

A meeting of the **OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH)** will be held in **CIVIC SUITE, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **WEDNESDAY, 7 JUNE 2023** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

## **AGENDA**

### **APOLOGIES**

**1. MINUTES** (Pages 5 - 12)

To approve as a correct record the Minutes of the Overview and Scrutiny Panel (Performance and Growth) meetings held on 5th April 2023 and 18th May 2023.

**Contact Officer: B Buddle**  
**01480 388008**

**2. MEMBERS' INTERESTS**

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

**Contact Officer: B Buddle**  
**01480 388008**

**3. NOTICE OF KEY EXECUTIVE DECISIONS** (Pages 13 - 20)

A copy of the current Notice of Key Executive Decisions is attached. Members are invited to note the Plan and to comment as appropriate on any items contained therein.

**Contact Officer: H Peacey**  
**01480 388169**

**4. MARKET TOWNS PROGRAMME - SUMMER UPDATE** (Pages 21 - 48)

The Panel is to receive the Market Towns Programme – Summer Update Report.

*Executive Councillor: S Wakeford*

**Contact Officer: P Scott**  
**01480 388486**

**5. MID TERM REVIEW OF THE HOUSING STRATEGY 2020-2025 (Pages 49 - 88)**

The Panel is invited to comment on the Mid Term Review of the Housing Strategy.

*Executive Councillor: S Wakeford*

**Contact Officer: P Scott  
01480 388486**

**6. FIRST HOMES STATEMENT (Pages 89 - 104)**

The Panel is invited to comment on the First Homes Position Statement.

*Executive Councillor: S Wakeford*

**Contact Officer: P Scott  
01480 388486**

**7. CORPORATE PERFORMANCE REPORT, 2022/23 QUARTER 4 (Pages 105 - 180)**

The Panel is invited to receive the Corporate Performance Report 2022/23 Quarter 4.

*Executive Councillor: S Ferguson*

**Contact Officer: D Buckridge  
01480 388065**

**8. FINANCE PERFORMANCE REPORT 2022/23 QUARTER 4 (Pages 181 - 212)**

The Panel is invited to receive the Finance Performance Report 2022/23 Quarter 4.

*Executive Councillor: B Mickleburgh*

**Contact Officer: K Sutton  
01480 387072**

**9. TREASURY MANAGEMENT OUTTURN REPORT 2022/23 (Pages 213 - 240)**

The Panel is invited to comment on the Treasury Management Outturn Report 2022/2023.

*Executive Councillor: B Mickleburgh*

**Contact Officer: K Sutton  
01480 387072**

**10. CORPORATE PLAN TARGETS 2023/24 (Pages 241 - 270)**

The Panel is invited to comment on the Corporate Plan Targets 2023/24 Report.

*Executive Councillor: S Ferguson*

**Contact Officer: J Taylor**  
**01480 388119**

**11. OVERVIEW AND SCRUTINY WORK PROGRAMME (Pages 271 - 274)**

- a) The Panel are to receive the Overview and Scrutiny Work Programme
- b) Members to discuss future planning of items for the Work Programme

**Contact Officer: B Buddle**  
**01480 388008**

30 day of May 2023

***Oliver Morley***

Head of Paid Service

**Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests.**

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

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The District Council also permits filming, recording and the taking of photographs at its meetings that are open to the public. Arrangements for these activities should operate in accordance with [guidelines](#) agreed by the Council.

**Please contact Mrs Beccy Buddle, Democratic Services Officer (Scrutiny), Tel No. 01480 388008/e-mail [Beccy.Buddle@huntingdonshire.gov.uk](mailto:Beccy.Buddle@huntingdonshire.gov.uk) if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.**

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

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

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

### **Emergency Procedure**

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

## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH) held in Civic Suite, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Wednesday, 5 April 2023.

PRESENT: Councillor C M Gleadow – Chair.

Councillors A M Blackwell, S Cawley, S J Corney, I D Gardener, J E Harvey, S A Howell, R Martin, Dr M Pickering, R A Slade and N Wells.

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

IN ATTENDANCE: Councillor T D Sanderson.

### **88. MINUTES**

The Minutes of the meeting held on 5th April 2023 were approved as a correct record and signed by the Chair.

### **89. MEMBERS' INTERESTS**

Councillor S Corney declared a Non-Registerable Interest under Minute 22/92 as Cambridgeshire County Councillor for Warboys & The Stukeleys Ward.

Councillor Blackwell declared a Non-Registerable Interest under Minute 22/93 as a Member of Huntingdon Town Council.

Councillor Cawley declared a Non-Registerable Interest under Minute 22/93 as a Ward Member for Great Staughton.

Councillor Corney declared Non-Registerable Interests under Minute 22/93 as Cambridgeshire County Councillor for Warboys & The Stukeleys Ward, as a Ward Member for Ramsey and as a Member of Ramsey Town Council.

Councillor Gardener declared a Non-Registerable Interest under Minute 22/93 as Cambridgeshire County Councillor for Alconbury and Kimbolton and as the Chair of Grafham Parish Council.

Councillor Gleadow declared a Non-Registerable Interest under Minute 22/93 as a Member of St Ives Town Council.

Councillor Harvey declared a Non-Registerable Interest under Minute 22/93 as a Ward Member for Huntingdon East.

Councillor Howell declared a Non-Registerable Interest under Minute 22/93 as a Ward Member for Yaxley.

Councillor Martin declared an Other Registerable Interest in Minute 22/93 as a previous Member of Sawtry Parish Council and a Non-Registerable Interest as a Ward Member for Sawtry.

Councillor Pickering declared a Non-Registerable Interest under Minute 22/93 as his daughter attends Longsands Academy.

Councillor Slade declared an Other Registerable Interest in Minute 22/93 as a Governor for Longsands Academy.

Councillor Wells declared a Non-Registerable Interest under Minute 22/93 as a Member of St Ives Town Council.

## **90. NOTICE OF KEY EXECUTIVE DECISIONS**

The Panel received and noted the current Notice of Key Executive Decisions (a copy of which has been appended in the Minute Book) which has been prepared by the Executive Leader for the period 1st April 2023 to 31st July 2023.

## **91. ISSUES ENGAGEMENT PAPER 2023**

By means of a report by the Chief Planning Officer (a copy of which was appended in the Minute Book) the Issues Engagement Paper 2023 was presented to the Panel.

Councillor Pickering praised the excellent report, a sentiment which was echoed by the Panel.

Following questions from Councillors Blackwell, Pickering and Corney on the target audience of the consultation along with questions relating to resident engagement and timescales, the Panel were advised;

- that the consultation period would run for 10 weeks from 26th April – 5th July 2023;
- that the documents would be interactive with hyperlinks being added to allow residents to access the parts of interest to them;
- that the different forms would use language relevant to the related document and anticipated audience;
- it was noted that the Panel requested to view the interactive documents alongside the written reports in the future.

The Panel heard, in response to questions from Councillors

Howell and Gardener, that the team would be investigating how best to ensure public engagement could encompass all areas of the district including northern and rural areas.

Councillor Cawley enquired what a good engagement level would look like to the team. The Panel heard that whilst a number would be difficult to quantify at this stage, the team would endeavour to reach as many residents and businesses as possible. However, it was further assured that the examiner would be looking at methods of engagement rather than numbers of responses in the final plan. Following the response, Councillor Cawley's suggestion of a simple communications pack for members to use to encourage engagement with parish councils in particular was noted.

Following a question from Councillor Gleadow, the Panel heard that a communications plan was being developed to promote engagement with the younger generation across the district.

The Panel were advised, following a question from Councillor Gardener, that although the team wished to engage with parish councils it would not be practical or achievable to visit all throughout the district therefore alternatives were being developed.

Councillor Corney enquired whether there was any flexibility in the consultation dates, whereupon the Panel heard that parishes were encouraged to communicate with the team if the dates were anticipated to cause an issue.

Councillor Slade expressed concerns that the system used for responses may prove discouraging due to the need to register. The Panel were assured that the registration process was very swift and required minimal details and was only required for responding to the full Issues Engagement Paper not the Summary or Easy Read versions. Furthermore messaging will be shared via social media to publicise the consultations, the mechanisms for responses to be received would be investigated. Following concerns from Councillor Pickering that Facebook is thought to have an older demographic the Panel were assured that other services such as Twitter and LinkedIn would also be used along with YouTube videos.

Following an enquiry from Councillor Martin relating to residents without digital access, the Panel heard that hard copies would be available in local libraries. It was further explained that written responses could be submitted or a paper form requested via phone or email. The Panel were encouraged to communicate with parishes and make use of village newsletters to communicate with residents where possible.

In response to questions from Councillors Gardener and Corney

relating to visibility in the wider community, the Panel heard that a Communications plan was being developed to address this, alongside use of YouTube videos and a short presentation for parishes to use.

Following a question from Councillor Pickering about the ownership and maintenance of open spaces in new developments, the Panel heard that this is actioned in conjunction with the developers and conversations around this would continue as new developments came forward.

Councillor Gardener praised the suggestion of active travel across new developments but enquired if it would be possible to develop this to ensure it also runs across existing developments. The Panel were reminded that the current Call for Sites consultation includes an option for active travel and that this was an ongoing area of development.

It was thereupon

**RESOLVED**

that the comments of the Overview and Scrutiny Panel be passed to Cabinet for their consideration when making a decision upon the recommendations contained within the report.

**92. THE STUKELEYS NEIGHBOURHOOD PLAN EXAMINATION OUTCOME AND PROGRESSION TO REFERENDUM**

By means of a report by the Chief Planning Officer (a copy of which is appended in the Minute Book) the Stukeleys Neighbourhood Plan examination outcome and progression to referendum was presented to the Panel.

Following an introduction to the report from the Executive Councillor and Officer, Councillor Corney praised an excellent piece of work and observed, as Ward Councillor, that the plan was supported by the parish.

It was thereupon

**RESOLVED**

that the comments of the Overview and Scrutiny Panel be passed to Cabinet for their consideration when making a decision upon the recommendations contained within the report.

**93. COMMUNITY INFRASTRUCTURE LEVY FUNDING ALLOCATION**

By means of a report by the Chief Planning Officer (a copy of which is appended in the Minute Book), the Community Infrastructure Levy Funding Allocation report was presented to the Panel.



Councillor Harvey enquired about the approval for the police application which supports three counties, when the application for Huntingdon Pavilion had been refused. The Panel heard that the purpose of CIL is to support infrastructure and make improvements to the local area and policing is considered to be part of 'community'. It was felt that the application by the police met the criteria whereas the pavilion application did not for the reasons mentioned in the report. Following a request from Councillor Gleadow as to whether the lack of funding from Sports England had played a part, the Panel heard that the business case of the application was considered alongside expert advice from the Council's leisure team. It was noted that CIL funding is limited and the need to be assured that the project can be fully delivered is vital.

Following an enquiry by Councillor Pickering, the Panel heard that CIL funding is subject to an ongoing national government consultation until June. The current process has been paused to allow for a full review of CIL governance to ensure it enables growth and provides value for money. While this work is ongoing it will also have regard to emerging guidance associated with the proposed Infrastructure Levy.

Councillor Cawley observed that the report showed a sensible approach to applications by officers with clear reasoning for their decisions

It was thereupon

**RESOLVED**

that the comments of the Overview and Scrutiny Panel would be passed to Cabinet for their consideration when making a decision upon the recommendations contained within the report. It was noted that Councillors Blackwell and Harvey abstained from this resolution.

#### **94. OVERVIEW AND SCRUTINY WORK PROGRAMME**

With the aid of a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book) the Overview and Scrutiny Work Programme was presented to the Panel.

Chair

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## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH) held in Civic Suite. Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Wednesday, 17 May 2023.

PRESENT: Councillor C M Gleadow – Chair.

Councillors A M Blackwell, S J Corney,  
I D Gardener, J E Harvey, S A Howell,  
A R Jennings, R Martin, Dr M Pickering,  
R A Slade, N Wells and Graham John  
Welton.

### 1. ELECTION OF CHAIR

RESOLVED

that Councillor C M Gleadow be elected Chair of the Panel for the ensuing Municipal Year.

**Councillor C M Gleadow in the Chair.**

### 2. MEMBERS' INTERESTS

No declarations of interests were received.

### 3. ELECTION OF VICE-CHAIR

RESOLVED

that Councillor S A Howell be appointed Vice-Chair of the Panel for the ensuing Municipal Year.

Chairman

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## NOTICE OF EXECUTIVE KEY DECISIONS INCLUDING THOSE TO BE CONSIDERED IN PRIVATE

**Prepared by:** Councillor Sarah Conboy, Executive Leader of the Council  
**Date of Publication:** 22 May 2023  
**For Period:** 1 June 2023 to 30 September 2023

Membership of the Cabinet is as follows:-

Councillor Details		Councillor Contact Details
Councillor S J Conboy	Executive Leader of the Council and Executive Councillor for Place	Cloudberry Cottage 9 Earning Street Godmanchester Huntingdon PE29 2JD  Tel: 01480 414900 / 07831 807208 E-mail: <a href="mailto:Sarah.Conboy@huntingdonshire.gov.uk">Sarah.Conboy@huntingdonshire.gov.uk</a>
Councillor L Davenport-Ray	Executive Councillor for Climate & Environment	73 Hogsden Leys St Neots Cambridgeshire PE19 6AD  E-mail: <a href="mailto:Lara.Davenport-Ray@huntingdonshire.gov.uk">Lara.Davenport-Ray@huntingdonshire.gov.uk</a>
Councillor S Ferguson	Executive Councillor for Customer Services	9 Anderson Close St Neots Cambridgeshire PE19 6DN  Tel: 07525 987460 E-mail: <a href="mailto:Stephen.Ferguson@huntingdonshire.gov.uk">Stephen.Ferguson@huntingdonshire.gov.uk</a>

Councillor M Hassall	Executive Councillor for Corporate & Shared Services	Care of Huntingdonshire District Council St Mary's Street Huntingdon Cambridgeshire PE29 3TN  Tel: 07825 193572 E-mail: <a href="mailto:Martin.Hassall@huntingdonshire.gov.uk">Martin.Hassall@huntingdonshire.gov.uk</a>
Councillor B Mickelburgh	Executive Councillor for Finance & Resources	2 Grainger Avenue Godmanchester Huntingdon Cambridgeshire PE29 2JT  Tel: 07441 392492 E-mail: <a href="mailto:Brett.Mickelburgh@huntingdonshire.gov.uk">Brett.Mickelburgh@huntingdonshire.gov.uk</a>
Councillor B Pitt	Executive Councillor for Community & Health	17 Day Close St Neots Cambridgeshire PE19 6DF  Tel: 07703 169273 E-mail: <a href="mailto:Ben.Pitt@huntingdonshire.gov.uk">Ben.Pitt@huntingdonshire.gov.uk</a>
Councillor T Sanderson	Deputy Executive Leader and Executive Councillor for Planning	29 Burmoor Close Huntingdon Cambridgeshire PE29 6GE  Tel: 01480 436822 E-mail: <a href="mailto:Tom.Sanderson@huntingdonshire.gov.uk">Tom.Sanderson@huntingdonshire.gov.uk</a>

Councillor S Taylor	Executive Councillor for Leisure, Waste & Street Scene	66 Wren Walk Eynesbury St Neots Cambridgeshire PE19 2GE  Tel: 07858 032076 E-mail: <a href="mailto:Simone.Taylor@huntingdonshire.gov.uk">Simone.Taylor@huntingdonshire.gov.uk</a>
Councillor S Wakeford	Executive Councillor for Jobs, Economy and Housing	4 Croft Close Brampton Huntingdon Cambridgeshire PE28 4TJ  Tel: 07762 109210 E-mail: <a href="mailto:Sam.Wakeford@huntingdonshire.gov.uk">Sam.Wakeford@huntingdonshire.gov.uk</a>

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notice is hereby given of:

- Key decisions that will be taken by the Cabinet (or other decision maker)
- Confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part).

notice/agenda together with reports and supporting documents for each meeting will be published at least five working days before the date of the meeting. In order to enquire about the availability of documents and subject to any restrictions on their disclosure, copies may be requested by contacting the Democratic Services Team on 01480 388169 or E-mail [Democratic.Services@huntingdonshire.gov.uk](mailto:Democratic.Services@huntingdonshire.gov.uk).

Agendas may be accessed electronically at the [District Council's website](#).

Formal notice is hereby given under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that, where indicated part of the meetings listed in this notice will be held in private because the agenda and reports for the meeting will contain confidential or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. See the relevant paragraphs below.

Any person who wishes to make representations to the decision maker about a decision which is to be made or wishes to object to an item being considered in private may do so by emailing [Democratic.Services@huntingdonshire.gov.uk](mailto:Democratic.Services@huntingdonshire.gov.uk) or by contacting the Democratic Services Team. If representations are received at least eight working days before the date of the meeting, they will be published with the agenda together with a statement of the District Council's response. Any representations received after this time will be verbally reported and considered at the meeting.

**Paragraphs of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) (Reason for the report to be considered in private)**

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the Financial and Business Affairs of any particular person (including the Authority holding that information)
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations that are arising between the Authority or a Minister of the Crown and employees of or office holders under the Authority
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
6. Information which reveals that the Authority proposes:-
  - (a) To give under any announcement a notice under or by virtue of which requirements are imposed on a person; or
  - (b) To make an Order or Direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Huntingdonshire District Council  
Pathfinder House  
St Mary's Street  
Huntingdon PE29 3TN.

- Notes:-
- (i) Additions changes from the previous Forward Plan are annotated \*\*\*
  - (ii) Part II confidential items which will be considered in private are annotated ## and shown in italic.



Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Community Chest Grant Aid Awards 2023/24	Grants Panel	21 Jun 2023 19 Jul 2023 16 Aug 2023 20 Sep 2023		Claudia Deeth, Community Resilience Manager Tel No: 01480 388233 or email: Claudia.Deeth@huntingdonshire.gov.uk		B Pitt & M Hassall	Environment, Communities & Partnerships
Oxford to Cambridge Partnership***	Cabinet	20 Jun 2023		Oliver Morley, Interim Managing Director Tel No: 01480 388103 or email: Oliver.Morley@huntingdonshire.gov.uk		S Conboy	Environment, Communities & Partnerships

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Indoor and Built Sports Facilities Strategy and Playing Pitch and Outdoor Sports Strategy	Cabinet	20 Jun 2023		Martin Grey, Sports Development Manager Tel No: 01480 388244 or email: Martin.Grey@huntingdonshire.gov.uk		S Taylor	Environment, Communities & Partnerships
Market Towns Programme - Summer Update	Cabinet	20 Jun 2023		Pamela Scott, Housing Strategy and Delivery Manager Tel No: 01480 388486 or email: Pamela.Scott@huntingdonshire.gov.uk		S Wakeford	Performance & Growth
Mid Term Review of the Housing Strategy 2020-2025	Cabinet	20 Jun 2023		Pamela Scott, Housing Strategy and Delivery Manager Tel No: 01480 388486 or email: Pamela.Scott@huntingdonshire.gov.uk		S Wakeford	Performance & Growth

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Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
First Homes Statement	Cabinet	20 Jun 2023		Pamela Scott, Housing Strategy and Delivery Manager Tel No: 01480 388486 or email: Pamela.Scott@huntingdonshire.gov.uk		S Wakeford	Performance & Growth
Green Bins***	Cabinet	18 Jul 2023		Andrew Rogan, Waste Operations Manager Tel No: 01480 388082 or email: Andrew.Rogan@huntingdonshire.gov.uk		S Taylor	Environment, Communities & Partnerships
Tenancy Strategy	Cabinet	18 Jul 2023		Pamela Scott, Housing Strategy and Delivery Manager Tel No: 07874 887465 or email: Pamela.Scott@huntingdonshire.gov.uk		S Wakeford / S Ferguson	Performance & Growth

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Market Towns Programme - Autumn Update***	Cabinet	19 Sep 2023		Pamela Scott, Housing Strategy and Delivery Manager Tel No: 01480 388486 or email: Pamela.Scott@huntingdonshire.gov.uk		S Wakeford	Performance & Growth
Redesign of Council Tax support scheme***	Cabinet	14 Nov 2023		Katie Kelly, Revenue and Benefits Manager Tel No: 01480 388388 or email: Katie.Kelly@huntingdonshire.gov.uk		S Ferguson	Environment, Communities & Partnerships

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

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Market Towns Programme – Spring Update  
2022/2023)

**Meeting/Date:** Overview & Scrutiny (Performance and Growth)  
5<sup>th</sup> June 2023

**Executive Portfolio:** Executive Councillor for Jobs, Economy &  
Housing

**Report by:** Regeneration & Housing Delivery Manager

**Ward(s) affected:** All

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### RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on the Market Town's Programme Spring Update from the Cabinet report attached.

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

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Market Towns Programme – Spring Update 2022/2023

**Meeting/Date:** Overview & Scrutiny (Performance & Growth)  
5 June 2023

Cabinet  
18<sup>th</sup> June 2023

**Executive Portfolio:** Executive Councillor for Jobs, Economy & Housing

**Report by:** Regeneration and Housing Delivery Manager

**Ward(s) affected:** All wards.

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### EXECUTIVE SUMMARY:

This report provides the 2023/2024 Q1 update on the Market Towns Programme (MTP).

