Growth) will be circulated separately prior to the Cabinet meeting.

## **6. RECOMMENDATIONS**

- Cabinet is invited to consider and comment on the financial performance at the end of December 2021, as detailed in Appendix 1 and summarised in paragraph 3.2; and
- Cabinet considers and approves the proposed budget changes to the Capital Budget to accommodate reclassification of budget and in year activity not included within the MTFS as outlined in paragraph 3.3.

## **7. LIST OF APPENDICES INCLUDED**

**Appendix 1** – Financial Performance Monitoring Q3

## **CONTACT OFFICER**

Eric Symons, Chief Finance Officer

## Financial Performance Monitoring Suite December 2021 – Quarter 3

### Executive summary

This report sets out the financial forecast for December 2021, for revenue and capital. The headlines are:

**Revenue** - the forecast outturn is an estimated underspend of £1.607m when compared to the approved budget and an improvement from Q2 of £0.304m. The additional underspend is primarily due to additional improved performance as recovery from Covid 19 continues.

**Capital Programme** – the forecast outturn is an estimated underspend of £13.694m.

# Service Grouping Summary

## 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	Original Budget £'000s	Budget C/F From 2020/21 £'000s	In year changes £'000s	Revised Current Budget £'000s	Actuals to 31 December 2021 £'000s	Q3 Forecast £'000s	Funded from Reserves £'000s	Revised Q3 Forecast £'000s	Variance to Current Budget £'000s	%	Forecast Spend £'000s	Forecast Income £'000s	Q2 Forecast for Info £
AD Corporate Resources	6,896	57	66	7,019	932	6,420	(57)	<b>6,363</b>	(656)	-9.3	8,609	(2,189)	6,530
AD Transformation	298	0	0	298	400	436	(135)	<b>301</b>	3	+1.0	518	(82)	293
Chief Operating Officer	4,350	0	0	4,350	(573)	4,448	0	<b>4,448</b>	98	+2.3	35,327	(30,879)	4,771
Corporate Leadership	619	0	0	619	478	670	0	<b>670</b>	51	+8.2	670	0	658
Head of ICT	2,338	0	0	2,338	4,437	2,477	0	<b>2,477</b>	139	+5.9	7,309	(4,832)	2,363
Head of Leisure & Health	522	35	0	557	795	521	0	<b>521</b>	(36)	-6.5	5,313	(4,792)	515
Head of Operations	4,621	7	0	4,628	2,253	3,441	0	<b>3,441</b>	(1,187)	-25.6	8,836	(5,395)	4,458
Housing Manager	180	0	0	180	139	178	0	<b>178</b>	(2)	-1.1	178	0	178
Growth Manager	791	0	0	791	3,267	3,526	(2,751)	<b>775</b>	(16)	-2.0	6,308	(2,782)	758
Programme Delivery Manager	71	0	0	71	53	70	0	<b>70</b>	(1)	-1.4	70	0	71
<b>Total</b>	<b>20,686</b>	<b>99</b>	<b>66</b>	<b>20,851</b>	<b>12,181</b>	<b>22,187</b>	<b>(2,943)</b>	<b>19,244</b>	<b>(1,607)</b>	<b>-7.7</b>	<b>73,138</b>	<b>(50,951)</b>	<b>20,595</b>
Covid-19 Tranche 5	0	0	(758)	(758)	(758)	30	(788)	<b>(758)</b>	0	+0.0	788	(758)	<b>(758)</b>
Covid-19 Recovery Programme	0	0	0	0	97	138	(138)	<b>0</b>	0	+0.0	138	0	0
<b>Total</b>	<b>20,686</b>	<b>99</b>	<b>(692)</b>	<b>20,093</b>	<b>11,520</b>	<b>22,355</b>	<b>(3,869)</b>	<b>18,486</b>	<b>(1,607)</b>	<b>-7.7</b>	<b>74,064</b>	<b>(51,709)</b>	<b>19,837</b>

A detailed breakdown is shown in Annex A

## CAPITAL PROGRAMME

The approved gross capital programme for 2020/21 is £18.169m plus the re-phasing of the £14.558m, together with in year budget of £12.239m giving a revised total Capital Programme for 2021/22 of £44.966m.

The Capital Programme is forecast to have an underspend of £13.694m, comprising underspends, overspends and growth.