The MTP is an ambitious programme of economic led interventions to support Huntingdonshire's town centres recover from the Covid-19 Pandemic, whilst also looking forward to renewing and reshaping our town centres and high streets in a way that promotes growth, improves experiences, and ensures sustainability in the future.

The MTP is funded through a combination of external funding from the Department for Levelling Up, Housing & Communities (DLUHC), Cambridgeshire and Peterborough Combined Authority (CPCA), Huntingdonshire District Council (HDC) Community Infrastructure Levy (CIL) and National Highways. This update particularly highlights:

- Completion of final designs for the St Neots Market Square (Town Centre Improvements) and procurement of a contractor to deliver the scheme.
- Appointment of architects and technical advisers for the refurbishment of the Priory Centre, St Neots.
- Initiation of projects approved by the CPCA Board in March, concerning project delivery in St Neots, Huntingdon, and St Ives, in addition to the Ramsey Market Produce Hub project, funded via the Local Growth Fund.
- Completion of the Huntingdon, Ramsey, and St Ives masterplans.

### RECOMMENDATION UPDATE

Cabinet is asked to:

- Note progress regarding the projects (part of the Market Towns Programme) as highlighted above.

## **PURPOSE OF THIS REPORT**

- 1.1 To provide an update on activity across the strands of the Market Town Programme.

## **UPDATE ON MARKET TOWNS PROGRAMME**

### **ST NEOTS PROGRAMME:**

#### **Town Centre Improvements (Transport Projects)**

- 2.1. The final detailed designs for the Town Centre Improvements were completed during April. Considerable work has been undertaken to refine and improve the proposals over the last few months, factoring in feedback from residents and local stakeholders as part of both online and in person engagement activities. The final designs, which detail all the proposed works, are included within this link: [Cabinet Submission](#)
- 2.2. The formal procurement process to appoint a contractor to undertake the scheme was commenced on the 2nd of May 2023, it will conclude during August 2023. A significant risk to the scheme has been a lack of interest from the market. As part of our early engagement, we have carried out market testing through the Eastern Highways Alliance Framework and have identified that a minimum of three contractors are expected to submit tenders. This is incredibly positive and will help to ensure a competitive and successful procurement process is completed.
- 2.3. Every effort has been taken to mitigate risks. We have, for example, taken additional time to consider technical and cost challenges prior to the procurement process being launched. This has also included market testing with local contractors, to better understand how the work could be better phased, and the cost implications or benefits of this. Whilst this has extended the scheme schedule slightly, commencing construction in early Autumn, as opposed to late Summer, this additional work will be beneficial to the project on cost and delivery timescales.
- 2.4. In terms of phasing and delivering the works within the Market Square, it is important that we ensure the operation of the Charter Market is maintained. This also includes other specialist Markets, for example, craft and farmers, and other events which are organised by St Neots Town Council. The Council is working with partners to maximise the operation of these Markets and events during the construction period and minimise disruption as far as possible.
- 2.5. To ensure that we can accommodate both the continued operation of the Market(s) whilst undertaking construction work, HDC will continue to liaise closely with the Charter rights owners (Rowley Estates) and the current leaseholder for the Charter Market rights (Wendy Fair).

#### **Town Centre Improvements Communications Plan**

- 2.6. As we approach the commencement of construction works on site, we are acutely aware of the need to communicate effectively and regularly with residents, businesses, and other stakeholders to minimise any disruption to daily life. The team will make sure that the HDC website is up to date with



information on the project and our bi-monthly newsletter will focus updates on this project. One specific area we are focusing on is tree replacement, as this is a very topical issue which has caused problems for similar schemes elsewhere in the country.

- 2.7.** The tree removal is a Cambridgeshire County Council led and funded activity, which would have been required irrespective of the Market Square improvements. The removal is due to faults in how the trees were originally planted, which has resulted in the tree roots damaging the surrounding paving and creating a safety hazard for pedestrians. The trees will be replaced by semi-mature trees on both sides of the Market Square, in greater numbers than currently. It is critically important that we communicate effectively with members of the public as to why the trees are being replaced. To this end, we are preparing a communications strategy specific to the Town Centre Improvements, which will be shared soon.
- 2.8.** It should be noted that we are also steering away from referring to these works as the “transport projects” as we have been, as we feel that this does not accurately reflect the final scope of the projects. As such, we have retitled this scheme “Town Centre Improvements,” and this term will be used for all future communications.

### **The Old Falcon Inn**

- 2.9.** The Old Falcon Inn is a Grade II listed building and holds a prominent position in the Market Square. It is under private ownership and has been vacant for almost 20 years. The current owner is keen on bringing the building back into active use and, after significant engagement from the Council, wishes to work with us towards this goal.
- 2.10.** Our end goal in providing this support to the owner is to ensure the building is brought back into active use. We have adapted our approach from acquiring the property into an enabling role. These activities are consistent with the original outcomes sought as part of our Future High Street fund application.

### **Priory Centre**

- 2.11.** The Priory Centre project objective is to deliver a much enhanced and financially sustainable multi-use community facility. The Council has recently undertaken a procurement process to appoint an architect-led multi-disciplinary team to develop proposals for the refurbishment and improvement of the Centre. The competition attracted 19 high quality tenders. Following a comprehensive assessment exercise, involving direct interviews, we have selected a preferred bidder.
- 2.12.** We are now currently following procurement processes, which includes a 10-day standstill process before we can formally appoint the contractor. Once the contract is active, the appointed contractor will also be responsible for project managing the implementation of any works resulting from the designs prepared, including the procurement of a building contractor.
- 2.13.** The Priory Centre enhancement project will be funded by the Future High Street Fund (FHSF) and an allocation of funding from the Community Infrastructure Levy. As with all projects funded through FHSF, we are required to complete

spending by March 2024. Consequently, we will be seeking to rapidly deliver an initial phase 1 of works by this point. These phase 1 works may include less intrusive construction activity, which could, for example, include measures to increase the energy efficiency of the building which is a known issue.

- 2.14.** There are no time restrictions placed on funding from the Community Infrastructure levy. Further phases of work can therefore take place after March 2024. Whilst the schedule for completion will be dependent on the type and extent of work, which is subject to confirmation, we are currently forecasting completion of all works by Summer 2024.

### **St Neots CPCA Legacy funding (masterplan phase 1)**

- 2.15.** On the 22<sup>nd</sup> March 2023, the CPCA Board provided approval to HDC's Change Control request concerning new project proposals. These projects will be funded from the St Neots CPCA (legacy) masterplan phase 1 programme, which had an underspend of £260,000.

- 2.16.** The projects which were approved included:

- Development of a stage / entertainment area within the renewed Market Square, which can also provide a multi-use space, e.g., café seating.
- Public art within the town centre, to be developed as part of a local competition, managed by St Neots Town Council.
- Extension of wayfinding digital screens into St Neots (subject to confirmation overall programme proceeds).
- Co-retail space, providing an opportunity for the sale of products by local independent traders / product creators in a shared retail space.

- 2.17.** The full expenditure of £260,000 was reallocated to delivery of these projects. Work is now commencing on initiating these activities. Two of the four projects link to existing HDC led schemes; the stage area in St Neots Market Square and public art. The remaining two projects will be delivered directly by partners including St Neots Town Council and the St Neots Initiative. Work is now underway on initiating these activities. This includes the preparation of funding agreements with Project Partners and the approval of our own Grant Funding Agreement with the CPCA.

### **Huntingdon and St Ives funding allocation**

- 2.18.** In addition to the St Neots focused projects summarised above, approval was also provided by the CPCA Board in March to the Council's proposals concerning previously unallocated funding from the Accelerated Funding Programme. A total of £802,150 (including contingency) was confirmed for project delivery in Huntingdon and St Ives. The projects approved are:

- St Ives Broadway Cycle Link and Highways improvements
- Contribution to completion of the St Ives Bandstand community project
- Shop Front grant scheme in both Huntingdon and St Ives
- Expansion and improvement of the Cromwell Museum to improve visitor amenities and facilities
- A new Huntingdon Visitor Centre to promote the town centre, hosted within the Commemoration Hall.

**2.19.** Work is now progressing on initiating all these projects. We anticipate completion of the St Ives Band Stand by June 2023 and the Huntingdon Visitor Centre project by this coming Autumn 2023. The remaining projects will begin delivery in the next two months and will be completed in 2024/25.

### **Digital Wayfinding**

**2.20.** In 2021, the Council, working with Connecting Cambridgeshire, secured £200,000 of funding to deliver a digital (wayfinding) screen project. Up to five digital screens were to be located in Huntingdon, Ramsey, and St Ives town centres. The overall purpose of the Digital displays was to support wayfinding through technology, and to promote shopping, events, and heritage attractions in these areas. The broad objectives of the system were to:

- Enhance the overall image of our market town centres as destinations, creating positive experiences for all users;
- Increase the confidence to walk and explore by better connecting places keeping information simple;
- Provide a digital wayfinding and information system that is beneficial to all town centre stakeholders and businesses;
- Provide a flexible suite of signage products that can maintain movement and disclose information progressively;
- Grow the number of visitors at key attractions, increasing spending, providing a boost to the local economy;
- Improve urban realm, sense of community, pedestrian safety, health, and environment.
- Future proofed to incorporate interactive mapping solutions where appropriate

**2.21.** During 2022, a decision was taken by the Council, not to take the scheme forward at that point. This was primarily due to concerns and unanswered questions regarding how the system would be managed and maintained. As a result of this, the Council incurred abortive costs of £10,000 and the contract with the intended supplier was cancelled.

**2.22.** The funds allocated to the Council, however, were specific to delivering a Digital Information system. If we do not proceed, the funds are returned. Recent discussions with local partners have identified interest in the project and a willingness to partner or lead on management and maintenance. This would address one of the most significant concerns regarding the project in terms of responsibility for this beyond the initial three-year contract, for which funding would be provided via the CPCA grant funding.

**2.23.** The period in which management and maintenance costs are funded from the initial capital investment is important. A longer period will help to ensure the scheme is a success and reduce the revenue funding required. Consequently, should the project proceed, we will include a requirement within the tender documentation for maintenance and management to be increased to 5 years. This will also include an option for removal at the end of this period, should it not be possible to fund the operation of the system beyond this time.

**2.24.** Town centres continue to be affected by the impact of covid and the closure of businesses, notwithstanding the long-term trend in online shopping. This system may provide an additional tool with which to support their recovery. The

technology used is highly adaptable. It can be integrated with other technologies including smarter town sensors (which also form part of our Market Town Programme), in addition to personal technology such as mobile phones or other connected devices. It can also be integrated with HDC web services and those of other local government partners. Further information regarding the digital screen and possible uses is included within Appendix B.

- 2.25.** As part of our review of this project, we have also contacted other local authorities who have used similar digital screens and technology. This has included Haverhill Town Council, who have operated a similar system since 2018. Haverhill's digital screens are primarily used to promote their local town centre, including arts and cultural events as well as shops and services available in their area. We have also contacted East Cambridgeshire Council who are about to go live with a system in Ely.
- 2.26.** At the time of writing this report it has not yet been possible to arrange meetings with these two Councils, Officers will provide an update as soon as possible to enable a final decision to be made under delegated authority.

### **Smarter Towns**

- 2.27.** The Smarter Towns project continues to be rolled out. Gateway routers required to support smarter town sensors have now all been installed in our major Market Towns. The initial installation of flood sensors in the river Ouse has been successful and is providing up to the minute data on water levels.
- 2.28.** Whilst this project was originally due to close by March 2023, it has been extended with the permission of CPCA to the end of Q2, 2023/24. This extension will ensure the Council is able to draw down all funds allocated to the project to maximise the scheme's benefits. To this end, additional sensors which focus on air quality and surface water are currently being investigated, with trial sensors due to be rolled out. These sensors would again provide up to the minute data on air quality and surface water issues in key locations such as transport routes and town centres, with the ability to link to Council web services and digital systems such as the Digital Wayfinding system (if agreed).
- 2.29.** Other organisations have also begun to express an interest in the system. This includes Cambridgeshire Police, who we are liaising with the Council, Connecting Cambridgeshire and our supplier, concerning potential Police applications for our smarter towns network.

### **Ramsey Produce Hub**

- 2.30.** The Ramsey Market Produce Hub is a significant project for which we recently secured over £1.1M of funding for delivery. The project will deliver a facility within the Great Whyte area which will provide small independent traders and start up retailers with a low-cost base to operate from. This may include the sale of retail products and or a limited provision for food and refreshments. The project will be delivered alongside improvements to the public realm, for which an earlier allocation of funding totaling £0.3M was secured.
- 2.31.** We are undertaking a technical feasibility (engineering based) mini study to consider structural challenges and solutions relating to the proposed facility's

location. Specifically, we wish to ensure before we progress detailed designs, that the location is feasible. There are engineering and technical challenges to overcome concerning the proximity of the river culvert underneath the Great Whyte. This study will confirm the deliverability of a scheme in this location and will also inform more detailed design proposals to be subsequently developed.

- 2.32.** It should also be noted that we are reviewing the potential for alternative locations and/or facility types, should the original proposed facility location not be considered viable.
- 2.33.** A car parking capacity study is also being commissioned. This study will focus on the demand, capacity and potential reprovisioning of parking spaces removed to provide space for the Hub building in addition to wider car parking capacity requirements. The study will also consider how parking requirements may impact on concept proposals outlined within the Ramsey town centre masterplan.

### **Huntingdon, St Ives, and Ramsey Concept Masterplans**

- 2.34.** All town centre masterplans have now been finalised. Significant additional work has been undertaken to respond to feedback from local communities. Updates have been made to the documents to reflect specific feedback concerning proposals from residents, businesses, and Town Councils. Presentations summarising engagement feedback and masterplan updates have been provided to all three Town Councils, all of which have been well received.
- 2.35.** Over the coming weeks we will be seeking to publish and promote the documents and consider how we can best use the documents to maximise the potential benefits in each of the locations, including identifying external funding opportunities.
- 2.36.** The Council is also currently reviewing how the documents are presented and titled. The original aspiration for Huntingdon, Ramsey and St Ives was to provide a vision for these areas. It may be more appropriate going forward to consider these documents as Visions for each respective area, as opposed to masterplans. We feel that this change would also more accurately reflect the conceptual nature of the documents as opposed to 'masterplan,' which implies a more fixed approach.

### **Vibrant Communities**

- 2.37.** The Vibrant Communities scheme, funded from the UK Shared Prosperity Fund (UKSPF), has commenced. A total of £155,000 was allocated to HDC; £135,000 is revenue and £20,000 is capital. The revenue funding is allocated to Town and Parish Councils based on population.
- 2.38.** Town and Parish Councils were invited to briefing meetings in February and were required to complete a simple proforma that outlined their proposed (revenue funded) activities. The deadline for draft plans was the 24th of March, and the deadline for final plans was 7<sup>th</sup> April. All 14 Councils have submitted proformas with activities that comply with the revenue funding criteria. A high-level summary of proposed activities can be viewed within appendix A. Each Council has now been issued with purchase orders amounting to their funding

allocation and delivery has commenced. The funding will be available for the remainder of the 2023/24 Financial year.

- 2.39.** Regarding the £20,000 capital funding, two projects were identified: the refurbishment of notice boards and transfer to a community interest company in St Neots and the purchase and installation of sound and event equipment for use in Huntingdon Town Centre by Huntingdon BID (Business Improvement District). Both projects will be completed by the end of May 2023.
- 2.40.** It should be noted that this project will move across to the UKSPF Programme and will not form part of the MTP and future reports going forward.

## FINANCE UPDATE:

- 3.1. The overall sources of confirmed funding for the MTP are shown below in Table 1. All funding identified below has been secured and is subject to contractual obligations and must be spent within the agreed guidelines and allocations only.

**Table 1: Overall MTP funding sources and status**

<b>Market Towns Regeneration</b>				
<b>Funding sources</b>	<b>£ Grant secured</b>	<b>£ Spend to date</b>	<b>£ Grant balance</b>	<b>Comment</b>
<b>St Neots Regeneration</b>				
Future High Street Funds (MHCLG (Ministry of Housing, Communities & Local Government) (Ministry of Housing, Communities & Local Government) now DLUHC)	£3,748,815	£1,242,699	£2,506,116	Progress on spending commitment and activity is reported to DLUHC quarterly.
HDC Community Infrastructure Levy (CIL)	£4,829,943	£0	£4,829,943	As per HDC cabinet decision. Schemes which have a mixture of funding sources inc CiL (Community Infrastructure Levy), will utilise time limited funds before CiL.
CPCA	£3,100,000	£145,764	£2,954,236	As per Funding Agreement (Dec '21). Expenditure has commenced; however, the majority of funds will be used in Q3 and Q4 2023/24.
National Highways	£3,493,218	£0	£3,493,218	Funding agreement finalised January 2023. Drawdown of funding from NH (National Highways) will be in three tranches, scheduled for December 2023, May 2024, and November 2024.
CPCA Masterplan phase 1 St Neots *	*£609,655	*£305,099	*£304,556	CPCA Board approval has been provided. Grant funding agreement has been executed and signed.

<b>St Neots Regeneration Sub-total</b>	£15,781,631	£1,693,562	£14,088,069	
<b>Huntingdon, St Ives &amp; Ramsey</b>				
CPCA Masterplans & Accelerated Funding	£2,759,256**	£1,957,106	£802,150	CPCA Board have now confirmed approval to rollover of funding of £802,150 into 2023/24 and 2024/25. A new Grant Funding Agreement has been provided to HDC.
<b>Sub-total</b>	£2,759,256**	£1,957,106	£802,150	
<b>Staff revenue (external) funding – in support of MTP programme</b>				
UK Shared Prosperity Fund	£221,000	£0	£221,000	Funding confirmed. Expenditure profiled for Q3/Q4 in 2023/24.
<b>Sub-total</b>	£221,000	£0	£221,000	
<b>Ramsey Market Produce / Retail Hub</b>				
Local Growth Fund (CPCA)	£1,153,525	£0	£1,153,525	Funding awarded December 2022. Expenditure will commence once proposals for capital works are finalised.
<b>Sub total</b>	£1,153,525	£0	£1,153,525	
<b>PROGRAMME TOTAL</b>	£19,915,412**	£3,650,668	£16,264,744	

\*This programme was previously managed separately and has now been incorporated into the MTP.

\*\*This figure excludes £240,744 of CPCA (Accelerated Project) funds which were not required for delivery towards projects which have been successfully delivered. Approval to roll over these funds or develop new proposals was not permitted by CPCA. The total (funding source) figure has therefore been adjusted to reflect this position.



- 4.1. The comments of the Overview and Scrutiny Panel will be included in this section before the Cabinet considers the report.

## **5. KEY IMPACTS/RISKS**

- 5.1 There are several risks associated with delivering an ambitious programme of this size and complexity, the notable risks are:

### **5.1.1. Budget management risk**

The projects that sit within the MTP are at various stages and therefore, as work progresses to detailed level, cost reliability and accuracy increases, the level of risk is more certain. We will continue to review the individual projects' viability and programme impacts, identifying any areas of risk, as the scheme progresses. The construction industry has seen materials and labour costs significantly increase in cost over the past 18 months. Inflation continues to increase. Therefore, as we move from design into delivery any decisions on proposed options will require agreement that they can be funded within the approved Market Towns programme budget. Mitigation: We will continue monitoring the programme funding profile and anticipated spending against budgets, updating to Cabinet quarterly. We have also sought to engage with Contractors as part of an early-stage pre-procurement process to assess 'buildability' and a sense check of construction costs based on current market activity. The MTP team continue to provide regular updates to funding bodies, briefing them on estimated costings, risks, issues, and inter-dependencies.

### **5.1.2. Programme Timescales risk**

This is an ambitious programme of delivery, with the funding for St Neots of £3.748m from the FHSF required to be spent by March 2024. The CPCA funding of £3.1m also has a deadline of March 2024, they recognise the strategic importance of this programme, and it is anticipated there will be some flexibility in the delivery timescales. National Highways have also indicated that they expect funding of £3.49m within the 2024/25 fiscal year. Mitigation: The detailed programme plan covering feasibility, design, and delivery phases, will be continually reviewed ensuring focus remains on hitting funding milestones, claim dates and delivery milestones. The MTP team continue to provide regular updates to funding bodies, briefing them on progress, risks, issues, and inter-dependencies.

### **5.1.3. Programme Resources risk**

The MTP requires different skills, expertise, and external technical support at various stages of project delivery. The programme itself has multiple projects which must be managed simultaneously identifying all interdependences across the programme. There is significant internal and external stakeholder management and detailed consultation with partners and resident/ business groups. This could result in competing priorities across organisations that will require careful consideration. Mitigation: As part of the project, a detailed resources plan and communications strategy with stakeholders has been developed to ensure the management of expectations and information being shared promptly. The HDC's website is regularly updated with the progress across the core programme sites, more time is being invested in engaging

stakeholders, a greater presence on social media and revamping of the newsletter.

#### **5.1.4. Reputational Risk**

The MTP is a high priority for the Council, so monthly reporting, governance and timely decision-making are critical to ensure the programme is successfully delivered. Mitigation: The programme governance and reporting lines will be continually monitored to ensure that the key programme milestones are managed and achieved. A full MTP programme risk register is in place along with individual project risk registers. Given the size and complexity of the MTP it features on the Council's Strategic Risk register, along with the mitigating actions.

### **6. LINK TO CORPORATE PLAN 2022-2026**

- 6.1. The delivery of the MTP is aligned with the principles and key objectives of the Corporate Plan which sets out the Council's objectives.

### **7. LEGAL IMPLICATIONS**

- 7.1. The Council, based on previously successful funding bids and Cabinet decisions, has entered into and received several grant agreements (for approval) with associated delivery and outputs frameworks, in the current quarter. All Funding Agreements and contracts are subject to review by the HDC legal team and senior officers and members as appropriate. Project Officers will continue to engage with legal advisers as necessary.
- 7.2. This programme will require ongoing legal input to support the further development of project options and scheme delivery, this will include the Ramsey Market Produce Hall, Old Falcon Inn, and Priory Centre, in addition to grant funding agreements for several projects, which are current under review. Other areas include future land and property advice relating for example to leasehold acquisitions and may be required should there be any contractual disputes. Noting there are none currently within the programme.

### **8. EQUALITIES**

- 8.1.  The Council has a statutory duty to promote equality of opportunity, eliminate unlawful discrimination, harassment and victimisation and foster good relations in respect of nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- 8.2. Good planning and effective regeneration can improve environments and opportunities for communities experiencing disadvantage. Planning which does not engage with or consider the needs of local communities is unlikely to improve their life chances and may further entrench area-based disadvantage.

### **9. ENVIRONMENTAL**

**9.1** The Council has a duty to ensure we continue to promote an environmentally positive recovery in Huntingdonshire following the impacts of COVID 19. We also have a duty to deliver sustainable place making. In December 2021, the Council adopted a core set of environmental principles. In October 2022, the Council passed a Cost of Living and Climate Change motion that recognises that the current cost of living and climate crises require joint attention to support the wellbeing of residents and businesses. In February 2022 Council formally recognised the Climate Crisis and Ecological Emergency, adopted the Council's Climate Strategy underlining the organisations commitment to:

- setting a positive example through its actions to be a net carbon zero Council by 2040
- an enabler supporting action within our communities and across our partners
- an encourager to those that live, work, and visit Huntingdonshire to take climate action and reduce carbon emissions

**9.2.** ~~OBJ~~ The Council has direct control of only a tiny proportion of all the carbon emissions within Huntingdonshire, but we can adopt a key role to influence the district, demonstrating good practice whilst setting policies and strategies to influence businesses and communities to tackle climate change whilst enabling sustainable living and growth. These principles are embedded within the MTP.

## **10. APPENDICES**

**Appendix A:**

A summary of the proposed projects from each Town and Parish Council, as part of the (UKSPF) Vibrant Communities programme, in addition to the total funding allocation to each area.

<b>Council</b>	<b>Summary of Projects</b>	<b>Total Spend</b>
Brampton	Summer Fayre	£5,000
	Christmas Fayre	
	Coronation Picnic	
Buckden	Village events to celebrate the Coronation of King Charles	£5,000
	Village Fete	
	Buckden Scarecrow Festival	
	Christmas lights and market	
Fenstanton	Public picnic to celebrate the Coronation of King Charles	£5,000
Kimbolton	Street Party to celebrate the Coronation of King Charles	£5,000
Little Paxton	Village adventure days in Little Paxton playing field	£5,000
Somersham	Coronation picnic-in-the-park	£5,000
	Christmas lights switch-on	
Warboys	Remembrance Sunday service	£5,000
	Christmas light switch-on	
	Coronation fete & Big Help Out (volunteering activities)	
	Feast Week (funfair, street market, live bands, competitions)	
Godmanchester	Christmas Market	£10,000
	Craft market	
	Summer Porch Museum event	
	Promotional activities for 5 local halls	
	Coronation planting project	
Ramsey	Great Whyte dines out	£10,000
	Great Whyte clean-up event	
	Stage events on the Great Whyte	
	Promotional activities for heritage sites, clubs, bus tours, and local clubs & businesses	
	Cultural events (art exhibitions, antiques roadshow, outdoor cinema)	
Sawtry	Picnic-in-the-Park' Coronation celebration	£10,000
	Cultural events (outdoor cinema, live performances, workshops)	
Yaxley	Christmas promotional activities for local businesses	£10,000
	Arts and Cultural events in Middletons Recreation Ground	
	First Aid Training for residents & local volunteers	

	Calendar photography competition (competition where 12 winning photos will be used to create a Yaxley Calendar that will be sold locally with the proceeds going back into the club for the following years competition)	
	Vintage festival	
Huntingdon	Town Centre Environmental Summer Decorations	£20,000
	Town Centre Summer Evening Markets	
	Outdoor Summer Performances	
St Ives	Farmer's Market birthday celebrations and Harvest festival celebrations	£20,000
	Multicultural Day Inclusive Celebration Event Warners Park	
	Breaking of the fast Ramadan corn exchange	
	Comedy Fringe – Corn Exchange with performances throughout the day	
	Norris Museum Exhibition for Landmark Archaeology Finding opening day	
	King's Coronation	
	Heritage Open Day	
	Snowman festival	
Bandstand opening event		
St Neots	Family theatre sessions at St Neots Museum	£20,000
	Day of music on the Square - St Neots Museum	
	Tug of War sporting event	
	Summer Saturday morning activities on the Market Square	
	Serious Bake-Off event	
	St Neots festival	
	Enhanced Christmas experience	
	St Neots Christmas Farm and Craft Markets	

## Appendix B

Attached.

## **BACKGROUND PAPERS**

Report to Cabinet (FHSF (Future High Street Fund)) 13th February 2020 can be found [here](#)

Report to Cabinet (FHSF) 28<sup>th</sup> July 2020 - EXEMPT

Report to Cabinet (Market Towns Accelerated Programme) 18<sup>th</sup> March 2020 can be found [here](#)

Report to Cabinet (FHSF) 23<sup>rd</sup>. February 2021 can be found [here](#)

Market Towns Programme Spring 2022 Update to Cabinet, 17 March 2022 can be found [here](#)

Market Towns Programme Summer 2022 Update to Cabinet June 2022 can be found [here](#)

Market Towns Programme Autumn 2022 Update to Cabinet September 2022 can be found [here](#)

Market Towns Programme Winter 2022 Update to Cabinet December 2022 can be found [here](#)

Market Towns Programme Spring 2023 Update to Cabinet March 2023 can be found [here](#)

## **CONTACT OFFICER**

Name/Job Title: Pamela Scott, Regeneration and Housing Delivery Manager

Tel No: 01480 388486

Email: [Pamela.Scott@huntingdonshire.gov.uk](mailto:Pamela.Scott@huntingdonshire.gov.uk)

# Digital Wayfinding

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Huntingdon, St Neots, St Ives and Ramsey town centres

# Digital wayfinding in Huntingdonshire

- In 2021, HDC, working with Connecting Cambridgeshire, secured £200,000 of funding to deliver a digital wayfinding project.
- The system was to be located in Huntingdon, Ramsey and St Ives town centres.
- The overall purpose of the Digital displays was to support wayfinding through technology, and to promote shopping, events and heritage attractions in these areas.





# What were the wider project objectives?



Enhance the overall image of our market town centres as destinations, creating positive experiences for all users;



Increase the confidence to walk and explore by better connecting places keeping information simple;



Provide a digital wayfinding and information system that is beneficial to all town centre stakeholders and businesses;



Provide a flexible suite of signage products that can maintain movement and disclose information progressively;



Grow the number of visitors at key attractions, increasing spending, providing a boost to the local economy;



Improve urban realm, sense of community, pedestrian safety, health and environment.



Future proofed to incorporate interactive mapping solutions where appropriate

# How did the system proposed for use, support wayfinding?

- Real time 3d mapping oriented in the users point of view
- Local business and activities highlighted
- Shortest route until destination and management of traffic flow
- Multi floor and multi building routes
- Connected information displayed on the visual display map
- Users would also receive route and information by QR code or SMS
- The system can include audience recognition technology, to deliver targeted advertising, promotion of local activities and personalised information



# What were the broader benefits of this digital system?

- This is an information system that can be updated in real time with data tailored to local areas. The displays can include public transport schedules, local events, business information, maps and information for visitors.
- The screens could be used to promote local businesses and attractions through either paid for or free advertisement for the purpose of supporting the local economy.
- Local government authorities and agencies can use the displays to provide information about public services or, for example, to remind people to vote.
- The technology is adaptable and can be used to connect with people through their own phones and or social media. We can also make use of the smarter town's Lorowan network, currently being rolled out to display immediate data on a wide variety of information sources. This could include parking capacity, air quality or even public safety information from the Police, who are keen on partnering with HDC.
- Digital wayfinding could also help to underpin and support broader project delivery as part of the Market Town's programme through a more direct connection with local businesses and service providers. The system would be able to dovetail with other improvements such as the renewal of St Neots Market Square.



# What happened to the project?

- During 2022, a decision was taken by members, not to take the scheme forward.
- This was primarily due to concerns and unanswered questions regarding how the system would be managed and maintained.
- As a result of this, HDC incurred abortive costs of £10,000 and the contract with the intended supplier was cancelled.





# Digital wayfinding now. Why reconsider?

- The funds allocated to HDC were specific to delivering a Digital Information system. If we do not proceed, the funds are returned.
- CPCA have confirmed that the funds are still available for project delivery if HDC decides to reactivate the initiative, based on the original objectives and outputs.
- Recent discussions with local partners, has identified local interest in the project and a willingness to partner or lead on management and maintenance. This would address one of the most significant concerns regarding the project.
- Connecting Cambridgeshire have also confirmed that they would be willing to re-engage with HDC and help to support project delivery.
- Town centres continue to be affected by the impact of covid and the closure of businesses, not withstanding the long term trend to online shopping. This system provides an additional tool with which to support their recovery. It is a virtual signpost that will inform and direct town centre visitors to services or retail.
- Whilst the original programme did not include all of our major Market Town's, utilising unspent funds awarded from CPCA in a separate programme, we are able to extend the scheme benefits also to St Neots.

# Scheme costs, management & maintenance

- Funding of £200,000 was previously allocated specifically to providing Digital Wayfinding system in Huntingdonshire.
- Subject to HDC deciding to progress this project, a further £50,000 is available to extend the scheme to St Neots. This part of the scheme would be delivered in tandem to the Market Square renewal scheme.
- Based on the previous preferred supplier's tender, 60% of the project budget is likely to be allocated to supply of the system, including management and updates for a period of three years. The remaining 40% was allocated for installation and civil engineering works. Whilst future tenders may differ in value, we would not expect this to change by a significant margin.
- Digital screens located in similar areas elsewhere, have been used to generate advertising and this may be an option to support operation by partners beyond the initial three year period.



# What is the proposition?

- Discussions with other Local Authorities to understand the benefits of the system to the Community and their experience.
- If the project is re-initiated working with Connecting Cambridgeshire to develop an updated tender process to identify a project partner and supplier.
- HDC would seek to deliver displays systems in each of our major market towns as part of this process.
- Each display system would be managed and maintained locally by our partners. The Town Councils and Huntingdon BID have already expressed an interest in taking on this role.
- The project would **not** require ongoing revenue support from HDC and may in fact be used to generate funding from advertising to support operation by our local partners.
- The systems would be in place by the end of the current financial year. After which they will be regularly monitored for use and value generated to the local areas in which they are based.



# Questions



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

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Mid Term Review of the Housing Strategy

**Meeting/Date:** Overview & Scrutiny (Performance and Growth)  
5<sup>th</sup> June 2023

**Executive Portfolio:** Executive Councillor for Jobs, Economy & Housing

**Report by:** Regeneration & Housing Delivery Manager

**Ward(s) affected:** All

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### RECOMMENDATION

The Overview and Scrutiny Panel is invited to:

- Note the content of the report
- Agree to the Mid Term Review of the Housing Strategy 2020-2025 and Action Plan.

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

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Mid Term Review of Housing Strategy 2020 - 2025

**Meeting/Date:** Overview & Scrutiny (Performance & Growth)  
5 June 2023

Cabinet  
18 June 2023

**Executive Portfolio:** Cllr S. Wakeford, Executive Councillor for Jobs, Economy & Housing

**Report by:** Regeneration and Housing Delivery Manager

**Ward(s) affected:** All

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### **Executive Summary:**

Huntingdonshire Housing Strategy 2020-2025 was adopted by the Council in October 2020 and was last reviewed in December 2021. The document, which was developed in 2020, following thorough review and consultation upon housing issues in the district, sets out a comprehensive strategy for the Council to focus on its strategic role to meet a broad range of housing objectives.

Since the original Housing Strategy was published there has been a considerable amount of energy and commitment invested in implementing the strategy and achieving the objectives in the action plan, that were set at the time. In developing the five year strategy we recognised that we would need to take stock of progress, any changes in legislation and market forces and we would therefore need to carry out a mid-term review and refresh.

This report provides an opportunity to recognise the work that has been undertaken and also align the strategy with the Corporate Plan and Place Strategy, in addition, there are a number of other significant policy areas which need to be factored into our thinking and activity over the next two years.

### **Recommendation(s):**

Cabinet is requested to:

- Note the contents of this report and;
- Agree to the Mid Term Review of the Housing Strategy and Action Plan.

## **PURPOSE OF THE REPORT**

- 1.1 To set out the strategic direction for housing in Huntingdonshire for the next two years.
- 1.2 To highlight the housing priorities for the District and how these will be achieved by the Council directly and through working in partnership with others under the Do, Enable Influence model of action of the Corporate Plan
- 1.3 To set out an action plan for the strategy that recognises the housing priorities.

## **BACKGROUND**

- 1.4 Huntingdonshire Housing Strategy was adopted in October 2020 and runs until 2025, it was last reviewed in December 2021. The refresh of the Strategy is a Corporate Plan action. to be complete in the next two months..
- 1.5 The current housing strategy was developed to deliver the priorities agreed in the Council's Corporate Plan, at the time, and to identify and agree actions to take forward the three key overarching themes of:
  - New homes to meet the needs of Huntingdonshire now and in the future
  - Homes to enable people in Huntingdonshire to live independent and healthy lives
  - Working in Partnership to achieve shared objectives

Under these themes there were a total of 32 objectives in the original action plan.

- 1.6 The review will prioritise alignment of the housing strategy with the Corporate Plan and Place Strategy ensuring that actions will allow the required adjustment as much as possible with the strategic ambitions outlined. In addition, there are a number of other significant policy areas which need to be factored into our thinking and activity over the next two years, these are covered in the review.
- 1.7 Since the original Housing Strategy was published there has been a considerable amount of energy and commitment invested in implementing the strategy and achieving 53% of the objectives in the action plan, that were set at the time. When the five year strategy was developed the Council recognised that we would need to take stock of progress and any changes in legislation.
- 1.8 This review will provide an overview of these main achievements and update on the key results of the 2021 Housing Needs of Specific Groups Report, 2021 Census Data and the Diamond Affordability analysis and identify significant policy areas which need to be considered over the next

two years prior to the completion of a new Housing Strategy including the role housing plays in determining good health and quality of life for our residents.

- 1.9 It will also examine the external constraints affecting our ability to succeed and the positive things that can help us achieve our strategic aspirations and sets out a new set of actions for the remaining life of the strategy and beyond.

#### **COMMENTS OF OVERVIEW & SCRUTINY**

- 2.1 Any comments from this panel will be included in this section prior to its consideration by the Cabinet.

#### **KEY IMPACTS / RISKS**

- 3.1 The Council could choose to solely update the existing Housing Strategy Action Plan and report back purely on our achievements against the 32 objectives, however this would risk the Council not being able to acknowledge the changes identified in the review.

#### **LINK TO THE CORPORATE PLAN OBJECTIVES**

- 4.1 The completion of a Mid Term Review of the Housing Strategy aligns to Huntingdonshire District Council's Corporate Plan under the Priority – "In creating a better Huntingdonshire for future generations", under the outcome of Improving Housing.

#### **LEGAL IMPLICATIONS**

- 5.1 Senior Officers across the Council have reviewed The Housing Strategy Mid-Term Review and their comments have been included in the document.

#### **RESOURCE IMPLICATIONS**

- 6.1 There will be no additional resource implications, in implementing this Strategy, activities relating directly to HDC will be undertaken by existing teams and partnerships are already established to enable other actions to be developed.

#### **HEALTH IMPLICATIONS**

- 7.1 Within the Health and Wellbeing Integrated Care Strategy, there is a priority of, "*Reducing poverty through better housing, employment and skills*" This review identifies the links across this strategy and the Housing Strategy.

#### **ENVIRONMENT AND CLIMATE IMPLICATIONS**

- 8.1 In February 2023 the Council formally approved the Council's Climate Strategy this recognises that the current cost of living and climate crises require joint attention to support the wellbeing of residents and businesses.

In passing this motion, the council committed to not only the delivery of a Climate Strategy but also that in making decisions it will wherever possible seek to contribute to positive environmental and social benefits. The delivery of good quality, secure accommodation for residents supports this ambition.

## **EQUALITIES**

- 9.1 The Council has a statutory duty to promote equality of opportunity, eliminate unlawful discrimination, harassment and victimisation and foster good relations in respect of nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- 9.2 Understanding the need for housing in HDC helps support this duty.

## **Appendix 1**

Mid Term Review of the Housing Strategy 2020-2025

### **CONTACT OFFICER**

Name/Job Title: Pam Scott, Regeneration and Housing Delivery Manager  
Email: [pamela.scott@huntingdonshire.gov.uk](mailto:pamela.scott@huntingdonshire.gov.uk)

# **HUNTINGDONSHIRE DISTRICT COUNCIL**

## **HOUSING STRATEGY 2020-2025 MID TERM REVIEW**

**JUNE 2023**

## INTRODUCTION

Huntingdonshire Housing Strategy 2020-2025 was adopted in October 2020 and was last reviewed in December 2021. The document, which was developed in 2020, following thorough review and consultation upon housing issues in the district, sets out a comprehensive strategy for the Council to focus on its strategic role to meet a broad range of housing objectives. The original document had three priorities:

1. New homes to meet the needs of Huntingdonshire now and in the future
2. Homes to enable people in Huntingdonshire to live independent and healthy lives
3. Working in Partnership to achieve shared objectives

These priorities formed an action plan listing a total of thirty-two objectives. The full document can be found on Huntingdonshire District Council website.

## HOUSING STRATEGY REVIEW AND REFRESH JUNE 2023

Since the original Housing Strategy was published there has been a considerable amount of energy and commitment invested in implementing the strategy and achieving 53% of the objectives in the action plan, that were set at the time. In developing the five year strategy we recognised that we would need to take stock of progress, any changes in legislation and market forces and we would therefore need to carry out a mid-term review and refresh.

This refresh document will:

- Provide an update on the new Corporate Plan and Huntingdonshire Futures (Place Strategy)
- Provide an overview of the main achievements since the strategy came into operation.
- Provide an update on the key results of the 2021 Housing Needs of Specific Groups Report, 2021 Census Data and the Diamond Affordability analysis
- Identify significant policy areas which need to be considered over the next two years prior to the completion of a new Housing Strategy including the role housing plays in determining good health and quality of life for our residents
- Examine the external constraints affecting our ability to succeed and the positive things that can help us achieve our strategic aspirations
- Sets out a new set of actions for the remaining life of the strategy and beyond

Consultation:

The principles and the area of focus for this review have been shared with a range of partners, stakeholders, and internal teams; the purpose of this engagement was to:

- Influence and inform the mid term review of the Housing Strategy



- Review the areas of focus and the set of principles
- Re-set actions for the remaining life of the Strategy

We asked for views based on some key questions:

- Are the Strategic Housing Priorities relevant
- Are there any new additional priorities that we should address
- Are the objectives clear for the remaining life of the strategy.

## COUNCILS CORPORATE PLAN AND HUNTINGDONSHIRE FUTURES

### Corporate Plan

The Councils Corporate Plan sets out the Council's priorities for 2023/4 and beyond.

These priorities, shaped by local people and viewed through a green lens are:

- Priority 1 – Improving quality of life for local people; helping people in crisis; keeping people out of crisis
- Priority 2 – Creating a better Huntingdonshire for future generations

While not mentioned explicitly as part of priority 1, the impact of housing on the quality of life, well-being and health of our residents cannot be understated. For example, it is broadly accepted that good access to quality healthcare accounts for only 10 to 20% of mental and physical health outcomes, the rest being determined by a diverse range of social, economic, and environmental factors. Housing is a key component of the latter.

As we seek to support those in crisis and keep people out of crisis, we will work to deliver services and work with partners through our 'Do, Enable, Influence' model of action. While some of this may be specific (e.g., homelessness prevention), other work should take more of a much broader approach, being framed by the wider determinants model but using housing as a point of intervention and interaction with our residents and therefore as an opportunity to offer support and enable them to live happier, healthier lives. Such approaches are set out in more detail in the Action Plan section of our Corporate Plan.