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

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

# Capital Project Expenditure Summary

## CAPITAL PROGRAMME SUMMARY

Department	Project Code	Description	Lead Officer	Original Budget 2021/22 £	Latest Budget 2021/22 £	YTD Actual 2021/22 £	Q2 Forecast 2021/22 £	Forecast Variance 2021/22 £	Comment on Variances over £10,000
Corporate Resources	100001	Bridge Place Car Park Const	Claire Edwards	0	345,592	7,995	345,592	0	
Corporate Resources	100006	Bldg Efficiency - Salix Funding	Mark Houston	0	0	3,448	38,893	38,893	Pay back of Salix funding project - need to view budget to cover costs
Corporate Resources	100035	Retro-Fit Buildings	Mark Houston	0	227,501	0	227,501	0	
Corporate Resources	100054	Oak Tree Remedial Work	Jackie Golby	0	1,787,248	130,075	875,000	(912,248)	Richard Herrmann Associates have been replaced, the project scope has been reduced with expected savings.
Corporate Resources	100056	Alms Close	Jackie Golby	0	0	1,885	41,790	41,790	
Corporate Resources	100059	Health and Safety Works on Commercial Properties	Jackie Golby	35,000	50,499	0	50,499	0	
Corporate Resources	100060	Energy Efficiency Works at Commercial Properties	Jackie Golby	10,000	76,051	0	70,000	(6,051)	
Corporate Resources	100061	VAT Exempt Capital	Claire Edwards	24,000	24,000	0	24,000	0	
Corporate Resources	100063	Company Share Investment	Claire Edwards	0	100,000	0	100,000	0	
Corporate Resources	100085	Huntingdon Redevelopment	Claire Edwards	0	8,500,000	0	8,500,000	0	Will not happen until feasibility study is completed
Corporate Resources	100092	Lighting - Loves Farm Footpath	Mark Houston	0	16,000	8,120	8,237	(7,763)	
Corporate Resources	100109	Capita & Payment Portal Upgrade	Claire Edwards	15,000	15,000	0	15,000	0	
Corporate Resources	100111	Estates Roof Replacement	Jackie Golby	130,000	130,000	0	130,000	0	
Corporate Resources	100112	Re-Letting Enhancement Works	Jackie Golby	250,000	250,000	0	250,000	0	



# Capital Project Expenditure Summary

Corporate Resources	100113	Re-Letting Incentives	Jackie Golby	150,000	150,000	0	150,000	0	
Corporate Resources	100115	PFH - BMS	Mark Houston	115,000	85,000	0	0	(85,000)	No longer required due to Salix s31 funding
Corporate Resources	100122	Skills Fund	Mark Houston	0	20,948	20,948	20,948	0	Fully grant funded scheme
Corporate Resources	100126	Pathfinder House Decarbonisation Scheme	Mark Houston	0	1,513,700	645,697	1,513,700	0	Salix s31 grant funding
Corporate Resources	100127	OL Ramsey Decarbonisation Scheme	Mark Houston	0	2,269,193	875,273	2,269,193	0	Salix s31 grant funding
Corporate Resources	100129	Upgrade/Replacement of Public Toilets	Mark Houston	0	260,000	0	260,000	0	CPCA Accelerated funding
Corporate Resources	100131	Sites for SMEs	Jackie Golby	0	37,300	0	37,300	0	CPCA Accelerated funding
Corporate Resources	100136	Smarter Towns	Claire Edwards	0	91,000		91,000		
Transformation	100081	Robotics	Tony Evans	0	50,000	0	0	(50,000)	Project has been stopped due to lacking a business case to proceed, the organisation is not in a position to currently generate a return on investment in robotics. The provision of SaaS robotics tools within the Office 365 solution changes the likely nature of this project.
Transformation	100096	Audio Visual Equipment	Tony Evans	15,000	45,000	0	0	(45,000)	COVID related funding has been used to deliver some changes to AV equipment. Further spending is on hold until a complete understanding of the future operating model and ways of working of the council is understood to ensure the most appropriate spend of capital.
Transformation	100098	Voice Bots	Tony Evans	0	34,000	0	4,000	(30,000)	
Transformation	100124	Data Warehouse & GIS	Tony Evans	16,000	16,000	0	9,335	(6,665)	
Chief Operating Officer	100064	Printing Equipment	Andy Lusha	0	16,000	0	13,714	(2,286)	