Cambridgeshire and Peterborough's Health and Wellbeing and Integrated Care Strategy sets out the collective ambitions of the Cambridgeshire and Peterborough Integrated Care System, which comprises a range of organisations that have an interest in the health, care, and wellbeing of people across Cambridgeshire and Peterborough. The strategy sets out four priority areas for action, the third of which is: *Reducing poverty through better housing*,

*employment and skills*". The work we undertake alongside with our ICS system partners in delivering the actions that result from this priority will contribute positively to the achievement of our own priority outcomes for Huntingdonshire.

Priority 2 of our corporate plan - Creating a better Huntingdonshire for future generations has a specific housing aspect to it:

*"We want everyone to live in a safe, high-quality home regardless of health, stage of life, family structure, income and tenure type. Homes should be energy efficient and allow people to live healthy and prosperous lives. New homes should be zero carbon ready and encourage sustainable travel."*

The Council recognises that we cannot do this alone and has therefore identified key actions that will be delivered by the Council and working with partners and stakeholders as part of our enabling and influencing role as follows:

<b>Priority:</b>	<b>Creating a better Huntingdonshire for future generations</b>
<b>Outcome:</b>	<b>Improving Housing</b>
HDC Action (doing)	<ol style="list-style-type: none"> <li>1. Complete Mid Term Review of the Housing Strategy. The Housing Strategy was completed in 2020, this review will enable us to take into account recent studies of need and Census data.</li> <li>2. Adopt First Homes Policy. Until the update of the Local Plan is completed it is necessary to complete a position statement on First Homes.</li> <li>3. Adopt new Tenancy Strategy to support people to live healthy and independent lives.</li> <li>4. Maximise use of Council owned sites to deliver housing, for example working with the Longhurst Group.</li> </ol>
HDC Enabling Others	<ol style="list-style-type: none"> <li>1. Maintain the level of new housing delivery, that meets the needs of Huntingdonshire residents, including the type of home and tenure (open market and social housing).</li> <li>2. Work in partnership to look at best practice and funding to improve housing conditions, including retrofit programmes in social and private housing.</li> </ol>
HDC Influencing Others	<ol style="list-style-type: none"> <li>1. Work with Registered Providers to improve conditions in existing accommodation through regeneration schemes.</li> <li>2. Work with Health and Social Care Providers to explore future models of housing, support and care enabling people to live independently for longer.</li> </ol>

#### Huntingdonshire Futures

Huntingdonshire Futures is a statement of shared aspirations for the future that seeks to improve the lives of all our residents, communities and businesses.

It is the culmination of many months of engagement with residents, partners, elected representatives and other stakeholders to deliver a brighter future for Huntingdonshire via five outcomes; Pride in Place, Environment Innovation, Inclusive Economy, Health Embedded and Travel Transformed.

Huntingdonshire Futures will guide future strategy and policy developments and investment decisions by the Council and partners, enabling more effective delivery of integrated interventions that better serve the current and future needs of residents, communities and businesses.

The adoption of Huntingdonshire Futures is a significant milestone that underlines the Council's commitment to working differently with partners and stakeholders to better deliver our shared ambitions and outcomes, being an enabler supporting action within our communities and across our partners and influencing the actions of others. Housing would form part of Pride in Place.

### ACHIEVEMENTS SINCE THE STRATEGY CAME INTO OPERATION

The achievements that we have made over the life of the housing strategy have been due to the strong partnership support and involvement from:

- Our Registered Providers
- Close working between Planning and Strategic Housing
- Close working with Housing Needs and Homelessness
- Cambridgeshire Acre
- Cambridgeshire and Peterborough Combined Authority
- Homes England

#### Achievements

- Annual Delivery of new homes as set out in the Council's Annual Monitoring Report
- Delivery of 1,041 Affordable Homes since 2020/2021
- Strong performance on achieving 40% affordable housing on eligible sites and few challenges on viability
- Completion of one scheme housing keyworkers with a further scheme ongoing during 23/24
- Completion of the Strategic Housing Market Assessment known as "Housing Needs of Specific Groups" by G L Hearn, a cross council report for the Cambridge sub region to inform plan-making
- A pipeline of Rural Exception sites
- Entering into contract with Longhurst to deliver affordable housing on Council owned sites
- Adoption of the Homelessness and Rough Sleeping Review and Strategy

- Completion of a revised lettings policy
- Continuation of the Rough Sleeping outreach project
- Completion of the Housing Options for Older People booklet
- Continue to actively take part in Regional and Sub- Regional meetings on Housing Strategy, Planning and Enabling, including Housing Board, Strategic Housing Group, Cambridgeshire, and West Suffolk Enablers.
- Continue to financially support the Cambridgeshire and Peterborough Housing Co-Ordinator
- Continue to financially support Cambridgeshire Acre
- Continue to financially support Age UK in the delivery of the Handyperson Service

### HOUSING NEEDS OF SPECIFIC GROUPS GL HEARN 2021

The Housing Needs of Specific Groups study was completed in October 2021. It addressed the geographical area of Cambridge sub region which also included West Suffolk; it relates to Huntingdonshire in the context of the study area and nationally. Since this study was completed, we have also had the outcome of the 2021 Census and Affordability data which is mentioned further on in this review, where appropriate we will use the most up to date data in projection of need.

#### Demographic Baseline

The total population of Huntingdonshire was 178,000 persons as of mid-2019. Since 1991 the population has grown by 21% with an average annual growth rate of 0.7%. There is a total of 77,860 dwellings across Huntingdonshire as of 31st March 2020. Since 2001 Huntingdonshire's population change has been predominantly driven by natural change (births minus deaths) and internal migration.

In comparison to the Housing Market Area (HMA) average, in 2019 Huntingdonshire has a slightly higher proportion of people aged 50-74 years old (31.9%) but a relatively lower proportion of people in the very oldest cohorts (85+) (2.5%).

#### Market Signals

The median house price in Huntingdonshire is £275,000. This is 20% above the national average of £230,000 and 3% below the regional average. Between 2009 and 2019, Huntingdonshire has seen an increase in median house prices of 53.4% compared to 27.6% nationally, and 42.5% regionally.

Median rental prices within the private rented sector across Huntingdonshire are £765 per calendar month. This is above the national equivalents of £695, but below the regional equivalent of £795. Huntingdonshire has a median workplace-based affordability ratio of 9.31 compared to 9.47 for the East of England and 7.83 nationally.

Between 2001 and 2011 Huntingdonshire saw the proportion of residents living in over-occupied properties increase by 32.1%. This is a smaller growth than the national (32.3%) and regional (35.6%) equivalents.

### Local Housing Need and Population Growth

We are expecting household growth of 733 per annum over the period 2020-2030 across Huntingdonshire. The affordability ratio for Huntingdonshire is 9.3 (2019). Using a prescribed formula, the local affordability ratio results in an uplift of 33%, this increases the need by 243 to 976 dwellings per annum.

Therefore, given this uplift Huntingdonshire's housing need is 976 dwellings per annum. We are therefore expecting an additional 36,209 people in Huntingdonshire District over the period 2020-2040.

### Affordable Housing Need

The analysis shows that 404 households per annum will require affordable housing to rent between 2020 and 2040. This equates to around 41% of the overall need although such a calculation should be treated with caution as it contains an element of double counting i.e. both include newly forming households.

Based purely on affordability around 72% should be social rent and 28% affordable rent. The study did not recommend that the Council have a rigid policy for the split between social and affordable rent housing on this basis alone. The analysis shows that both tenures of homes are likely to be required in all areas.

There is a requirement in current planning policy for at least 10% of all new homes on major sites to be affordable home ownership properties unless it would significantly prejudice the ability to meet the identified affordable housing needs of specific groups. Given the relative scale of need for affordable housing to rent (404 per annum) compared to affordable home ownership (26 per annum), it is therefore reasonable to for us to consider no more than 10% of all housing (on major sites) to be affordable home ownership.

Given that affordable housing delivery may be curtailed by viability this will need to be considered on a scheme by scheme basis. Shared Ownership (due to its low deposit requirement) and Discount Market Sale housing are the most appropriate low-cost home ownership products as these will reach the widest and lowest-earning population base.

## Housing Mix

The following mix of homes size by tenure is suggested by this study as a strategic mix for Huntingdonshire for the 2020-2040 period.

Size	Market	Affordable Homes to Buy	Affordable Homes to Rent
1 bedroom	0-10%	15-25%	30-40%
2 bedroom	20-30%	35-45%	35-45%
3 bedroom	40-50%	25-35%	15-25%
4 bedroom	20-30%	5-15%	0-10%

In applying the mix to individual development sites, the policies should be flexible enough to have regard to the nature of the site and character of the area, and to upto-date evidence of need (such as the housing register) as well as the existing mix and turnover of properties at the local level. The study also suggested that we should monitor the mix of housing delivered and respond accordingly so that the strategic mix requirements are closely met.

## Older and disabled people

There is projected to be a 95% increase in the population aged 75 and over 2020-2040 across Huntingdonshire. Based on prevalence rates and the identified population growth of those aged 75 and over the study identified the following shortfall in specialist housing for older people by 2040 as follows:

Type	Tenure	Huntingdonshire
Housing with support	Rented	194
Housing with support	Leasehold	1,533
Housing with care	Rented	371
Housing with care	Leasehold	635
Care Bedspaces	-	1,803

This need reflects the requirements of individual people for self-contained units and bedspaces within an institutional setting. The number of older people with dementia is expected to increase by 102.5% from 2020 to 2040. There is also an 85.4% increase projected for those with mobility problems over the same period.

There is a current (502) and projected (1,360) need for about 1,862 wheelchair user dwellings to 2040 across Huntingdonshire. This equates to 9.50% of the total Local Housing Need. Where viability permits, we should seek to deliver 100% of new homes as M4(2) compliant and at least 10% of new market homes and 25% of new affordable homes as being M4(3) compliant to meet the identified need.

### Student Accommodation

No requirement has been identified for student accommodation in Huntingdonshire. But any development being proposed which relates to purpose built student accommodation should be judged on its merits alongside an assessment of local demand. The developer should also demonstrate an agreement with a higher education provider.

### People who rent their homes in the private sector

Demand for Private Rented Sector (PRS) housing increased by 106% in Huntingdonshire over the 2001 to 2011 period. Also, the tenure is likely to provide a route to affordable housing given that the number of households in PRS claiming Housing Benefit in Huntingdonshire is 738 in 2019.

The study does not place a specific estimate on the demand for PRS in Huntingdonshire. This is because decisions on the part of individual households to buy or rent a home in the open market are dependent on several factors which means that demand can fluctuate over time (for example the availability of government schemes such as the recent Help to Buy).

Institutional Build to Rent investment and development has thus far been typically focused in larger urban areas. Therefore, it is unlikely that Huntingdonshire will see a substantial interest in this type of development. However, where build to rent is being proposed, the policy position should be supportive, subject to the location and characteristics of the site in question and the proportion of units for affordable private rent being provided (seeking a minimum of 20%).

### Self-build and custom-build housing

The Council is required to permit plots for new custom and self-build homes for every new entry on its custom and self-build register within three years of the end of each base period. An indication of the scale of this need is taken from the current register and suggests that Huntingdonshire should permit 3 self-build plots annually.

### Service Families

There was an identified demand for 1 and 2 bedroom rental accommodation for military service personnel. The majority of the demand will be located in close proximity to the base. While this should not result in a need for a specific policy for military accommodation such developments should be supported as long as can demonstrate a local demand and have approval from the MOD to deliver such housing.

### 2021 CENSUS DATA

Following the Census on 21<sup>st</sup> March 2021 the data has now been published on housing including the types of accommodation people live in, whether they own or rent their home, the type of heating in their home and whether they have access to private transport options (car or van). The data that follows

provides the data for Huntingdonshire and how these compare to other areas and to 2011 estimates, it is not always possible to provide like for like data between the Census 2021 and 2011 as some questions or the data set are not the same, where this happens the data is caveated.

### Accommodation type

On Census Day in 2021, 88.0% (67,656) of households lived in a house or bungalow, 11.2% (8,627) lived in a flat, maisonette or apartment and 0.8% (595) lived in a caravan, or other mobile or temporary structure across Huntingdonshire.

The number of households living in a flat, maisonette, apartment, caravan or other temporary mobile temporary structure increased from 7,277 in 2011 to 9,222 in 2021 this is a 14.3% increase.

The table below shows how the numbers and percentages of homes by accommodation type compared to our local authority neighbours, the East of England and England.

Location	Number and percentage lived in House or Bungalow		Number and percentage lived in Flat, maisonette or apartment including caravans or other mobile temp structures	
	2011	2021	2011	2021
England	17,235,610 (78.1%)	18,128,595 (77.4%)	4,749,803 (21.5%)	5,307,490 (22.6%)
East of England	2,017,702 (83.3%)	2,150,834 (81.8%)	401,675 (16.6%)	477,948 (18.2%)
Cambridgeshire	218,075 (86.8%)	236,693 (85.3%)	32,551 (13.0%)	40,941 (14.7%)
Peterborough	62,110 (83.9%)	69,770 (82.5%)	11,848 (16.0%)	14,763 (17.5%)
Cambridge	31,612 (67.7%)	34,021 (64.8%)	14,590 (31.2%)	18,451 (35.2%)
East Cambs	31,860 (92.0%)	33,871 (91.0%)	2,742 (7.9%)	3,333 (9.0%)
Fenland	36,838 (90.7%)	39,657 (90.0%)	3,734 (9.2%)	4,424 (10.0%)
<b>Huntingdonshire</b>	<b>62,036 (89.5%)</b>	<b>67,656 (88.0%)</b>	<b>7,277 (10.5%)</b>	<b>9,222 (12.0%)</b>
South Cambs	55,729 (92.5%)	61,488 (91.8%)	4,208 (7.0%)	5,507 (8.2%)

In 2021, there were 76,880 households in Huntingdonshire (178,376 residents). The number of households has increased by 11% since 2011.

More detailed data showed the proportions of households living in different types of houses or bungalow including:

- 23,248 households (30.2% of all households) were in semi-detached properties, the same proportion in 2011 but with an increase in numbers (30.2%, 20,929)
- 30,548 (39.7%) were in detached properties, which is a smaller proportion but an increase in numbers from 2011 (40.4%, 28,013)



- 13,860 (18.0%) were in terraced properties, which is also a smaller proportion but an increase in numbers from 2011 (18.9%, 13,094)

Data from the Census 2021 shows that the proportion of different accommodation types is relatively similar across our local authority neighbours. The biggest exception is Cambridge; more than one in three households in Cambridge lived in a flat, maisonette or apartment (35.0%, 18,372). This is considerably higher than East Cambridgeshire, Fenland, Huntingdonshire, South Cambridgeshire and Peterborough (varying from 7.8% in East Cambridgeshire to 16.8% in Peterborough).

### Housing Tenure

In 2021, 70.3%, (54,074) of households in Huntingdonshire owned the accommodation they lived in, 29.6% (22,783) rented their accommodation and 23 households (0%) lived rent free.

Households that rent their accommodation were asked what type of landlord owns or manages it. As in the 2011 Census, there is evidence of people incorrectly identifying their type of landlord between two of the response options. Over 1,800 residents chose the option Council or Local Authority, Huntingdonshire have not had any stock for 20 years since the stock transfer therefore this has been combined with Housing Association data.

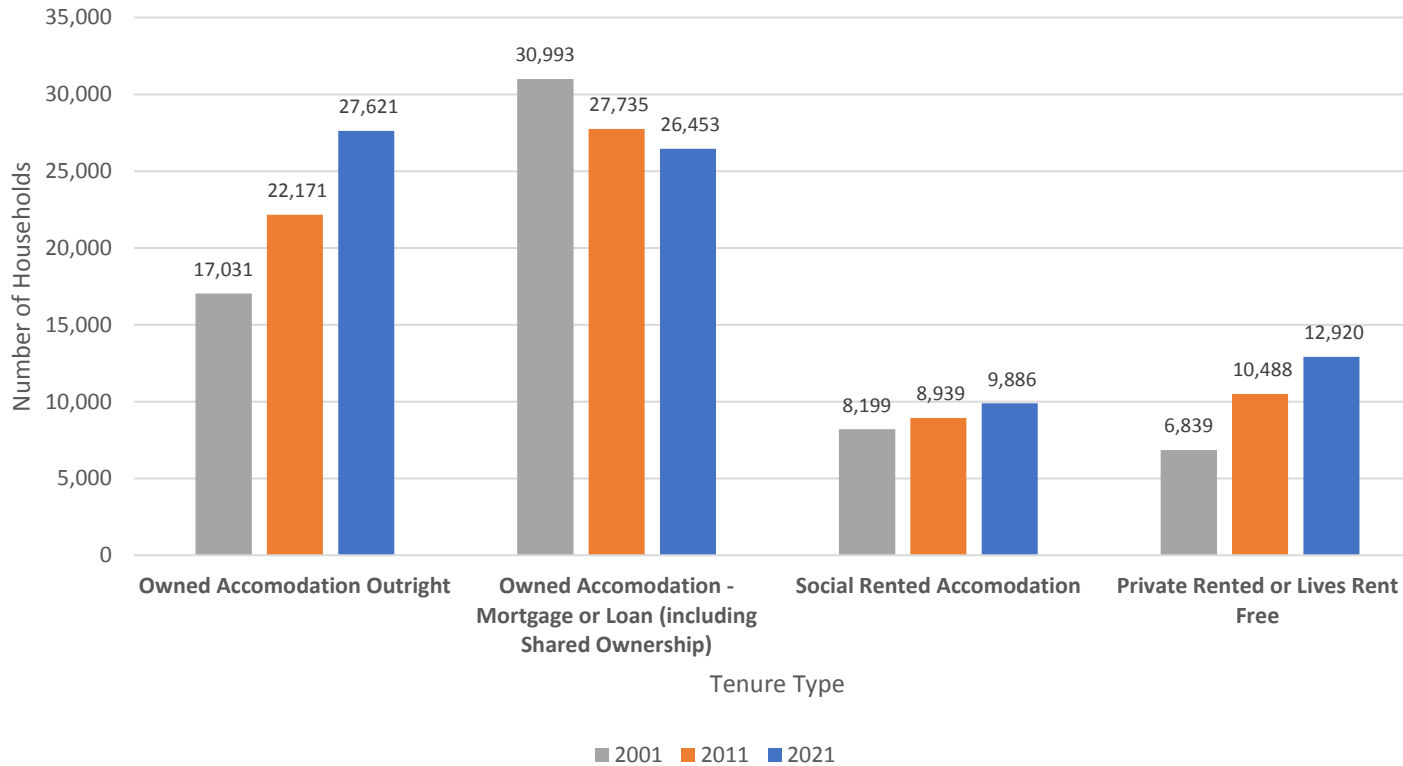
The census data on tenure in Huntingdonshire shows:

- a decrease in the proportion of households that owned their accommodation, to 70.3%, 54,074 in 2021 (from 72.0%, 49,906, in 2011)
- an increase in the proportion of households that rented their accommodation, to 29.6%, 22,783, in 2021 (from 27.0%, 18,709, in 2011)
- a decrease in the proportion of households that lived rent free, to 0 %, 23, in 2021 (from 1%, 718, in 2011)

The data on accommodation ownership (the percentage of households who owned their accommodation outright or with a mortgage, loan or shared ownership) and renting can be broken down further to show that:

- 35.9% of households (27,621) owned the accommodation they lived in outright, an increase from 32.0% (22,171) in 2011
- 34.4% (26,453) owned their accommodation with a mortgage or loan or shared ownership, which is a smaller proportion than in 2011 (40.0%, 27,735)
- 16.8% (12,897) rented their accommodation privately, up from 14.1% (9,770) in 2011
- 12.9% (9,886) were in the social rented sector, for example through a housing association; this is the same proportion compared to 2011 but is an increase in numbers (12.9%, 8,939)

How Tenure Type Has Changed In Huntingdonshire Since 2001



The percentage of those who owned their home outright in Huntingdonshire (35.9%) was higher than the national (32.5%), regional (34.6%) and Cambridgeshire County (34.2%) averages and was similar to rates in South Cambridgeshire, East Cambridgeshire and Fenland districts.

Over a third of owned accommodation (26,453 households) in the district were those with mortgages, loans or part of Shared Ownership (34.4%), which is higher than the national (29.8%), regional (31.6%) and Cambridgeshire County (31.1%) averages.

Huntingdonshire had a lower proportion of households that rented privately (16.8%) or in the social rented sector (12.9%) compared to national (20.5% private, 17.1% social), regional (18.2% private, 15.5% social) and Cambridgeshire County (19.3% private, 15.2% social) averages.

The number of households in Huntingdonshire that were living rent free in March 2021 fell from 718 in 2011 to just 23 in 2021. This mirrors decreases seen in other neighbouring local authorities such as East Cambridgeshire (down to 10 in 2021 from 869 in 2011) and Fenland (down to 19 in 2021 from 584 in 2011).