# Capital Project Expenditure Summary

Chief Operating Officer	100075	Environmental Health Software	Finlay Flett	0	0	18,145	18,145	18,145	Programme Manager invoice from Dec 20 received late, Licence for Civica APP for 2021/22 to ensure manual migration of data can take place, and additional data migration costs from March 2021. All approved by Project Sponsor.
Chief Operating Officer	100082	Traveller Security Improvements	Finlay Flett	0	0	6,952	6,952	6,952	Works delayed from previous year primarily due to covid issues. All works completed now.
Chief Operating Officer	100106	Replacement Corporate Scanners	Andy Lusha	25,000	25,000	0	21,429	(3,571)	
Chief Operating Officer	100125	Conservation Area Appraisals	Jacob Jaarsma	47,000	47,000	0	47,000	0	
Chief Operating Officer	100135	Mobile Home Park - Electrical Works	Finlay Flett	0	30,000	6,180	30,000	0	
Growth	100047	Community Infrastructure	Claire Burton	0	5,560,798	0	5,560,798	0	Forecast shows all of the expected 21/22 payments to external organisations from the CIL pot
Growth	100076	A14 Upgrade	Clara Kerr	200,000	600,000	0	400,000	(200,000)	Confirmation received saying we owe 2 years' worth of contributions, budget was set for 3 years to be paid in 21/22.
Growth	100077	Housing Company	Clara Kerr	0	206,000	0	0	(206,000)	Delayed spend and may be that project will not go ahead at all.
Growth	100114	Market Towns Programme	Clara Kerr	350,000	350,000	0	300,000	(50,000)	£300k from CPCA will be received to cover this cost
Growth	100123	Future High Streets	Clara Kerr	12,300,000	12,758,748	0	5,947,492	(6,811,256)	Budget was included for the full cost of the project which will be delivered over the next 3 years to be completed by March 2024. Therefore, the underspend will be automatically carried forward into future years.
Growth	100132	Bicycle Kitchen	Claire Burton	0	15,000	0	15,000	0	CPCA Accelerated funding
Growth	100133	Wayfinding & Info - Digital Screens	Clara Kerr	0	200,000	0	200,000	0	CPCA Accelerated funding
3CICT	100090	Wi-Fi Access Points	Sagar Roy	0	12,000	0	12,000	0	

# Capital Project Expenditure Summary

3CICT	100101	Mobile Phones Replacement	Sagar Roy	65,000	65,000	0	65,000	0	
3CICT	100102	Telephony Replacement	Sagar Roy	200,000	200,000	0	200,000	0	
3CICT	100103	Shared Data Centre Capacity	Sagar Roy	39,000	39,000	0	39,000	0	
3CICT	100104	Information@Work Consolidation	Sagar Roy	20,000	20,000	0	20,000	0	
3CICT	100105	GIS Test Environment	Sagar Roy	16,000	16,000	0	16,000	0	
Leisure & Health	100018	OL St Neots Synthetic Pitch	Jonathon Clarke	0	14,558	14,558	14,558	0	£14,559 is due from Sports England as a final grant payment. Process underway to claim back.
Leisure & Health	100020	Leisure Cents - Future Improve	Paul France	296,000	436,000	88,698	443,737	7,737	
Leisure & Health	100023	Sn Leis C - Gen Improve (Cs)	Paul France	0	0	(625)	0	0	
Leisure & Health	100024	St Ivo - General Improve (Cs)	Paul France	0	0	(4,006)	0	0	
Leisure & Health	100058	One Leisure Ramsey 3G	Martin Grey	0	837,425	303,156	820,386	(17,039)	£120,000 to be funded from the CIL pot, £26,549 to be funded from S106. £461,295 football foundation money has been received, 5% FF to be kept back.
Leisure & Health	100078	OL St Ives Changing Rooms	Chris Keeble	0	304,603	280,434	291,928	(12,675)	150k to be funded from CIL, £50k was underspent on the OL Future Improvements project code in 20/21 has been moved over to here for spend in 21/22. Total spend is forecasted.
Leisure & Health	100108	One Leisure CCTV Upgrade	Paul France	110,200	110,200	0	114,899	4,699	
Operations	100028	Lone Worker Software	Eddy Gardener	0	20,000	0	17,143	(2,857)	
Operations	100037	CCTV - Camera Replacements	Eddy Gardner	0	0	(50,508)	0	0	
Operations	100039	Play Equipment	Helen Lack	30,000	51,256	22,138	50,500	(756)	
Operations	100040	Wheeled Bins	Andrew Rogan	254,000	254,000	120,795	247,479	(6,521)	

# Capital Project Expenditure Summary

Operations	100043	Vehicles & Plant	Andrew Rogan	1,396,000	1,443,054	830,862	1,443,054	0	
Operations	100066	Operations Back Office	Helen Lack	0	0	5,527	5,527	5,527	
Operations	100073	Parking Strategy	George McDowell	80,000	169,500	(21,487)	76,516	(92,984)	
Operations	100074	Park Fencing	Helen Lack	13,000	13,000	733	7,235	(5,765)	
Operations	100083	Godmanchester Mill Weir Improvements	Andrew Rogan	0	426,870	426,870	426,870	0	Fully funded from grants
Operations	100084	St.Ives Park	Helen Lack	0	57,768	0	57,768	0	Fully funded from CIL
Operations	100091	Civil Parking Enforcement	George McDowell	0	217,000	0	186,000	(31,000)	
Operations	100093	Secure Cycle Storage	George McDowell	87,600	272,000	0	233,143	(38,857)	Fully funded from CIL
Operations	100094	Districtwide Signage	Matthew Chudley	0	70,000	0	60,000	(10,000)	
Operations	100095	Hinchingbrooke Country Park	Judith Arnold	0	1,546,049	9,831	200,000	(1,346,049)	
Operations	100100	St Neots Riverside Park Path/Cycle Imps	Matthew Chudley	0	450,000	7,067	7,067	(442,933)	Fully funded from CIL
Operations	100116	Additional EV Charge Points	George McDowell	30,000	30,000	0	0	(30,000)	This was additional budget set aside by the members for EV charging points. Since then we were able to secure CPCA funding, so this budget so no longer needed
Operations	100118	Parklets	Helen Lack	0	206,000	33,544	210,115	4,115	CPCA Accelerated funding
Operations	100119	Solar Benches	Helen Lack	0	22,500	0	19,286	(3,214)	CPCA Accelerated funding
Operations	100120	Covered Benches	Helen Lack	0	22,500	0	19,286	(3,214)	CPCA Accelerated funding
Operations	100121	Town Walks	Helen Lack	0	34,000	9,031	38,174	4,174	CPCA Accelerated funding
Operations	100128	Modern Waste Solutions	Matthew Chudley	0	66,348	60,000	116,869	50,521	CPCA Accelerated funding

# Capital Project Expenditure Summary

Operations	100130	Market Trader Pop Ups	George McDowell	0	35,000	12,066	42,066	7,066	CPCA Accelerated funding
Operations	100134	Places to Dwell	Helen Lack	0	55,000	0	47,143	(7,857)	CPCA Accelerated funding
Housing	100007	Disabled Facilities Grants	Pamela Scott	1,850,000	1,850,000	563,677	1,450,000	(400,000)	Spending is dependent on referrals from Occupational Health to Cambs HIA, There is a backlog of work from last year due to Covid-19 restrictions and staffing issues. Also, it is taking Contractors longer to complete work and submit invoices for the same reason.
<b>HDC Total</b>				<b>18,168,800</b>	<b>45,269,209</b>	<b>4,437,077</b>	<b>34,591,266</b>	<b>(10,677,943)</b>	



## Quarter 3 Forecast 2021/22 - Service Grouping Variance Commentary

for the period ending 31 December 2021

Head of Service	Service Grouping	Original Budget	Budget C/F	In year changes	Current Budget	Actuals to 31	Q3 Forecast	Funded from	Revised Q3	Variance to Current Budget		Comment on Variance to Budget
		£	From 2020/21 £	£	£	£	December 2021 £	£	Reserves £	Forecast £	£	
AD Corporate Resources	Audit	139,621	0	0	139,621	63,067	106,551	0	106,551	(33,070)	-23.7	IT audit provision via BDO, underspent due to delay in agreeing to a plan. No time to deliver, there is still the hope to spend this money if BDO can accommodate another audit and ICT agree a further area to audit. Vacancy from April to the end of August and manager role FTE reduced from 1 to 0.68 contributed to underspend on employees.
AD Corporate Resources	Commercial Estates	(2,728,509)	26,676	0	(2,701,833)	(3,182,600)	(3,284,585)	0	(3,284,585)	(582,752)	-21.6	budget and £11k improvement in costs and FC insurance recovery. oak Tree Centre income F/C £220k better than budget. £41k reduction in income forecast on industrial units as lease renewals taking longer than expected to secure increases. Employees: F/C Employee costs £121k below budget, difficulty recruiting and balanced by F/C £170k of agency staff costs. Difference is met by drawing down management charge in 5304 for estates restructure Buildings: CIS business rates £65k better than F/C, windfall saving on one unit where CVA retains rates liability, £10k lower maintenance costs as not experienced expected vacant units. Industrial £20k saving on maintenance - fewer voids but also availability of contractors challenging to place orders. Slightly lower business rates Oak Tree Centre-reduced maintenance F/C by £35k this year as works underway (limited access and some items picked up as part of capital remediation project). St Ives Enterprise Centre £10k reduction in F/C on maintenance due to lower wear and tear and some items transferred to capital and dealt with under accelerated recovery project. Supplies and services: CIS has voluntary MRP removed ( £111k) accounted for at corporate level. Management charge has been reduced /reallocated by £116k in CIS covering employee costs increase above and ICT costs of data recovery. , £7k net increase in consultancy CIS costs as condition surveys budget missed off. Commercial property £24k worse due to conditions surveys/asbestos surveys budget being missed off budget.
AD Corporate Resources	Corporate Finance	5,333,003	0	0	5,333,003	971,053	5,424,326	0	5,424,326	91,323	+1.7	Additional costs to MRP in realigning impact of commercial property investment with MRP policy
AD Corporate Resources	Democratic & Elections	865,987	0	4,000	869,987	484,336	755,513	0	755,513	(114,474)	-13.2	Additional income from Local Land Charges searches largely attributable to stamp duty holiday in 2021. Underspend on District elections. Underspend on Members Allowances owing to vacancies throughout 2021/22
AD Corporate Resources	Environmental & Energy Management	(9,668)	0	66,000	56,332	27,158	36,378	0	36,378	(19,954)	-35.4	Salary for Energy & Sustainability Officer has been entered as a saving instead of expenditure Budget for consultancy not required this year as grant funding received for decarbonisation plans
AD Corporate Resources	Facilities Management	861,772	30,650	6,400	898,822	561,902	821,862	0	821,862	(76,960)	-8.6	Employees - The Cleaner post has been removed from the establishment. Income & Fees - Additional rent received than what was previously budgeted for. Buildings - Cleaning services moved to Supplies & Services sercop and business rate cost lower than budgeted for as they have been frozen this year. Supplies & Services - Cleaning services moved from Buildings sercop.