### Number of Bedrooms

The data show that the proportion of households in Huntingdonshire with one, two and four or more bedrooms increased across the decade from 2011 to 2021, whereas the proportion with three bedrooms decreased:

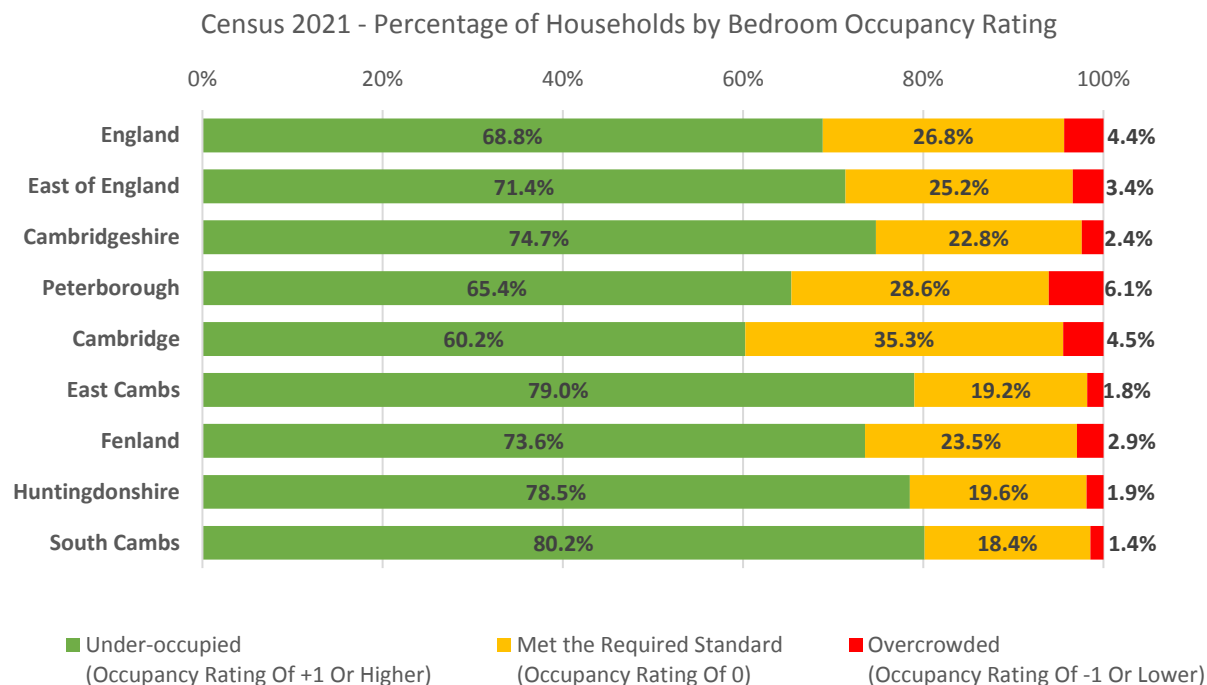
- 8.0% (6,160) of households had one bedroom (up from 7.6%, 5,302 in 2011)
- 21.6% (16,616) had two bedrooms (up from 21.4%, 14,842 in 2011)
- 39.6% (30,420) had three bedrooms (down from 41.3%, 28,602 in 2011)
- 30.8% (23,684) had four or more bedrooms (up from 29.7%, 20,587 in 2011)

The percentage of households in Huntingdonshire with one bedroom (8.0%) was lower than England (11.6%), Eastern region (10.7%) and county (9.7%) estimates. Whereas the percentage of households in the district that had four or more bedrooms in 2021 (30.8%) was higher than in England (21.1%), the Eastern region (23.9%), Cambridgeshire (28.2%) and most of our local authority neighbours. Only South Cambridgeshire had a higher proportion of households in this category than Huntingdonshire (35.6%).

### Overcrowding and under-occupancy

In Huntingdonshire, a smaller proportion of occupied households had fewer bedrooms than required in 2021 (1.9%, 1,432) compared with 2011 (2.3%, 1,594). 19.6% (15,090) had the required number of bedrooms, which is slightly higher than estimated at 2011 (19.3%), and the remaining 78.5% (60,359) of occupied households had more bedrooms than required, which is similar to results from 2011 (78.4%).

The proportion of occupied households with fewer bedrooms than required in Huntingdonshire (1.9%, 1,432) was lower than it was in England (4.4%, 1.02 million), in the Eastern region (3.4%, 89,764) and in Cambridgeshire (2.4%, 6,714).



The proportion of under-occupied households that had more bedrooms than required in Huntingdonshire was slightly higher in 2021 when compared to 2011, an increase from 78.4% (54,346 households) to 78.5% (60,359 households) in 2021. This is similar to the change reported nationally in this category, with the England average up from 68.7% in 2011 to 68.8% in 2021. The only other local area to see an increase in the proportion of households that had more bedrooms than required was East Cambridgeshire, up from 78.4% in 2011 to 79.0% in 2021.

## Central Heating

The vast majority of occupied households across Huntingdonshire reported that they had central heating in 2021 (99%, 76,094). However, 1.0% (787) had no central heating.

The most common types of central heating among occupied households in Huntingdonshire were mains gas only (73.6%, 56,557), two or more types of central heating (not including renewable energy; 7.9%, 6,068), electric only (7.2%, 5,546) and oil only (6.9, 5,307).

We can reasonably compare data on households in Huntingdonshire without central heating (the number has fallen by over 500 from 1,292 in 2011 to 787 in 2021, and the proportion has fallen from 1.9% to 1.0%), with gas only central heating (fallen from 77% to 74.7%) and with oil central heating (fallen from 8.5% to 6.9%). The proportion of the district's households with two or more types of central heating has also changed, more than doubling from 3.9% in 2011 to 8.6% in 2021.

## Renewable energy

For the first time, Census 2021 recorded whether a household's central heating used renewable energy sources. Overall, 1.3% of occupied households in Huntingdonshire (984) used at least one renewable energy source. A total of 0.7% (511) reported using renewable energy alongside another type of central heating, and the remaining 0.6% (473) used only renewable energy sources.

Huntingdonshire's proportion of households using at least one renewable energy source (1.3%) was higher than the national average (0.9%) but lower than the levels reported in all other districts within Cambridgeshire.

## DIAMOND AFFORDABILITY ANALYSIS

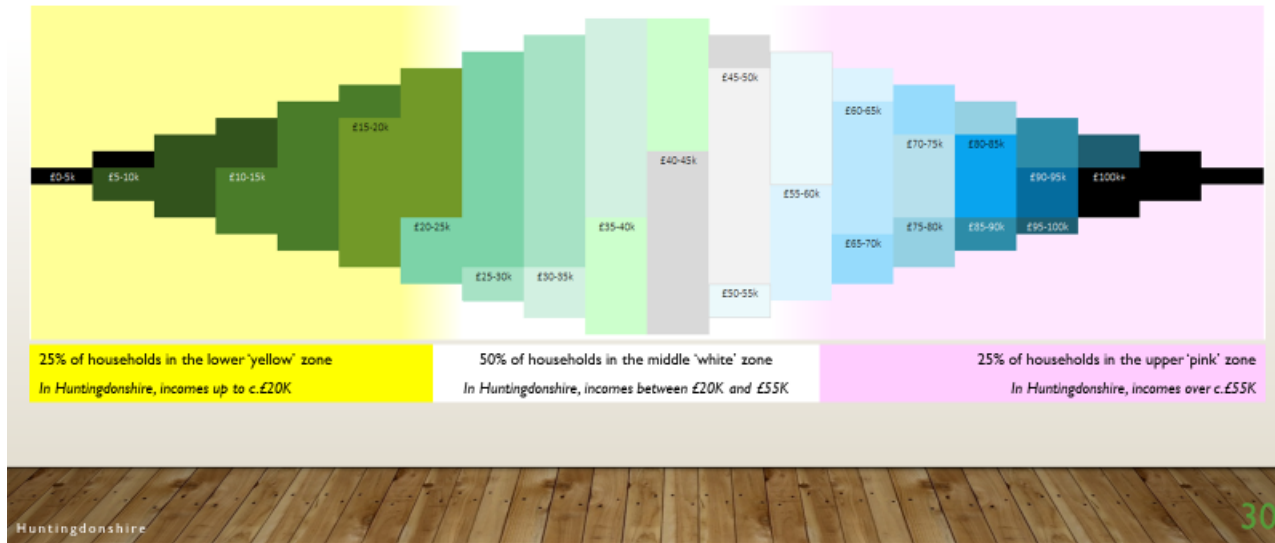
In 2022, a range of data was collated to help visualize how housing markets work across Cambridgeshire, Peterborough and West Suffolk; in terms of household incomes, weekly housing cost, pay scales for local workers, and the supply of dwellings. At the time that most of this work was taking place Census 2011 data was used as the full suite of 2021 data was not available at the time of publication. This work can be updated with 2021 data when all the detail has been released.

## Income

The diamond-o-gram uses income data to create a visual chart enabling us to look at the households on different broad income levels, and to compare the diamond graphic to other data. The primary aim is to compare annual income distribution to annualized housing costs.

# THE DIAMOND-O-GRAM

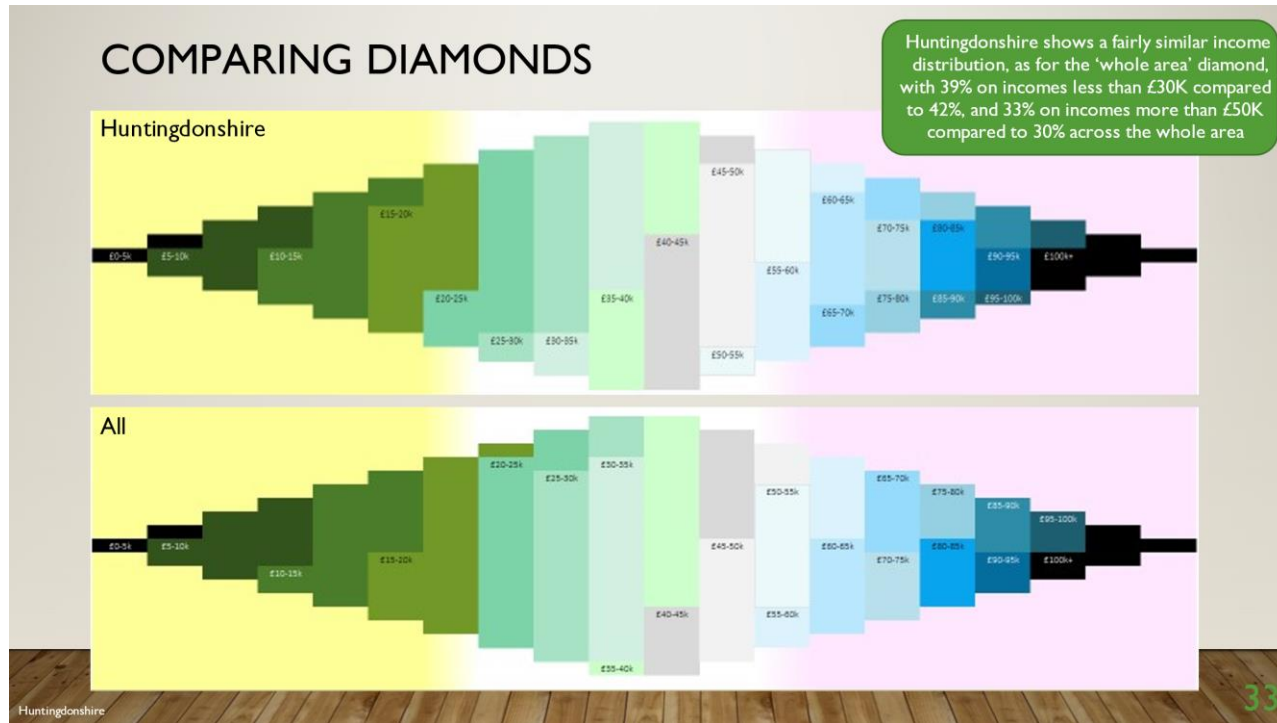
USE THE CACI INCOME DATA TO SHOW HOW MANY HOUSEHOLDS FALL INTO EACH £5,000 INCOME BAND



Income distribution for Huntingdonshire:

- a similar spread of households on incomes up to £20K
- more on incomes higher than £20K

compared to the whole study area (labelled "all" in the graph below).



Change in income between 2016/17 and 2020/21:

- The number of households on incomes of less than £15K has fallen slightly.
- The number on incomes above £15K has increased or held steady.
- The number on more than £100K has decreased significantly across the study area

### Housing costs

Huntingdonshire housing costs tend to fall towards the middle of the cost range for the study area. East Cambs, Huntingdonshire and West Suffolk housing costs consistently form a group towards the middle of the study area values. Cambridge & South Cambs see the highest, while Fenland & Peterborough see the lowest housing costs, compared to the rest of the study area.

## MINIMUM INCOME NEEDED IF HOUSING TAKES UP 35%



In Huntingdonshire we see:

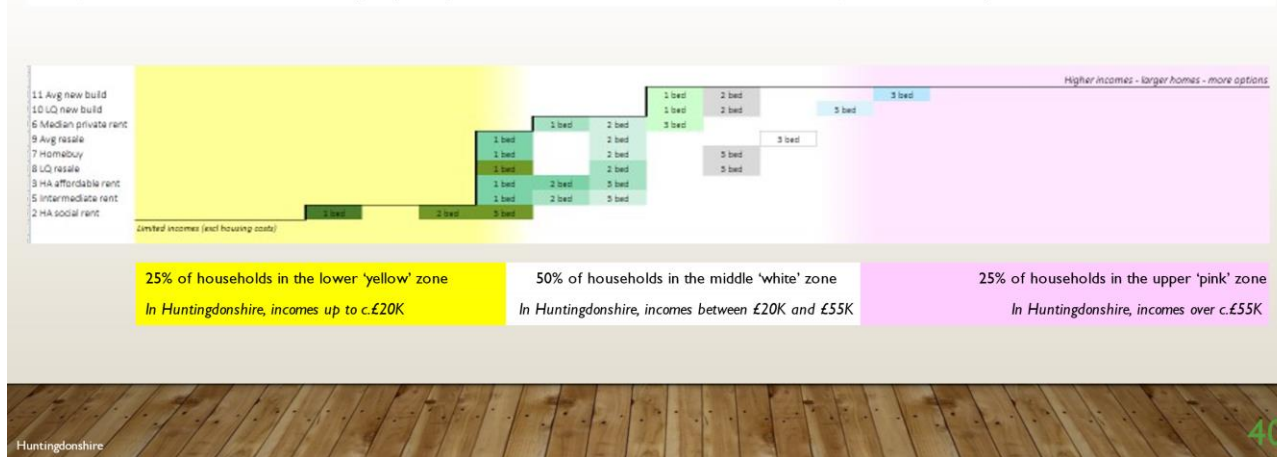
- There is a fairly small amount of affordable / social rented dwellings at c.13%. Affordable / social rented is the main option for lower income households, starting around £10-15K
- Private rented makes up 16% of dwellings in Huntingdonshire. Private rented requires a slightly higher income than ownership and Homebuy, at £25-30K
- Intermediate rent could provide useful dwelling supply in Huntingdonshire, but for smaller homes, need a similar income to Homebuy or resales. 2 and 3 beds slightly more affordable - so worth considering factors such as access (deposits), mobility (shorter term commitment than purchase) and availability
- Income required for smaller Homebuy is lower than for private rented, and similar to ownership. Lower deposits than traditional ownership may prove very useful, alongside flexibility to purchase a higher share in time.



- Ownership dominates the dwelling supply at 69%. Income needed for smaller home purchase and for Homebuy starts around £20-25K reaching up to £45-50K.
- 1 bed new build requires higher income levels than other tenures in Huntingdonshire, starting at £35-40K.

## INTRODUCING “THE STAIRCASE”

- The staircase is built using the boxes provided on the slide titled “Minimum income needed if housing takes up 35%”.
- The boxes are arranged to form a staircase with the lowest income needed for 1 beds forming the first step. The rows are arranged so next step up is the tenure requiring a little more income. Some tenures need roughly the same income, so these steps are “taller”. In other places there is a gap in the incomes needed between tenures leads to a long “tread” on our staircase. A tall step demonstrates a number of products at the same income level, a long step indicates a gap between incomes needed.
- 1, 2 and 3+ beds in each tenure group are presented on this staircase. On the next slide, the sizes are separated out.



In Huntingdonshire:

1 bedroom homes

- The income needed for 1 bed HA social rents require a relatively low income.
- There is a big gap between the income needed for HA social rent at 35% affordability, and all other tenures.
- Private rent requires the next highest income, with new build requiring the highest incomes of all 1 beds

## 2 bedroom homes

- For 2 bedrooms a number of tenures require a similar income level but there is more of a “spread” of incomes needed than for 1 beds.
- Income required for a 2 bedroom starts with HA social rents then a gap before the step for affordable rents and intermediate rents. Homebuy, resales and private rents requires more income.
- New build comes in needing the highest income for a 2 bedroom, higher than Homebuy, rented and resales.

## 3 bedroom homes

- For 3 beds, different tenures require different income levels making the 3 bed staircase “flatter” and broader.
- Housing Association social rent forms the first step, then almost every tenure finds itself on a separate “step” meaning they each require a different income; there is a spread of housing costs.
- Not unusually, new build forms the two top steps

## CHANGES IN POLICY AND LEGISLATION

### Local Plan

In January 2023 the Council agreed to commence work on a new Local Plan to replace Huntingdonshire’s current Local Plan to 2036. Analysis of the current Local Plan against requirements of the 2021 version of the National Planning Policy Framework (NPPF) and other recent national legislation was undertaken and this indicated that key elements of the current Local Plan did not fully align with up-to-date national policy and increased the risk, for decision making, of policies being deemed out of date (NPPF 2021, paragraph 11). It is also recognised that a new Local Plan needs to reflect ambitions of the Joint Administration including the emerging Place Strategy and emerging Climate Strategy.

The purpose of the Local Plan is to provide a framework for sustainable development within Huntingdonshire including the identification of land for development to deliver the homes, employment and services needed and to set out local policies against which decisions on all planning applications are made. The Local Plan is the main basis for making planning decisions. Planning decisions should be in accordance with the Development Plan, including the Local Plan, unless material considerations indicate otherwise.

Huntingdonshire’s Local Plan to 2036 (HLP2036) was adopted on 15th May 2019. It was prepared under the NPPF 2012. It identifies sufficient land for 20,100 new homes an average of 804 each year, this target has been exceeded during the life of the plan:

Year	Number of Homes Delivered
2018/2019	1067
2019/2020	1011
2020/2021	1083
2021/2022	1055

We will continue to work with Planning teams to maximise the delivery of new homes within the district to meet housing need and work with them on the new Local Plan at relevant stages.

### National Planning Policy Framework

The government is committed to levelling up across the country, building more homes to increase home ownership, empowering communities to make better places, restoring local pride and regenerating towns and cities. The February 2022 Levelling Up White Paper reiterated the government's commitment to making improvements to the planning system to achieve this, by giving communities a stronger say over where homes are built and what they look like. The Government believe that The Levelling Up and Regeneration Bill which is before Parliament will put the foundations in place for delivering this by creating a genuinely plan-led system with a stronger voice for communities. It will ensure greater provision of community infrastructure by developers, mandate that beautiful new development meets clear design standards that reflect community views, and enhance protections for our precious environmental and heritage assets.

The aim of this Bill is to put communities at the heart of the planning system, offering communities beautiful homes and new neighbourhoods that they will welcome and a greater say in what is built and where. To do this Government believe that there needs to be changes to national policy and guidance, regulations and wider support for local authorities, communities and applicants. The consultation on this Bill closed in March 2023, it is therefore not practical to make any changes to the Council's approach until there are legislative changes adopted by Government.

### First Homes

On 24 May 2021, the Government published a Written Ministerial Statement (WMS) and Planning Practice Guidance (PPG) setting out national planning policy for a new affordable housing product called First Homes (FH). The WMS and PPG set out the potential for First Homes to be provided through the planning system for all applications from 28 December 2021.

First Homes are a form of discounted market sale housing and fall within the definition of affordable housing contained in National Planning Policy Framework (NPPF) unlike the Help to Buy initiative which was outside of the definition of affordable housing. The documents referred to above suggest

First Homes could be provided and comprise at least 25% of all affordable housing units delivered by developers as part of planning obligations (Section 106 Agreements).

First Homes are specific discounted market sale housing and should be considered to meet the definition of ‘affordable housing’ for planning purposes they:

- a) must be discounted by a minimum of 30% against the market value;
- b) are sold to a person or persons meeting the First Homes eligibility criteria (as set out in the PPG);
- c) will have a restriction registered on the title at first sale by HM Land Registry to ensure this discount (as a percentage of current market value) and certain other restrictions are passed on at each subsequent title transfer; and,
- d) after the discount has been applied, the first sale must be at a price no higher than £250,000.

The Council has an adopted Local Plan to 2036, guidance received from the DLUHC advised that where there is an adopted Local Plan, Council’s would not need to consider the First Homes Product until the plan is reviewed, however, the Council, feels that it is sensible to provide guidance on how it will treat applications that include the First Home Product. We have therefore completed a separate First Homes Position Statement which protects rented provision on qualifying sites but also advises developers that we believe that shared ownership remains the more affordable option for those applicants who aspire to home ownership.