AD Corporate Resources	Finance	751,311	0	0	751,311	693,714	862,415	(58,000)	804,415	53,104	+7.1	
AD Corporate Resources	AD Corporate Resources	108,203	0	0	108,203	80,920	100,766	0	100,766	(7,437)	-6.9	
AD Corporate Resources	Human Resources	507,416	0	(4,000)	503,416	414,473	616,582	0	616,582	113,166	+22.5	Staffing is forecast to be overspent and variance from budget as budget didn't account for Kickstart. The worse case forecast sees a end of financial year pressure of circa £13k, which has been approved through Recovery Programme Board. Additional HR resource for maternity covers and backfill perm resourcing gaps with agency temps due to work demands. Supplies and services is end of system project spend and additional demands on licences budget due to increased contingent/variable workforce.
AD Corporate Resources	Legal	223,940	0	0	223,940	4,044	221,028	0	221,028	(2,912)	-1.3	
AD Corporate Resources	Public Conveniences	6,400	0	(6,400)	0	(2,465)	259	0	259	259	+0.0	
AD Corporate Resources	Risks & Control	836,122	0	0	836,122	816,522	759,336	0	759,336	(76,786)	-9.2	Reduction in insurance premium cost during the tender process, insurance cover has remained the same.
Covid-19 Tranche 5	Covid 19 Emergency Funding	0	0	(758,000)	(758,000)	(758,000)	29,712	(787,712)	(758,000)	0	+0.0	
Covid-19 Recovery Programme	Covid Recovery	0	0	0	0	96,979	137,568	(137,568)	0	0	+0.0	
Chief Operating Officer	Building Control	152,540	0	0	152,540	46	152,586	0	152,586	46	+0.0	
Chief Operating Officer	Business Team	273,829	0	0	273,829	155,241	222,216	0	222,216	(51,613)	-18.8	Employees - Operational Manager is vacant and 2 Environmental Health Officer posts were recruited in September and October, as anticipated last quarter.
Chief Operating Officer	Chief Operating Officer	127,634	0	0	127,634	(3,595,736)	147,088	0	147,088	19,454	+15.2	Small overspend on staffing budget as investment made in skills to improve the Council's Website.
Chief Operating Officer	Closed Churchyards	(13,000)	0	0	(13,000)	430	2,396	0	2,396	15,396	+118.4	Previous savings proposal in budget without appropriate delivery plan. This proposed income cannot be achieved.
Chief Operating Officer	Community Team	581,128	0	0	581,128	515,352	577,083	0	577,083	(4,045)	-0.7	
Chief Operating Officer	Council Tax Support	(116,000)	0	0	(116,000)	(550,768)	(244,345)	0	(244,345)	(128,345)	-110.6	Grant funding received from DHSC for administering the Test & Trace payment scheme has increased as the scheme has been extended until the end of March 2022.
Chief Operating Officer	Customer Services	899,912	0	0	899,912	652,187	863,229	0	863,229	(36,683)	-4.1	
Chief Operating Officer	Development Management	(593,723)	0	0	(593,723)	(176,112)	(86,467)	0	(86,467)	507,256	+85.4	Employees - savings on vacant establishment posts c.£85k but forecast spending on agency to cover forecast c.£535k. Income & Fees has dropped owing to suspension of pre-application enquiry service. In between Q2 and Q3 a large application fee has significantly reduced from c.£432k to c.£90k, due to a developers decision to not bring forward the larger proposal. Supplies and services - £8k for Judicial Review (this has changed from £50k since Q2) and £10k for tree consultancy services. Grant Income - £48k allocated to DM for Lower Tier Services Grant. Allocation agreed between S151 and COO. Investing in building capacity within the team to clear backlog to reduce financial liabilities from Planning Guarantee and pre-application refunds, non-determination appeals and award of costs and to deliver the service improvement agenda.
Chief Operating Officer	Document Centre	191,524	0	0	191,524	150,108	206,103	0	206,103	14,579	+7.6	Delays in the Hybrid Mail HDC/Cambridge City joint project has created a variance of £18K for an agency worker who is now forecast to remain in post until Dec 2021. These delays have also created a £30K variance in salaries, due to the incumbent post holder now required to remain in post until March 2022. No budget has been set for internal recharges, however recharges are being credited to this code for work still being undertaken by internal printing services currently -£20K.
Chief Operating Officer	Emergency Planning	11,575	0	0	11,575	14,306	17,945	0	17,945	6,370	+55.0	
Chief Operating Officer	Environmental Health Admin	131,850	0	0	131,850	85,018	122,973	0	122,973	(8,877)	-6.7	



Chief Operating Officer	Environmental Protection Team	383,833	0	0	383,833	179,888	324,813	0	324,813	(59,020)	-15.4	Cost centre affected by Covid grant carried forward from 20-21 and the additional operational costs (overtime and mileage for direct staff plus additional temporary staff) associated with delivering Covid duties under the grant.
Chief Operating Officer	Head of Community	0	0	0	0	(1,145)	(1,145)	0	(1,145)	(1,145)	+0.0	
Chief Operating Officer	Head of Customer Services	0	0	0	0	117	117	0	117	117	+0.0	
Chief Operating Officer	Housing Benefits	1,430,164	0	0	1,430,164	1,664,726	1,454,705	0	1,454,705	24,541	+1.7	Income and Fees / Benefit & Transfer Payments - figures have been revised following mid-year review of position. This is always a volatile budget to forecast made more difficult by the on-going impact of the pandemic. Supplies & Services: expenditure increased to reflect costs for development work with new printing and post provider.
Chief Operating Officer	Housing Miscellaneous	27,158	0	0	27,158	3,970	9,317	0	9,317	(17,841)	-65.7	Employees - Part time vacant grade C post. Income & Fees - St Neots Mobile Home Park (MHP) Ground Rent Income generated expected to be larger than budgeted. Supplies & Services - Electricity & Water costs expected to be lower than budgeted. Unknown water leak repaired in year.
Chief Operating Officer	Housing Needs	1,142,188	0	0	1,142,188	442,256	1,031,795	0	1,031,795	(110,393)	-9.7	The current underspend is as a result of a reduction in the funding requirement for the Homelessness Trailblazer programme (now mainstreamed as business as usual) and additional Homelessness Prevention Grant (HPG) and Rough Sleeping Initiative (RSI) funding received from MHCLG. A further £138k of unexpected HPG was received from Government in Q2. The HPG grant will fund homelessness prevention activities during the year as we start to see more of the economic impact of the pandemic as it affects homelessness. It is anticipated that a proportion of this additional grant funding will not be committed this year and, as a ringfenced grant, be put into a reserve for 2022/23.
Chief Operating Officer	Licencing	(52,516)	0	0	(52,516)	(112,376)	(123,433)	0	(123,433)	(70,917)	-135.0	Employees - Operational Manager is vacant and was being covered by the Licencing Manager until November, both posts are now vacant, so a saving is generated. Licencing expertise has been recruited through Fenland DC at £6k until the end of March, and further cover has been put in place by current staff. Income & fees - Licencing income has recovered better than first anticipated with covid restrictions being lifted or amended.
Chief Operating Officer	Local Tax Collection	(227,770)	0	0	(227,770)	754	(229,047)	0	(229,047)	(1,277)	-0.6	
Programme Delivery Manager	Programme Delivery	70,929	0	0	70,929	52,702	70,457	0	70,457	(472)	-0.7	
Growth Manager	Economic Development	183,537	0	0	183,537	153,502	208,537	0	208,537	25,000	+13.6	£25,000.00 - Agreed in March 2021 for a need for a new site ( Corp Director Place/S151 officer). ED budget falls within wider Growth budget and year end position will need to be considered in that wider context.
Growth Manager	Planning Policy	583,868	0	0	583,868	3,100,200	3,298,005	(2,751,059)	546,946	(36,922)	-6.3	£2,398,115.00 - Additional Restriction Grants funded from reserves £352,944.00 - funded from Market Towns Reserve £45,540 - FHSF revenue cost expected to be capitalised in future years. -£52,000.00 priority income for strategic site -£15,000 - Neighbourhood planning income -£12,000 - pre-application income. Expected spend in yr 22/23
Growth Manager	Public Transport	24,000	0	0	24,000	13,223	19,459	0	19,459	(4,541)	-18.9	
Growth Manager	Transportation Strategy	0	0	0	0	0	0	0	0	0	+0.0	
Housing Manager	Housing Strategy	179,664	0	0	179,664	139,286	178,224	0	178,224	(1,440)	-0.8	
Corporate Leadership	Directors	522,855	0	0	522,855	390,067	531,525	0	531,525	8,670	+1.7	