At the present time we do not believe that this will have a significant impact to the housing market in Huntingdonshire but the Council’s position on First Homes will be reviewed again as part of the next Housing Strategy and through the Local Plan review.

### **Renters Reform Bill**

The Renters Reform Bill will be introduced to Parliament in May 23, it is too early to say how this may impact private renting in Huntingdonshire and indeed the numbers of homeless applicants through no fault evictions. The headline change in the legislation is the removal of no-fault evictions known as Section 21 evictions, which is considered to be a leading driver of homelessness. The Bill will take approximately 18 months to go through parliament and it is likely therefore that we will be clearer on the changes when the Housing Strategy is revised.

The proposed legislation also suggests other changes including:

- A legal right for tenants to request a pet in their home, Landlords must consider the request and “cannot unreasonably refuse”
- Landlords will be unable to have blanket bans on renting to tenants in receipt of benefits or with children
- Improve the quality of rental homes by introducing a “decent homes standard” with the aim of reducing the number of non-decent homes by 2030

- Councils will be given greater powers to tackle rogue landlords and a new ombudsman will be set up to resolve disputes between landlords and tenants.
- Tenants in social housing will also benefit from major reforms to the sector. The Social Housing Regulation Bill will make all registered social housing providers subject to a new regulatory regime, with failing social landlords facing unlimited fines if they fail to meet the standards expected of them, this aims to address the problems many renters face in living in damp, unsafe and cold homes and led to improved conditions.

It is hoped that this legislation once adopted will support the Council's Corporate Plan ambitions to improve the quality of housing in Huntingdonshire.

### Health and Wellbeing Integrated Care Strategy

Within the Health and Wellbeing Integrated Care Strategy, Priority 3 looks at:

*"Reducing poverty through better housing, employment and skills"*

It is known that poverty limits life chances, health and wellbeing, and has a much wider societal impact beyond the individuals who are personally affected. This priority focuses on reducing poverty through improving skills, better employment and better housing although reducing poverty is much broader than just these aspects.

The interaction between housing and poverty is two-way; poverty limits people's housing choices, often resulting in living in poor quality housing as that is all that is affordable or available. However, housing also affects the risk or severity of poverty; expensive housing reduces the financial resource for other life essentials, poor quality housing is likely to require considerably greater spend of limited incomes on heating, and poor quality or insecure housing also affects wellbeing and physical health which in turn can limit educational or employment outcomes.

Stable, secure, and good housing can have huge benefits not just to health but to the wider life chances. For example, housing with adequate space not only improves personal privacy reducing depression, anxiety and stress but also gives children room to play, a good night's sleep and provides sufficient study space enabling better achievement. The issue of poverty is being exacerbated by the cost-of-living crisis. The 'Let's Talk - your health and care' campaign that was launched on 7 October 2022 to inform the Health and Wellbeing Integrated Care Strategy has identified that 45.8% of the respondents (1051/2292) felt that the cost of living crisis was impacting their health and wellbeing; key themes were the cost of heating and not having the heating on, having to cut down or purchase cheaper versions of food, the costs of transport to key services such as hospital appointments, reducing activities and increasing feelings of isolation

Although fewer homes nationally are classed as non-decent compared with 10 years ago; overcrowding and affordability problems have increased in recent years and are likely to worsen given the cost-of-living crisis. The Covid-19 pandemic has also highlighted the direct health implications of housing with the

Cambridgeshire and Peterborough Covid Impact Assessment showing that deprivation, including poor housing conditions such as overcrowding, and high density were associated with greater spread of COVID 19. The economic fallout from the pandemic and the current cost of living crisis is likely to lead to an increase in evictions, a lack of housing security and increased over-crowding.

It is estimated to cost the NHS some £1.4bn per year to treat those people who are affected by poor housing conditions. The most common extreme hazards likely to be found in the home are those relating to cold and home accidents. These are, generally, not expensive to rectify or avoid compared with the long-term cost to the health services and society if they are ignored. Such hazards are particularly harmful to the most vulnerable, especially older people and families with young children. This was particularly highlighted recently in the case of Awaab Ishak, who died at two years old as a direct result of mould in his family home resulting in DLUHC highlighting some of the commitments needed to tackle poor housing standards. This links back to the “Renters Reform Bill mentioned earlier in this document.

Tackling poor housing is complicated and will require more cross sector working. The pattern of tenure and ownership shows that only a very small proportion (16.3%) of housing is under the direct control of partners, the vast majority of housing in Cambridgeshire is either private rented or owner occupied.

### **Climate Strategy.**

In February 23 HDC formally recognised a Climate Crisis and Ecological emergency in Huntingdonshire and adopted a Climate Strategy that sets out the priorities to achieve the commitment of net zero carbon council by 2040, these priorities and actions are captured in an Action Plan, which aims to influence communities and businesses in the district to share, contribute and work towards this objective.

The Action Plan list actions in high, medium and low priority, this relates to the impact and therefore the importance in reducing Council’s Carbon emissions. For housing there are two medium priorities with a target date of Feb 2027 they are:

- Engage with key Registered Providers to give tenants information that encourages them to reduce their carbon emissions
- Provide Housing Association Landlords with information / advice on energy saving to support their tenants

### **Keyworker Housing**

The original Housing Strategy identified there was a need for housing for keyworkers, this has only increased in the last few years; the recent consultation on National Planning Policy is suggesting a reclassification of keyworkers to essential workers.

The Cambridgeshire and Peterborough Integrated Care System (ICS) has indicated that there is a growing need for housing to recruit and retain staff. They are intending to complete a Housing Needs Survey of their workforce in early summer 2023 and as part of this work hosted an engagement session on 21<sup>st</sup> February 2023 with partners from across Cambridgeshire and Peterborough. They are aiming to understand the housing pressures of their workforce and the link between housing and their recruitment / retention difficulties. Other public sector employers have also identified housing as a key pressure for staff. It is expected that the outcome of this survey will be known in the Autumn of 2023.

The ICS accommodation project aims to address the accommodation challenges in Cambridgeshire and Peterborough (C&P) in the following way:

1. Understand and identify the housing and accommodation need of its staff.
2. Consider what opportunities and options there could be across Cambridgeshire and Peterborough to support key worker accommodation and underpin a sustainable staffing model for the future.

In HDC we have completed a scheme at Alconbury with Rentplus, which delivered a total of 22 homes, a mixture of one and two bedroom apartments, whilst the scheme was not originally conceived as a keyworker scheme all properties were allocated to keyworkers and all properties were occupied by September 2022.

A further scheme is also underway with Mangpm also in Alconbury where a total of 75 homes, a mixture of one, two, three and four bedroom homes have been identified for keyworkers. At the present time a total of 28 units have been completed with a further 47 expected this year.

### **Council Owned Sites and the Delivery of new homes.**

The original strategy identified the potential use of Council own surplus land for the delivery of new affordable housing. Since the original strategy was completed HDC successfully tendered, appointed and entered into a contract with a delivery partner – Longhurst for nine council sites across the district. The first of these sites is now subject of a planning application.

This review will need to consider whether there are any further sites that could be used for the delivery of affordable housing and indeed what type of approach the Council would take.

### **LA Housing Fund for Afghan and Ukrainian families**

In December 2022, the Government made a total of £500m available to Local Authorities (LA's) to assist with providing accommodation for families in the UK under the Homes for Ukraine scheme and for Afghan families who are still in Bridging Hotels; they expect this funding to deliver 4000 additional homes.

The funding is expected to alleviate possible homelessness pressures that may arise from some households being asked to leave their host's accommodation and provide more suitable housing for Afghan families living in bridging accommodation.

Department of Levelling Up, Home and Communities (DLUHC) assumes that most of the delivery will be via stock acquisition, although LA's will have the flexibility to choose their delivery route. This could include refurbishment or conversion of existing buildings, acquiring new build properties, building new homes or passing on the funding to enable Registered Provider (RP) delivery. There is an expectation that properties will be delivered by November 2023.

HDC have been allocated £2,052,000 in funding to deliver a minimum of 19 homes for Ukrainian families (this is known as the main element) and £428,058 in funding to deliver 2 larger four bedroom (plus) homes (this is known as the bridging element).

The Council has recently signed the Memorandum of Understanding (MOU) with the DLUHC and are working with Stonewater Housing Association to deliver the project, by the Government's deadline.

### **National asylum dispersal policy and any impact this may have on the housing market**

Under the National Asylum and Dispersal policy Government are asking Council's to advise them of areas that would be suitable to house asylum seekers. For HDC a high proportion of the area is rural and therefore not connected to the towns through safe footpaths, public transport etc, but due to this, property is generally cheaper in these areas and is therefore more likely to be attractive to Government departments. Subject to the number of properties acquired for this purpose it could have an impact on the local housing market, especially as we understand that these homes are acquired on a guaranteed rent model through the increase of private rental prices across the district impacting other people looking for housing.

### **Private Rented Sector and Empty Homes**

Although the percentage of empty homes usually sits at 0.1% of total housing stock, where properties are empty on long term basis, they can negatively impact the area and the community they are in. HDC will be assessing the level of empty homes in the district as part of our general operational activities through carrying out roadside assessment of the condition of any long term vacant homes. These will then be RAG rated the basis of condition from minimal work required right through to extremely poor condition. This will enable us to understand the extent of the problem within HDC and whether we need to give consideration to resourcing this activity.

After the untimely death of Awaab Ishak, who died at two years old as a direct result of mould in his family home the Government contacted all Local Authorities and asked them to respond regarding the housing standards in Private Rented Properties in their area. Officers in HDC Environmental Health Team, who are responsible for the enforcement of these matters have been made aware of the direction to have particular regard to high scoring (band D and E) category 2 damp and mould hazards, as outlined in the guidance 'Housing health and safety rating system (HHSRS) enforcement guidance'.



As a response to the Governments letter, we need to review the information that is available to tenants of private rented properties to ensure it is up to date and comprehensive and clearly covers damp and mould. We are also need to provide advice to all residents regarding the importance of both heating and ventilation as a way of reducing the risk of damp and mould.

### **Rough sleeping updates due from DLUHC?**

It is necessary to consider whether we are achieving our objectives in the Homelessness and Rough Sleeping Strategy and to take on board updates from DLUHC as the Government reviews and publishes its updated strategy to end rough sleeping.

### **Disabled Facilities Grant (DFG)**

There was a recommendation in the original Housing Strategy to look at the increased spend on DFG, this work has not yet been carried out. The existing 'Cambridgeshire Housing Adaptations and Repairs Policy' dates from 2019, this is currently under review, this mid term review will need to take into account the findings of this review and incorporate them. It is anticipated that there will be a spend of £2 million in this financial year 23/24 on DFG's. In carrying out this review it will also be important to link up with the Better Care Fund policy framework on DFG.

### **Constraints affecting our ability to succeed**

In reviewing and refreshing the housing strategy we have considered the major challenges that the Council and its partners continue to face when addressing the key strategic priorities. These challenges have been used as the basis in reviewing and reformulating strategic actions for the remaining life of the strategy and beyond.

Although constantly changing at the mid-term review, key challenges are listed below:

- Addressing the shortage of affordable housing
- Improving the quality of all housing
- Addressing homelessness
- Assisting vulnerable groups to live independently.
- The current economic situation and the rising cost of living, this will have an impact on homelessness, but also the ability for RP's to deliver new affordable housing.

### Opportunities that could help us achieve our objectives

In reviewing the strategic priorities opportunities such as:

- New Government legislation looking to improve housing conditions in rented homes through Renters Reform
- NPPF looking to streamline the planning service and make it more transparent and consistent, enabling greater clarity on the requirement of affordable housing
- Review of the Home Improvement Agency
- Working alongside partners to bring greater clarity on the need for specialist housing
- Making best use of Council resources including land and funding
- Working alongside our Registered Provider partners to deliver new affordable homes

## REFERENCES

[Housing Strategy 2020 -2025 \(huntingdonshire.gov.uk\)](https://www.huntingdonshire.gov.uk/housing-strategy-2020-2025)

[Housing Strategy Action Plan 2020-2021 \(huntingdonshire.gov.uk\)](https://www.huntingdonshire.gov.uk/housing-strategy-action-plan-2020-2021)

[Local Plan Update - Huntingdonshire.gov.uk](https://www.huntingdonshire.gov.uk/local-plan-update)

[Climate Strategy](#)

[Climate Action Plan](#)

[Levelling Up White Paper](#)

[National Planning Policy Framework - GOV.UK \(www.gov.uk\)](https://www.gov.uk/national-planning-policy-framework)

[Levelling-up and Regeneration Bill \(the Bill\)](#)

[Guide to the Renters \(Reform\) Bill - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guide-to-the-renters-reform-bill)

### NEW SET OF ACTIONS FOR THE REMAINING LIFE OF THE STRATEGY AND BEYOND

The following Housing Strategy Action Plan replaces the action plan originally set back in October 2020 of which 53% of actions have been achieved by May 2023.

The new action plan includes a number of the original actions that are ongoing or not yet achieved and a set of new actions that have been developed from the mid-term review and consultation process.

During the mid-term review consultation process we asked our partners and stakeholders to identify any additional priorities that may have emerged since our original Housing Strategy and these have been incorporated into the new action plan.

### HOUSING STRATEGY ACTION PLAN – REVIEW / REFRESH STAGE – JUNE 2023

This Action plan will have two key priorities, where agreed actions will reinforce the areas of activity in this review and align with the Corporate Plan objectives,

#### Priority One - New homes to meet the needs of Huntingdonshire now and in the future including homes that are energy efficient

	Action	Lead Service	Timeframe	Comments	RAG Rating
P1.1	Annual Achievement of Housing Delivery Targets	Planning	Yearly in Dec	Information obtained from the Annual Monitoring Report	
P1.2	Annual Achievement of New Affordable Homes	Housing	Yearly in March	Monitored through the Council's Performance Monitoring Process	
P1.3	Explore further options for Key Worker Housing	Housing	Ongoing	<ul style="list-style-type: none"> <li>Working with Keyworker Employers identify the level of need in the District</li> <li>Identify further opportunities for keyworker housing schemes following identified demand</li> </ul>	
P1.4	Support the development of Rural Exception sites led or supported by the community	Housing	Ongoing	As and when opportunities occur in rural areas support the community to bring forward sites following identified demand for housing	

P1.5	Ensure Good Design of New Homes	Planning / Housing	Dec 2024	Consider new legislation and the potential of a new Housing Design Guide linked to the New Local Plan	
P1.6	Engage with Registered Providers to give tenants information that encourages them to reduce their carbon emissions	Environmental Health	2023/2024	Advice booklet to be completed that can be shared with RP's	
P1.7	Provide Housing Association Landlords with information / advice on energy saving to support their tenants	Environmental Health	2023/2024	Information to be shared with RP's	
P1.8	Work with Government including DLUHC and Homes England to explore opportunities for investment in new homes	Housing	Ongoing	Regular engagement with DLUHC and Homes England to ensure opportunities for investment is achieved in HDC	
P1.9	Review remaining Council owned sites that could deliver new affordable housing	Housing and Estates	2023/2024	Further review of Council owned sites needs to be undertaken, any sites not considered suitable could support P1.10 below	
P1.10	Promote self-build opportunities and consider the use of Council owned assets not suitable for affordable housing delivery at scale	Housing and Estates	2023/2024	As above	
P1.11	Encourage the use of Modern Methods of Construction in new developments	Housing	2023/2024	Explore with partners through a survey to enable an understanding of the use of MMC currently, explore the barriers to this use and look to work with developers and RP's to bring forward more sites using this construction method	
P1.12	Understand RP's current work on Climate Change and support them on Climate Change initiatives.	Housing/ Climate Co-Ordinator	2023 - 2025	<ul style="list-style-type: none"> <li>Identify RP current activity on Climate Change</li> <li>Look at best examples in the sector eg Home Upgrade Grant 2 and Eco 4 flex.</li> <li>Support funding opportunities</li> </ul>	

### Priority Two - High Quality Homes to enable people in Huntingdonshire to live independent and healthy lives

	Action	Lead Service	Timeframe	Comments	RAG Rating
P2.1	Work with Health and Social Care in relation to specialist housing with future models of care and support	Housing	2023-2025	<ul style="list-style-type: none"> <li>• Include M4 (2) and M4 (3) provision.</li> <li>• Older Persons Provision</li> <li>• Accommodation for Learning Disability, Mental Health, Autism etc.</li> </ul>	
P2.2	Work with partners to deliver the Health and Wellbeing Strategy	Departments across HDC	2023-2025	Continue to work with partners on this strategy and update regularly on progress and reviews to current HDC service changes as appropriate	
P2.3	Introduce the changes brought about through Renters Reform Bill 23	Housing and Environmental Health	December 2024 (onwards)	Following parliament deliberations look at how this impacts Housing Delivery in HDC	
P2.3	Review the success of the Homelessness and Rough Sleeping Strategy	Housing	2023/2024		
P2.4	Review the outcomes of the Health and Wellbeing Strategy and implement policy and process changes relevant for HDC.	Communities and Housing	2023/2024		
P2.5	Review the delivery of DFG's and the reasons for the high spend	Housing / Communities	2023/24	Need to work with the HIA and partners to consider the increased budget spend	
P2.6	Deliver our Corporate Plan commitment to run a pilot with new movers to the area to support positive outcomes.	Communities	2023/24	Using new housing as an opportunity to support positive outcomes from residents' first arrival in Huntingdonshire. To build the learning into the refresh of Huntingdonshire's Corporate Strategy.	
P2.7	To ensure housing providers are central to the financial vulnerability programme which reviews the way we support residents in need across a range of local providers.	Communities	2023 / 2024	Seeking to develop more holistic support which address root caused and prevent issues escalating.	

P2.8	To host a RP conference to seek to build shared alignment across development, environmental delivery and social support for tenants	Housing / Communities	2023/2024		
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**Public**  
**Key Decision - Yes**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** First Homes Position Statement

**Meeting/Date:** Overview & Scrutiny (Performance and Growth)  
5<sup>th</sup> June 2023

**Executive Portfolio:** Executive Councillor for Jobs, Economy & Housing

**Report by:** Regeneration & Housing Delivery Manager

**Ward(s) affected:** All

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### RECOMMENDATION

The Overview and Scrutiny Panel is invited to:

- Note the content of the report
- Comment on the First Homes Position Statement.

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

## **HUNTINGDONSHIRE DISTRICT COUNCIL**

**Title/Subject Matter:** First Homes Position Statement

**Meeting/Date:** Overview & Scrutiny (Performance & Growth)  
5 June 2023

Cabinet  
18 June 2023

**Executive Portfolio:** Cllr S. Wakeford, Executive Councillor for Jobs,  
Economy & Housing

**Report by:** Regeneration and Housing Delivery Manager

**Ward(s) affected:** All

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### **Executive Summary:**

This report provides detail on First Homes affordable housing product and the Council's position when a development proposal includes this form of affordable tenure.

### **Recommendation(s):**

Cabinet is requested to:

- Note the contents of this report and;
- Agree the First Homes Position Statement.

## **PURPOSE OF THE REPORT**

- 1.1 To provide information on First Homes and the Council's position when a development proposal includes this form of affordable housing.

## **BACKGROUND**

- 1.2 On the 24 May 2021, the Government published a Written Ministerial Statement (WMS) and Planning Practice Guidance (PPG) setting out national planning policy for a new affordable housing product called First Homes.
- 1.3 This Interim Planning Policy Statement, the WMS and PPG set out the potential for First Homes to be provided through the planning system from 28 June 2021, before becoming a requirement for all planning applications from 28 December 2021.
- 1.4 First Homes are a form of discounted market sale housing and fall within the definition of affordable housing contained in appendix A of the National Planning Policy Framework (NPPF). These documents suggest First Homes could be provided and comprise at least 25% of all affordable housing units delivered by developers as part of planning obligations (Section 106 Agreements).
- 1.5 First Homes are specific discounted market sale housing and should be considered to meet the definition of 'affordable housing' for planning purposes. Specifically, First Homes are discounted market sale units which:
  - a) must be discounted by a minimum of 30% against the market value;
  - b) are sold to a person or persons meeting the First Homes eligibility criteria (as set out in the PPG);
  - c) on their first sale, will have a restriction registered on the title at HM Land Registry to ensure this discount (as a percentage of current market value) and certain other restrictions are passed on at each subsequent title transfer; and,
  - d) after the discount has been applied, the first sale must be at a price no higher than £250,000.
- 1.6 The WMS and PPG identify a range of additional local criteria that can be applied to First Homes. Huntingdonshire District Council (HDC) are intending to use additional local criteria to support the delivery of rented accommodation in the District following the publication of the G L Hearn Housing Needs of Specific Groups Report (HNSG) in October 2021, which identified the high requirement for rented housing in the district.
- 1.7 The WMS and PPG also allows local authorities to apply local connection criteria to First Homes without the need to provide supporting evidence. This is because First Homes are intended to allow people to get on the housing ladder in their local area. The local connection criteria that will

apply to First Homes sold in Huntingdonshire is set out in the First Homes Position Statement in Appendix 1. The local connection criteria will apply via a Section 106 Agreement upon the first and every successive sale of a First Homes, although the criteria will be lifted after three months from when the home is first marketed if the home has not been reserved or sold. If a suitable buyer has not reserved a home after 3 months, the eligibility criteria (including income caps) will revert to the national criteria set out in the PPG, to widen the consumer base.