Corporate Leadership	Executive Support & Business Planning	96,525	0	0	96,525	87,723	138,289	0	138,289	41,764	+43.3	Overspend due to communications manager post.
AD Transformation	Transformation	297,574	0	0	297,574	399,873	435,499	(135,000)	300,499	2,925	+1.0	Some transformation projects have been delayed waiting for capacity within 3C ICT and there has not been demand on Transformation from service managers. These two factors have resulted in lower spend on external resources and no pressure to scale headcount resulting in a lower spend compared to budget. We have also attracted grant funding from external sources to support our strategic priorities reducing our draw from reserves.
Head of Operations	Car Park - On Street	(131,724)	0	0	(131,724)	(116,691)	(28,434)	0	(28,434)	103,290	+78.4	Sites are collected on behalf of CCC, income lower due to removal of chargeable bays in St Ives and St Neots. As income is paid back to CCC this not impact HDC base line.
Head of Operations	Car Parks - Off Street	(546,599)	0	0	(546,599)	(1,234,041)	(1,388,867)	0	(1,388,867)	(842,268)	-154.1	Variance of income and fees relates to received income compensation. 21/22 I&F forecast is inline with budget of £1.89m Variance of employees is due to employees assigned to incorrect budget codes. Increased spend on business rates
Head of Operations	CCTV	(91,393)	0	0	(91,393)	(75,655)	(74,167)	0	(74,167)	17,226	+18.8	Some income is being predicted with the safer streets funding and there was an additional 10k from the depot crematorium. and more income sourced over the next few months from project work.
Head of Operations	CCTV Shared Service	219,128	0	0	219,128	465,712	308,227	0	308,227	89,099	+40.7	The staffing costs have impacted on the service over the past year with sickness and overtime to cover the short fall. 2 staff were taken on to ensure that the pressures on the service were not duplicated as per last year with the difficult team issues being experienced over the summer and the festive period . The team are in a far better position now with a robust team in place , operators wanting top work with each other and producing the results.
Head of Operations	Countryside	317,477	7,000	0	324,477	203,117	279,775	0	279,775	(44,702)	-13.8	
Head of Operations	Fleet Management	310,856	0	0	310,856	195,175	273,490	0	273,490	(37,366)	-12.0	Employees: (£22k) 2 vacancies, utilising Kick Starters since April, filled one Vacancy with Kick starter 11/10/2021
Head of Operations	Green Spaces	479,318	0	0	479,318	303,962	527,959	0	527,959	48,641	+10.1	£21k Employees: GM Market supplement to match similar jobs in the area. £81k Incofees: GM S106 no longer coded to GM, reduced and goes to Parks & OS. £13k Supplies: ARB Increased subcontractor costs to keep up with commitments.
Head of Operations	Head of Operations	301,658	0	0	301,658	297,262	204,512	0	204,512	(97,146)	-32.2	The current head of operations is being seconded to another role and vacant posts within the Operation Business Support has lead to a large underspend
Head of Operations	Markets	(43,495)	0	0	(43,495)	61,045	51,801	0	51,801	95,296	+219.1	Market trader rents agreed suspension for Q1 and Q2 by portfolio holder and leader
Head of Operations	Parks and Open Spaces	330,296	0	0	330,296	303,909	410,624	0	410,624	80,328	+24.3	(£10k) Buildings: SDVD Works done only when there is a reported problem with residents septic tank, none so far this year. £61k Supplies & Buildings; W Impact of flood risk management survey done, previous estimate of £70k reported to members in briefing. Awt Comments for P&OS.
Head of Operations	Street Cleansing	739,779	0	0	739,779	559,889	795,536	0	795,536	55,757	+7.5	£81k Supplies: Litter bin removal projected savings cancelled. (£25) Supplies: Subcontractor litter picking from A14/A1 staffing shortages, so unable to complete.