- 1.8 The Council's adopted planning policy for affordable housing in Huntingdonshire is set out in Section 7 Strengthening Communities of the Local Plan to 2036, specifically, Policy LP 24 Affordable Housing Provision.
- 1.9 The Council has received guidance from DLUHC that states that where is an adopted Local Plan, Council's would not need to consider the First Homes Product until the plan is reviewed. However, they have also advised that they feel that it would be sensible to provide guidance on how the Council will treat applications that include the First Home Product.
- 1.10 In Huntingdonshire's Local Plan to 2036 the policy requires that 70% of all affordable housing should be of rented tenure (social or affordable). To assist with viability, specific proportions of social rent and affordable rent are not set out within this percentage. The remaining 30% should be for "other affordable tenures", usually the Shared Ownership product.
- 1.11 In considering the Council's approach to First Homes Officers have referred to the independently assessed HNSG research which considers need in a local (Huntingdonshire) context, it states that the national target is not appropriate as there is a high demand for rented housing in the district.
- 1.12 Therefore, where developers include First Homes as part of the requirement to deliver affordable housing, the Council will on an exceptional basis consider delivering a proportion of First Homes as part of its "other affordable tenures"; there would still be a preference for other affordable tenures to be Shared Ownership for affordability reasons.
- 1.13 The tenure requested/preferred would therefore remain as LP24 (and as below) since the HNSG justifies this approach:  
  
70% Social or Affordable Rent  
30% Other Affordable Tenures (including exceptionally, First Homes)
- 1.14 This tenure split (above) when combined with a 60% market housing requirement (as set out in Local Plan policy LP 24 Affordable Housing provision) would result in 10% of the total housing tenure mix being available for affordable home ownership. Therefore, any proposed development that applies Local Plan Policy LP 24 alongside the affordable housing tenure split (above) will meet the requirements of paragraph 65 of the NPPF 2021, which asks that at least 10% of the total number of homes on major development sites should be available for affordable home ownership.

## **COMMENTS OF OVERVIEW & SCRUTINY**

- 2.1 Any comments from this panel will be included in this section prior to its consideration by the Cabinet.

## **KEY IMPACTS / RISKS**

- 3.1 The Council could choose not to establish a position statement in relation to First Homes, however it is prudent for the Council to confirm how we would treat this form of Affordable Housing on any sites brought forward by Developers prior to the review of the Local Plan.

## **LINK TO THE CORPORATE PLAN OBJECTIVES**

- 4.1 The completion of a First Homes Position Statement aligns to Huntingdonshire District Council's Corporate Plan under the Priority – "In creating a better Huntingdonshire for future generations", under the outcome of Improving Housing.

## **LEGAL IMPLICATIONS**

- 5.1 The Council has sought guidance from DLUHC, and this position statement has been reviewed by senior officers in housing and planning.

## **RESOURCE IMPLICATIONS**

- 6.1 There will be no additional resource implications, Planning Applications that include an element of First Homes will be treated in the same way as applications that include an element of affordable housing.

## **HEALTH IMPLICATIONS**

- 7.1 Within the Health and Wellbeing Integrated Care Strategy, there is a priority of, "*Reducing poverty through better housing, employment and skills*" This Policy Statement looks to protect the delivery of social and affordable rented housing in the district, whilst also looking to deliver low cost home ownership options to those residents who can afford and aspire to home ownership.

## **ENVIRONMENT AND CLIMATE IMPLICATIONS**

- 8.1 In February 2023 the Council formally approved the Council's Climate Strategy this recognises that the current cost of living and climate crises require joint attention to support the wellbeing of residents and businesses. In passing this motion, the council committed to not only the delivery of a Climate Strategy but also that in making decisions it will wherever possible seek to contribute to positive environmental and social benefits. The delivery of good quality, secure accommodation for residents supports this ambition.

## **EQUALITIES**

- 9.1 The Council has a statutory duty to promote equality of opportunity, eliminate unlawful discrimination, harassment and victimisation and foster good relations in respect of nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- 9.2 Good housing, including the protection of rented housing is likely to improve residents life chances, including health and wellbeing.

### **Appendix 1**

First Homes Position Statement

#### **CONTACT OFFICER**

Name/Job Title: Pam Scott, Regeneration and Housing Delivery Manager  
Email: [pamela.scott@huntingdonshire.gov.uk](mailto:pamela.scott@huntingdonshire.gov.uk)

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# First Homes Position Statement May 2023

**This position statement should only be used when a development proposal includes reference to First Homes as part of affordable housing provision. If a development proposal does not refer to First Homes the original affordable housing split can be applied as per LP 24 Affordable Housing Provision.**

**The Council has an adopted Local Plan to 2036, guidance received from the DLUHC advised that where there is an adopted Local Plan, Council's would not need to consider the First Homes Product until the plan is reviewed. The Council, however, feels that it is sensible to provide guidance on how HDC will treat applications that include the First Home Product.**

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## 1. Introduction

On 24 May 2021, the Government published a Written Ministerial Statement (WMS)<sup>1</sup> and Planning Practice Guidance (PPG)<sup>2</sup> setting out national planning policy for a new affordable housing product called First Homes. This revised Interim Planning Policy Statement, the WMS and PPG set out the potential for First Homes to be provided through the planning system from 28 June 2021, before becoming a requirement for planning applications from 28 December 2021.

First Homes are a form of discounted market sale housing and fall within the definition of affordable housing contained in appendix A of the National Planning Policy Framework<sup>3</sup> (NPPF). The documents referred to above suggest First Homes could be provided and comprise at least 25% of all affordable housing units delivered by developers as part of planning obligations (Section 106 Agreements).

This interim planning policy statement should only be used when a development includes a proposal to provide First Homes as a part of the affordable housing provision.

## 2. What are First Homes?

From 28 June 2021, First Homes are specific discounted market sale housing and should be considered to meet the definition of 'affordable housing' for planning purposes. Specifically, First Homes are discounted market sale units which:

- a) must be discounted by a minimum of 30% against the market value;
- b) are sold to a person or persons meeting the First Homes eligibility criteria (as set out in the PPG);
- c) on their first sale, will have a restriction registered on the title at HM Land Registry to ensure this discount (as a percentage of current market value) and certain other restrictions are passed on at each subsequent title transfer; and,
- d) after the discount has been applied, the first sale must be at a price no higher than £250,000.

The WMS and PPG identify a range of additional local criteria that can be applied to First Homes. Huntingdonshire District Council (HDC) are intending to use additional local criteria to support the delivery of rented accommodation in the District following the publication of the G L Hearn Housing Needs of Specific Groups Report in October 2021, which identified the high requirement for rented housing in the district.

The WMS and PPG also allows local authorities to apply local connection criteria to First Homes without the need to provide supporting evidence. This is because First Homes are intended to allow people to get on the housing ladder in their local area. The local connection criteria that will apply to First Homes sold in Huntingdonshire is set out in Appendix 1. The local connection criteria will apply via a Section 106 Agreement upon the first and every successive sale of a First Homes, although the criteria will be lifted after three months from when the home is first marketed if the home has not been reserved or sold. If a suitable buyer has not reserved a home after 3 months, the eligibility criteria (including income caps) will revert to the national criteria set out in the PPG, to widen the consumer base.

<sup>1</sup> <https://questions-statements.parliament.uk/written-statements/detail/2021-05-24/hlws48>

<sup>2</sup> <https://www.gov.uk/guidance/first-homes>

<sup>3</sup> <https://www.gov.uk/guidance/national-planning-policy-framework>

<sup>4</sup> [link to GLHEarn needed Housing Needs of Specific Groups](#)

### 3 What does this mean for affordable housing planning policy in Huntingdonshire?

**The Council's adopted planning policy for affordable housing in Huntingdonshire is set out in Section 7 Strengthening Communities of the Local Plan to 2036. Specifically, Policy LP 24 Affordable Housing Provision states:**

"In order to assist in meeting the identified local need for additional affordable homes, a proposal which includes housing development will be required to provide a range of affordable housing types, sizes and tenures. These should be appropriate to meet the requirements of the local community taking into account the latest evidence from the Housing Register. The affordable housing provision may include specialist or supported housing where an identified need exists, the Cambridge sub-region Strategic Housing Market Assessment and other local sources. The affordable housing provision may include specialist or supported housing where an identified need exists.

A proposal will be supported where:

- a. it delivers a target of 40% affordable housing on a site where 11 homes or 1,001m<sup>2</sup> residential floorspace (gross internal area) or more are proposed<sup>(16)</sup>;
- b. it provides approximately 70% of the new affordable housing units as social or affordable rented properties with the balance made up of other affordable tenures;
- c. affordable housing is dispersed across the development in small clusters of dwellings; and
- d. it ensures that the appearance of affordable housing units is externally indistinguishable from that of open market housing.

Where it can be demonstrated that the target is not viable due to specific site conditions or other material considerations affecting development of the site an alternative dwelling or tenure mix or a lower level of provision may be supported. Preference will be given to amending the tenure mix; only if this is still demonstrated not to be viable will consideration be given to reducing the affordable housing requirement.

A development viability assessment may be required to support an alternative mix or level of affordable housing provision. In exceptional circumstances it may be appropriate to accept off-site provision and/or commuted payments where this would offer an equivalent or enhanced provision of affordable housing."

The SHLAA has been superseded by the GL Hearn Report which was completed in October 2021

**The Council has an adopted Local Plan to 2036, guidance received from the DLUHC advised that where there is an adopted Local Plan, Council's would not need to consider the First Homes Product until the plan is reviewed.**

The Council, however, feels that it is sensible to provide guidance on how HDC will treat applications that include the First Home Product.

Additionally, Policy LP 25 Housing Mix confirms that a proposal for major scale development that includes housing will be supported where it provides a mix of sizes, types and tenures which help achieve sustainable, inclusive and mixed communities. The Strategic Housing Market Assessment was replaced with the G L Hearn Report for the “Housing Needs of Specific Groups (HNSG)” in October 2021 and should therefore be used in (a) below.

A proposal should set out how it responds to the evidence and guidance provided by:

- a. the Cambridge sub-region Strategic Housing Market Assessment;
- b. the Peterborough Strategic Housing Market Assessment where applicable;
- c. the Council's Housing Strategy and Tenancy Strategy;
- d. local assessments of housing need and demand; and
- e. other local housing and demographic studies and strategies.

In Huntingdonshire’s Local Plan to 2036 the policy requires that 70% of all affordable housing should be of rented tenure (social or affordable). To assist with viability specific proportions of social rent and affordable rent are not set out within this percentage. The remaining 30% should be for other affordable tenures, for which we usually seek Shared Ownership.

In considering the Council’s position in respect of First Homes it is necessary to refer to the independently assessed HNSG which considers need in a local (Huntingdonshire) context, it states that national targets such as 25% are not appropriate but that provision should be guided by HNSG

*‘Affordable Housing Need: Key Messages (continued) Page 137*

- *Given the need to address the housing needs of other groups, the Councils that are able to present suitable evidence could seek to provide less than 10% of the total number of homes to be for affordable home ownership.*
- *Ultimately the choice will be for the Councils to make and in doing so they should consider a wide range of factors including local priority (dealing with acute need or promoting home-ownership) and the viability of different products.*
- *If the Councils do seek to provide 10% or more of housing as affordable home ownership (the default figure suggested in the NPPF), then it is suggested that Shared Ownership is the most appropriate option. This is due to the lower deposit requirements and lower overall costs (given that the rent would also be subsidised).*
- *Where other forms of affordable home ownership are provided (e.g. Starter Homes or discounted market), the Councils should set prices that are equivalent to the midpoint between that needed to access the PRS and the equivalent for sale home. This could result in greater than 20% discounts from Open Market Value for some types/sizes of home.*
- *The analysis of First Homes suggests that with a 30% discount these will be a suitable tenure of affordable home in Fenland, Huntingdonshire and West Suffolk. In Cambridge, East Cambridgeshire and South Cambridgeshire a discount greater than 30% would be required’.*

The evidence above justifies that Shared Ownership is the most appropriate option for affordable home ownership. It can cater for a much wider income group rather than just those able to afford housing at 70% of market values. Additionally, recent changes have made Shared Ownership even

more flexible with people able to acquire 10% tranches (changing from the previous 25%). The consequences of considering 25% First Homes would also produce an imbalance of tenures which would require a significant reduction in the proportion of rented homes.

Therefore where developers wish to include First Homes as part of the requirement to deliver affordable housing, the Council could on an exceptional basis however, consider delivering a proportion of First Homes as part of its “other affordable tenures”. There would still be a preference for other affordable tenures to be Shared Ownership for the reasons set out herein. The tenure requested/preferred would therefore remain as LP24 (and as below) since the HNSG which has since been produced, still justifies this approach

### **70% Social or Affordable Rent**

### **30% Other Affordable Tenures (including exceptionally, First Homes)**

This tenure split (above) when combined with a 60% market housing requirement (as set out in Local Plan policy LP 24 Affordable Housing provision) would result in 10% of the total housing tenure mix being available for affordable home ownership. Therefore, any proposed development that applies Local Plan Policy LP 24 alongside the affordable housing tenure split (above) will meet the requirements of paragraph 65 of the NPPF 2021, which asks that at least 10% of the total number of homes on major development sites should be available for affordable home ownership.

Exemptions to the 10% requirement will be made where the site or proposed development:

- a) Provides solely Build to Rent homes;
- b) Provides specialist accommodation for a group of people with specific needs (such as purpose built accommodation for the elderly or students);
- c) Is proposed to be developed by people who wish to build or commission their own homes; or (i.e. self- or custom-build housing)
- d) Is exclusively for affordable housing or is a First Homes Exception Site (see below for further details)

The exceptional reasons may be to do with specific site circumstances, where it may assist viability or if (specific to the location) additional evidence is produced which may justify First Homes and still overall, produce an affordable housing proposals addressing relevant housing need in the correct proportions.

### **4 Exception Sites**

The WMS and PPG introduced a First Homes Exception Sites policy in place of the pre-existing national Entry-Level Exception Sites policy. Full details of the First Homes Exception Sites policy can be found in the WMS and PPG and are not repeated here.

From 28 June 2021, the Council will consider planning applications for the development of First Homes Exception Sites in accordance with the WMS and PPG.

We have considered the scale of development and the need evidenced in the (HNSG) Housing Needs of Specific Groups (see extract from page 137 above). We conclude it would be appropriate to adopt the thresholds suggested in NPPF for Entry Level Exception sites. Government indicates this would be appropriate for such exception sites and First Homes in not dissimilar to Entry Level. As can be seen, HNSG indicates that, for affordable home ownership (which includes First Homes) shared ownership is more appropriate.

In addition, developments on Exception Sites can be a scarce resource. The WMS suggests other tenures could be included in a First Homes development and (as the Council has elected), local connection criteria can apply. It is therefore considered essential, for any exception site (including First Homes Exception sites) to address local need where possible. The Council will prioritise local need (of the appropriate tenure) ahead of First Homes. If for example, local need is identified for rented and shared ownership housing the Council would seek to provide those but additional First Home units could be incorporated if scale of development permits.

## **5. Community Infrastructure Levy and planning obligations**

Developers of First Homes are able to apply for and obtain an exemption from the requirement to pay the Council's Community Infrastructure Levy. This is because First Homes are a form of affordable housing. For details of how to apply for an exemption, see: [Community infrastructure levy \(CIL\) - CIL reliefs and exemptions](#) – Huntingdonshire District Council.

However, applicants for developments that comprise or include First Homes (or any other affordable housing products) are expected to enter into planning obligations with the Council to mitigate the impacts of the developments.

## **Appendix A**

### **Local connection criteria for First Homes built in Huntingdonshire**

To demonstrate a local connection (defined in Part VII of the Housing Act 1996), applicants for First Homes that are built in Huntingdonshire will:

- Normally be resident in Huntingdonshire. Local Government Association guidelines define this as having resided in the area for the last twelve months, or three out of the last five years, where residence has been out of choice. In line with the Housing and Regeneration Act (2008) service personnel who have been based and living in Huntingdonshire will be considered to have local connection with Huntingdonshire; or
- Work in Huntingdonshire. The Local Government Association guidelines define this as employment other than of a casual nature. For the purposes of this policy this will be defined as having had permanent work with a minimum of a 16 hour contract per week for the previous 6 months, and without a break in the period of employment for more than three months; or
- Have family connections in Huntingdonshire. Reflecting the Local Government Association guidelines this is normally defined as the applicant, or a member of their household has parents, adult children or brothers or sisters who have been resident in Huntingdonshire for at least the last 5 years. Only in exceptional circumstances would the residence of relatives other than those listed above be taken to establish a local connection, but the circumstances may be sufficient, and all cases will be considered individually; or
- Have special circumstances for moving to Huntingdonshire: because of particular special needs. Some applicants should be assessed as having a local connection to Huntingdonshire because of a particular need to move to Huntingdonshire. For example, this may be because they have a specific medical condition and the only/most appropriate treatment available is or they have care responsibilities. Members of the Armed Forces, the divorced or separated spouse or civil partner of a member of the Armed Forces, the spouse or civil partner of a deceased member of the Armed Forces (if their death was caused wholly or partly by their service) or veterans within five years of leaving the Armed Forces will be exempt from these local connection criteria.

The local connection criteria will be applied every time a First Home is marketed but will be lifted after three months to revert to National criteria as set out in the PPG if the home is not sold or reserved.



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

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Integrated Performance Report, 2022/23 Quarter 4

**Meeting/Date:** Overview and Scrutiny (Performance and Growth) Panel, 7 June 2023

**Executive Portfolio:** Councillor Stephen Ferguson, Executive Councillor for Customer Services

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

**Ward(s) affected:** All

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### RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on details of delivery of Corporate Plan key actions and corporate indicators and current projects from the Cabinet report attached.



**HUNTINGDONSHIRE DISTRICT COUNCIL**

<b>Title/Subject Matter:</b>	Corporate Performance Report, 2022/23 Quarter 4
<b>Meeting/Date:</b>	Cabinet, 20 June 2023
<b>Executive Portfolio:</b>	Councillor Stephen Ferguson, Executive Councillor for Customer Services
<b>Report by:</b>	Business Intelligence & Performance Manager Performance and Data Analyst
<b>Ward(s) affected:</b>	All

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**Executive Summary:**

The purpose of this report is to brief Members on 2022/23 results for Key Actions and Corporate Indicators listed in the Council's Corporate Plan 2022/23 and progress on current projects being undertaken.

Key Actions, Corporate Indicators and targets are as included in the Corporate Plan 2022/23, as approved by Council on 20 July 2022.

The report outlines the improvements the Council has made over the last 12 months in terms of better delivery and progress on our key actions compared to last year. There has also generally been improved performance for Corporate Indicators where results can be compared to the previous year.

**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, C and D.

## 1. PURPOSE

- 1.1 The purpose of this report is to present details of delivery of the Corporate Plan 2022/23 and project delivery.

## 2. BACKGROUND

- 2.1 The Council's Corporate Plan 2022/23 was approved at the Council meeting on 20 July 2022 and is a transitional, interim plan at the start of the new four-year administrative term. The performance data in this report and its appendices relates to the indicators and actions selected for 2022/23 as set out in the Corporate Plan 2022/23. The information in the summary at **Appendix A** summarises performance for Key Actions and Corporate Indicators and the performance report at **Appendix B** details the year end results.
- 2.2 This is the final report on the Key Actions and Corporate Indicators in the Corporate Plan 2022/23 as a new Corporate Plan was approved by Council in March 2023. Future Corporate Performance reports will focus on progress against the operational performance measures and actions set for 2023/24 in the new Corporate Plan. Targets for the operational performance measures are due to be discussed at the Overview and Scrutiny (Performance & Growth) Panel meeting on 7 June 2023.
- 2.3 As recommended by the Project Management Select Committee, updates for projects based on latest approved end dates are included at **Appendix D**. Across all programmes there were ten projects open at the end of 2022/23.

## 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 at year end will be shared with Cabinet following the Overview and Scrutiny meeting on 7 June 2023.
- 3.2 Progress against Corporate Plan objectives is reported quarterly. The report at **Appendix B** includes details of all Key Actions and Corporate Indicators at the end of Quarter 4. Results for Corporate Indicators have also been represented in graphs at **Appendix C**, with results shown for each month of the year where possible. **Appendix D** 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 data has been collected in accordance with standardised procedures.
- 3.4 The following table summarises progress in delivering Key Actions for 2022/23:

Status of Key Actions	Number	Percentage
Green (on track)	21	78%
Amber (within acceptable variance)	6	22%
Red (behind schedule)	0	0%
Awaiting progress update	0	0%
Not applicable	0	

Most key actions were on track at the year end, and none were significantly behind schedule. Not all key actions were scheduled to complete in 2022/23 as some are ongoing activities or multi-year tasks. There were 15 key actions that were due to complete by the end of March and 13 of these were completed. The two not completed were both strategies that have been rescheduled to allow for prior completion of related work such as the adoption of the Place Strategy. Where actions were not due to complete last year, significant progress has been made in most cases.