Head of Operations	Waste Management	2,736,024	0	0	2,736,024	1,289,194	2,080,924	0	2,080,924	(655,100)	-23.9	Incofees; (£83k) Increased Bulky revenue due to Covid; (£47k) recycling credits improved recycling as people at home; (£76k) improved Trade Waste sales; £44k Bin delivery income reduced as no current method to forecast; £13k 2nd Green Bin income reduced based on current volumes, this may improve as "queries" are resolved around the new years DD's, as income comes in later. Supplies; (£251k) reduced recycling collection cost raw material rebate due to increased recycle commodity rates; £48k increased waste disposal costs for Trade; £20k Increased spend on bin bags.
Head of Leisure & Health	One Leisure Facilities	335,592	0	0	335,592	681,417	286,627	0	286,627	(48,965)	-14.6	<p>The overall budget for One Leisure facilities was a deficit of £249K</p> <p>The current forecast for One Leisure facilities is a deficit of £199K showing a saving of £50K against budget target. This is an improvement of £9K from Q2.</p> <p>Income budget – which was set based on a recovery trajectory and based on the facilities and services being 100% open from April 1st was £4.9M</p> <p>Restrictions have meant that the service has been operating sub capacity since April 1st throughout Q1 until we were able to lift all capacity restrictions on 19th July.</p> <p>End of Year income is still forecasted as being just under the budget target of £4.9M – and this includes an income compensation scheme grant of £750K for the 1st quarter of the financial year (only receiving 75p of every £ lost).</p> <p>Swimming is performing ahead of the planned recovery. Swimming lessons are now virtually back to the pre-covid programme and occupancy levels still rising across all steps.</p> <p>Memberships are behind the recovery budget trajectory, but this was based on full capacity and opening from the 1st April. Memberships have been increasing slightly ahead of the industry expectations. Q3 performance was very good and in month membership payments (excluding DD run) was the best for the last 6 years. The start of January is not where we had forecast it to be in terms of in month membership payments due to a number of factors. a) The impact of the current covid wave reducing likelihood of customers joining, b) customers joining late last year instead of January and annual renewal payments not falling in the months you would expect due to frozen membership extensions In mitigation against this additional promotional activities in the community are planned on top of the social media, radio and newspaper advertising that is already taking place</p> <p>Burgess Hall is predicting a surplus but is down against budget by £20K which again takes into account very limited opening until the 19th July. This is a reduction of £10K since Q2 which is solely attributable to the effects of COVID as we approached the Christmas period.</p>

The annual pantomime has been a success in January with ticket sales still selling out on the most popular sessions and sales only down by around 5% showing facility users are confident with our COVID preventative measures.

Expenditure

Employee expenditure has a full year budget of £3.7M. Current forecast has a prediction of £3.1M (saving of £600K) with the savings being attributed to areas that have not been fully open. This is consistent with the forecast from Q1 & Q2 but is also in keeping with improving levels of income. Buildings are contributing an overall saving of £300K mainly due to savings of utility usage from the changes to the delivery of the service.

Supplies and Service are in line with budget expectations and service performance with the Marketing budget now fully committed and scoped to support the aforementioned campaigns and promotions.

Head of Leisure & Health	One Leisure Active Lifestyles	186,531	35,000	0	221,531	113,447	234,601	0	234,601	13,070	+5.9	35000 Playing Pitch Strategy - To be funded from reserves at year end - will have a net nil impact on Active Lifestyles budget at year end Income & Fees: Covid impact continues to be felt. Some restrictions on numbers remain (venue operator rules); Some reluctance to return to busier classes from customers who are vulnerable; Some partners and customer still not willing/able to resume/return directly with our services (e.g. schools, disability groups, FE colleges) and others are still not back face to face with their own client groups affecting onward referral. (e.g. Cardiac Rehab). Employees: Vacancies in Active Health team have helped to off-set reduced income; Reduced variable costs - being managed to mitigate impact of Covid on income Assumptions/Mitigation: MTFS for Technology Improvements forecast to be fully spent however does rely on ability of 3C and Transformation to assist.	
	ICT Shared Service	2,337,595	0	0	2,337,595	4,436,789	2,477,239	0	2,477,239	139,644	+6.0	Combination of IEG4 additional costs and accruals being brought forward has created this overspend. The position regarding extra costs to cover recruitment back-fill has increased again due to not being able to fill the posts and the local jobs market. Historic charges for County phone system dating back to 2018 have emerged - currently negotiating costs, but worsts case scenario (as presented) is Extra £45k.	
Head of ICT													
<b>HDC Total</b>		<b>20,685,919</b>	<b>99,326</b>	<b>(692,000)</b>	<b>20,093,245</b>	<b>11,520,472</b>	<b>22,355,482</b>	<b>(3,869,339)</b>	<b>18,486,143</b>	<b>(1,607,102)</b>	<b>-8.0</b>		