Highlighted actions which have seen positive progress in 2022/23 include:

- KA 2. The Climate Strategy and associated Action Plan were produced in 2022 and adopted at the February 2023 Council meeting following engagement with Councillors and other stakeholders, including young adults.
- KA 6. Legacy funding of £260k for St Neots and £802k Unallocated Funding has been secured from the Cambridgeshire & Peterborough Combined Authority to support market town regeneration projects in Huntingdon and St Ives. This additional money will fund new projects including public realm improvements in St Ives, an extension to the Cromwell Museum in Huntingdon and a shop front scheme in both towns. The St Neots Legacy project will include a public art programme and the design and development of a stage / entertainment area within the new Market Square.
- KA 9. An audit on the impact of our current Social Vale procurement policy was completed in February 2023, which has been used to inform a range of future actions including the review of the Council's Social Value Policy and Framework.
- KA 10. A new Invest in Huntingdonshire website and Made in Huntingdonshire campaign was launched in 2022/23 to promote inward investment and the local manufacturing industry.
- KA 15. During 2022/23 we have continued to provide financial assistance to people on low incomes and paid out a further £230k to give additional assistance with rental costs via Discretionary Housing Payments (DHPs). This is higher than the £212k we reported for 2021/22 due to more government funding being allocated.
- KA 16. The Resident Advice and Information Team helped residents in need to secure a total of £33,935 in vouchers from the Household Support Fund during Quarter 4. £78,534 was awarded over the whole of 2022/23, more than double the £35,860 awarded in the previous year.
- KA 17. Cabinet agreed to a full update to the adopted Local Plan in January, with progress since then including further papers endorsed by Cabinet to allow consultation to commence on the Local Development Scheme, Draft Settlement Hierarchy methodology, Draft Land Availability Assessment Methodology and the Call for Sites.
- KA 20. The Place Strategy, Huntingdonshire Futures, was approved by Councillors at Full Council in March. The programme of engagement included a range of consultation exercises and events to ensure the views of residents, business, other stakeholders and Members helped to shape the strategy. This new strategy sets out a long-term shared vision for the district to 2050, creating a framework for a new approach to partnership working in Huntingdonshire.
- KA 22. Great Gransden's Neighbourhood Plan was made in March 2023 and preparation started for a joint neighbourhood plan for The Giddings, Hamerton and Winwick.
- KA 24. In recognition of the impacts of the cost of living crisis on some residents, the Community Chest fund launched an application process for Warm Hubs in October 2022. Applications were welcomed from voluntary and community groups and Town

and Parish Councils who wished to provide a safe, warm space to residents across the district who may have been struggling to afford to stay warm at home. £7,170 was awarded to warm spaces applicants between October and March. Other grants remained available during this period, with a total of £7,250 awarded to all successful applicants (including warm spaces) in Quarter 4 alone.

- KA 26. Collaboration has taken place with at least 75 different organisations in 2022/23 across sports and physical activity, which is an increase from around 50 in 2021/22. Working with new partners (such as charities, voluntary and health sectors) has resulted in more external funding and inward investment into sports facilities and physical activities for the residents of Huntingdonshire, increasing opportunities for residents to live a healthier life. New partnership working arrangements developed in the year have also seen new opportunities evolve, such as the St Neots Primary Care Network commissioning services from the Active Lifestyles service for the first time.

There are six key actions that have been given an Amber status. These actions were generally either delivered later in 2022/23 than originally scheduled or are now expected to be delivered in 2023/24.

- KA 1 related to declaring a Climate Emergency by Autumn 2022. Although a Cost of Living and Climate Change motion was agreed at Council in October, the Climate Crisis and Ecological Emergency was not formally recognised until February 2023 when this was declared and the Climate Change Strategy adopted.
- KA 3 has an overall status of Amber at the year end due to the Hinchingsbrooke Country Park investment programme of works being delayed until 2024, following delays in external suppliers providing supporting surveys required for the formal planning applications. The Riverside Walks scheme is progressing with planning permission now approved. This scheme will deliver LED lighting, benches and new signage within Riverside Park in St Neots.
- The commentary for KA 5 shows that work on the Market Towns Programme is progressing, with Detailed Designs for St Neots Transport Projects now completed and work with the owner of the Old Falcon continuing. There was a delay to the completion of Masterplans due to St Ives Town Council postponing a meeting to update them on changes following the consultation. The Transport Projects in St Neots were also delayed due to the decision to undertake additional work upfront on the Detailed Designs and cost analysis, which will be beneficial for going to market and when work commences on site.
- A review of the Economic Growth Strategy (KA 7) has been rescheduled to 2023/24 to allow it to be informed by the Place Strategy approved at the end of 2022/23 and to ensure alignment with the development of the Local Plan.
- KA 19 (Design and implement strategies to use Council assets to support the delivery of affordable homes) has an Amber status due to the Warboys application requiring revised designs and further consultation prior to planning permission being sought. If approved, this will result in additional affordable housing in the district.
- The Amber status for KA 21 is due to a decision to reschedule the refresh of the Community Strategy for 2023/24 to allow for the inclusion of other relevant work, such as the Place Strategy and other projects focused on our communities.

3.5 Final outturn results for 2022/23 Corporate Indicators are shown in the following table:

Corporate Indicator results	Number	Percentage
<b>Green (achieved)</b>	15	60%
<b>Amber (within acceptable variance)</b>	6	24%
<b>Red (below acceptable variance)</b>	4	16%
<b>Awaiting progress update</b>	0	0%
<b>Not applicable (annual/data unavailable/ targets TBC)</b>	5	

Services met or exceeded the majority of their targets in 2022/23. Highlights include the following results:

- PI 2. Monitoring and managing work schedules resulted in 97% of sampled areas being reported as clean or predominantly clean when inspected during 2022/23. This is slightly higher than the 96% recorded for performance in 2021/22.
- PI 12. Less than one in every 2,000 bins was missed in 2022/23, which is 21% lower than in 2021/22.
- PI 14. The number of attendances at One Leisure Active Lifestyles programmes increased by 23% in 2022/23 when compared to results in 2021/22. Nearly 48,500 attendances were recorded this year and disability activities performed well in Quarter 4 to recover to meet the original end of year target.
- PI 15. A strong performance in the number of One Leisure admissions continued throughout March, driven by the increase in general swimming and the re-opening of bowling and funzone areas. The total number of admissions was over 200,000 higher than in 2021/22 (up by over 20%).
- PI 17. Four preventative campaigns were undertaken in 2022/23, including targeted support for people to return to work such as raising awareness of available funding.
- PI 22 & 24. The percentage of major planning applications processed on target was higher than results reported for 2021/22 (86.9% in 2022/23, 81% in 2021/22) despite a recent focus on reducing the number of longstanding backlog cases. A higher proportion of household extension applications were also processed on target compared to the previous year (90.7% in 2022/23, 81% in 2021/22). This improved performance was despite resource challenges due to vacancies within the service.

Indicators where services were below their targets but within acceptable variance (Amber) include the following:

- PI 13. The average number of days to process new claims for Housing Benefit and Council Tax Support increased to 24.4 by the end of Quarter 4, following a challenging year for assessments as we are left with more complex cases taking longer to assess, while more straightforward assessments are now dealt with under Universal Credit by the DWP. External factors such as postal strikes have also contributed by causing the delay of supporting evidence being received.
- PI 19. There were 456 new affordable homes delivered in 2022/23, which exceeds the number recorded in 2021/22 (311) and is the highest number reported for this measure in the last ten years (the previous maximum was 440 delivered in 2019/20). Performance was reported as below the target, which was based on higher numbers previously being forecast by our local Registered Providers. The affordable homes forecast but not completed in 2022/23 are delayed rather than lost and are expected to be delivered in 2023/24.
- PI 27. While we completed 72% more food safety inspections than in 2021/22 and expect to have met the requirements of the Food Standards Agency's recovery plan,

with all category A, B and C premises being inspected, we did not meet the higher local target set by our Environmental Health team for 2022/23.

The four Red indicators with performance below acceptable variance were:

- PI 1. Less garden waste was generated and collected through the summer months due to the hot and dry summer conditions. This contributed to a lower percentage of household waste being reused, recycled or composted (56% in 2022/23 compared to 58.5% in 2021/22). However, the amount of dry recycling tonnage has been consistent with previous years.
- PI 23. A below target proportion of minor planning applications were processed on time, as an expected consequence of focused work to determine older applications and reduce the backlog. Performance has improved (77.3% in 2022/23) when compared to results in 2021/22 (63%).
- PI 26. The number of accredited community and voluntary sector groups within Huntingdonshire under the 'Good to Go' scheme was lower than the target (four reported in 2022/23 against a target of 20). It is acknowledged that changes to the scheme moving forward will be necessary.
- PI 28. There were no 'Aspirations High' initiatives delivered within identified primary schools in 2022/23, against a target of six for the year. This was due to challenges for both schools focused on other work and for the Community team, which was required to prioritise other unplanned work such as supporting communities entering the UK from Ukraine and Afghanistan. The work stream led by The Cam Academy is now in place with key projects and dates agreed with identified schools to deliver this work in 2023/24.

For those indicators where it was possible to compare with the previous year, performance was better in 2022/23 for 13 out of 17 (76.5%). Of the four where performance did not improve compared to 2021/22, three were affected by unavoidable external factors:

- PI 1. The reduction of the amount of garden waste collected through the summer months due to the hot and dry summer conditions contributed to a lower percentage of household waste being reused, recycled or composted (56% in 2022/23 compared to 58.5% in 2021/22). However, the amount of dry recycling tonnage has been consistent with previous years.
- PI 10. The number of apprenticeship starts in the district is not within the Council's control so this can be considered as a contextual measure rather than a District Council performance indicator. As the data currently available is for a part-year only, actual performance for 2022/23 may turn out to be better than it appears now.
- PI 13. Time taken to process new claims for Housing Benefit and Council Tax Support was affected by external factors such as postal strikes, which contributed by causing the delay of supporting evidence being received, and the increased proportion of complex Housing Benefit cases remaining as a result of more straightforward assessments being dealt with under Universal Credit by the DWP.
- There was also a reduction in the proportion of the council's spend with local suppliers. Further work is needed to understand the reasons for this once Finance have completed work relating to end of year financial processes.



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

Corporate project status	Number	Percentage
Green (progress on track)	4	40%
Amber (progress behind schedule, project may be recoverable)	5	50%
Red (significantly behind schedule, serious risks/issues)	1	10%
Pending closure	0	

Details of all projects can be found in **Appendix D**. This project report shows there were ten projects being delivered across service areas in Quarter 4. Their current statuses are displayed as a RAG status, which gives an insight as to where the projects are at in terms of delivering against the plan and milestones set. Four projects have been scored as being on target (Green), five were given an Amber status because performance was reported as below the target level but within acceptable variance and one project (Hinchingsbrooke Country Park) was given a Red status due to delays in external suppliers providing supporting surveys required for the formal planning applications.

#### 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 7 June 2023. 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 4, 2022/23

**Appendix B** – Corporate Plan Performance Report, Quarter 4, 2022/23

**Appendix C** – Corporate Indicator Graphs, 2022/23

**Appendix D** – Project Performance, March 2023

#### CONTACT OFFICERS

##### Corporate Plan Performance Monitoring (Appendices A, B and C)

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)

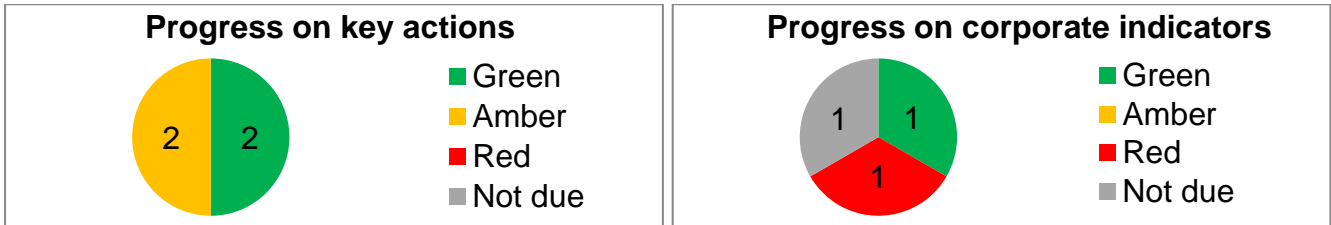
##### Project Performance (Appendix D)

Liz Smith, Chief Delivery Officer, email [liz.smith@huntingdonshire.gov.uk](mailto:liz.smith@huntingdonshire.gov.uk)

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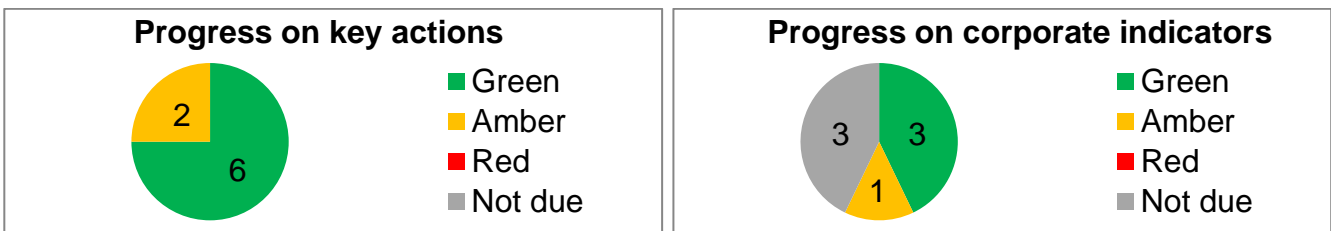
## Corporate Performance Summary Quarter 4, 2022/23

### Tackling Climate Change and Caring For The Environment



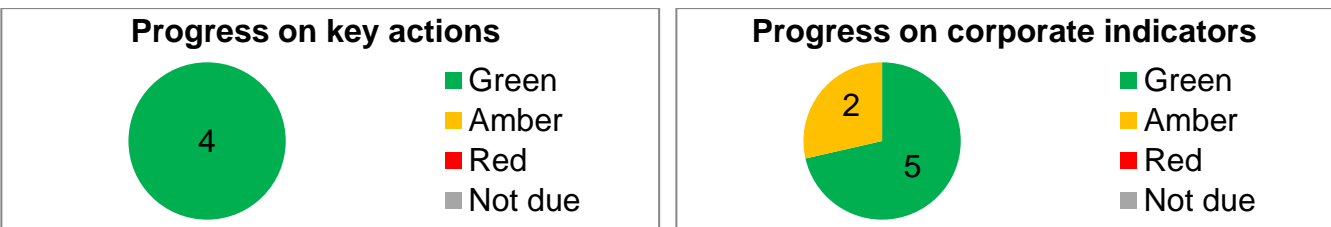
Highlights include the adoption of the Climate Strategy and associated Action Plan by Council following engagement with Councillors and other stakeholders, including young adults.

### Enhancing Employment Opportunities and Supporting Businesses



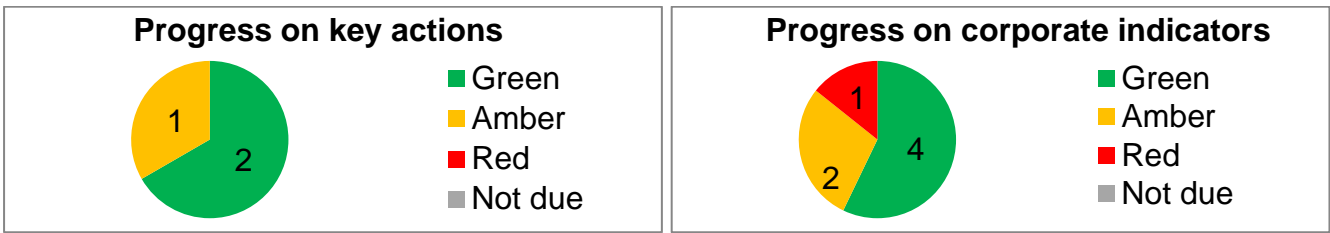
Highlights include the approval of legacy funding of £260k for St Neots and £802k Unallocated Funding from the Cambridgeshire & Peterborough Combined Authority to support regeneration projects for our market towns.

### Supporting Our Residents Needs



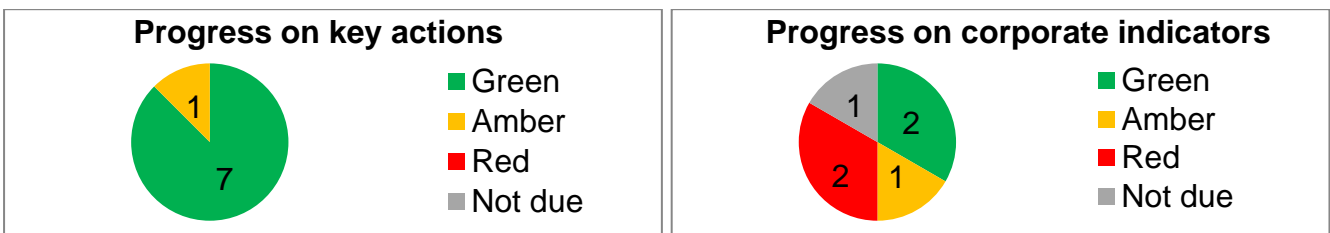
Highlights include a strong performance by the Operations Team, missing less than one in every 2,000 bins in 2022/23, which is 21% lower than in 2021/22 despite the increasing number of households in the district.

## Improving Housing Provision



Highlights include a significant increase in the number of new affordable homes delivered in 2022/23 (456) compared to the number delivered the previous year (311 in 2021/22).

## Strengthening Our Communities



Highlights include collaboration with a range of stakeholders and partners to develop new health/physical activity events in the district during 2022/23, including new classes in Hail Weston and Sawtry, new care home sessions at Hardwick Dene and a new Let's Get Moving session in St Neots. New sessions were also provided by the Active Lifestyles Team at Kings Ripton Court supported housing and at the St Ives Dementia Cafe.

## STRATEGIC THEME – TACKLING CLIMATE CHANGE AND CARING FOR THE ENVIRONMENT

Period January to March 2023

## 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
	2		2		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
	1		0		1		0		1

**Huntingdonshire must proactively tackle the climate crisis and ecological emergency.**

**We will act upon this by:**

- **declaring a climate emergency to help focus minds and urgently implementing a Climate Action Plan**
- **designing council policies that enable cutting of emissions and provide positive examples for businesses and residents**
- **considering environmental impact in all policy-making and our stewardship of council assets and resources**
- **ensuring our updated Local Plan reflects the priorities outlined in our Climate Action Plan**

Status	Key Actions for 2022/23	Target date	Portfolio Holder	Head of Service	Progress Update
A	KA 1. Declare a climate emergency	Autumn 2022	Cllr Lara Davenport-Ray	Neil Sloper	Complete - The Council agreed a Cost of Living and Climate Change motion on 12 October 2022, recognising that the current cost of living and climate crises require joint attention to support the wellbeing of residents and businesses. This action is now complete as a Climate Crisis and Ecological Emergency was formally recognised at the Council meeting in February 2023, with the Council's Climate Strategy also adopted at the same meeting.
G	KA 2. Develop, adopt and deliver a Climate Strategy informed by resident and stakeholder engagement	February 2023	Cllr Lara Davenport-Ray	Neil Sloper	Complete - The Climate Strategy and associated Action Plan was adopted at the February 2023 Council meeting. The strategy and action plan were drafted alongside service leads following councillor and stakeholder engagement in August-September 2022, along with engagement with Anglia Ruskin University to involve young adults.
A	KA 3. Deliver investment programmes at Hinchingsbrooke Country Park (HCP) and Riverside Parks in Huntingdon and St Neots	HCP completion spring 2024 St Neots summer 2023	Cllr Simone Taylor	Neil Sloper	<p>St Neots Riverside Walks - Planning permission for site wide scheme approved. Change Request to assign Community Infrastructure Levy to pathway delivery pending Cabinet approval. If approved, procurement and works in 2023 to commence scheme.</p> <p>HCP - Planning pre-application completed and informing formal planning application, due to be submitted Spring 2023. Two months behind due to delays in external suppliers providing required supporting surveys. Estimated works now from January 2024.</p>

Status	Key Actions for 2022/23	Target date	Portfolio Holder	Head of Service	Progress Update
<b>G</b>	KA 4. Protect and increase biodiversity within our parks and open spaces	Completion spring 2024	Cllr Lara Davenport-Ray	Neil Sloper	Council site audits concluded and proposal for priority sites in preparation. Pathfinder grant scheme being prepared. Signed grant agreement and carried forward pending from CPCA. Initial phase of green recovery project (training and delivery of biodiversity enhancements) nearer completion at HCP. Bids awaited from Operations for equipment to support changed management of verges to benefit wildlife.

## 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 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 1. Percentage of household waste reused/ recycled/ composted (cumulative year to date) Aim to maximise	58.5%	60.0%	56.0%	<b>R</b>

Comments: (Operations) As reported previously, less garden waste was generated and collected through the summer months due to the hot and dry summer conditions. This contributed to a lower percentage of household waste being reused, recycled or composted compared to the previous year. However, the amount of dry recycling tonnage has been consistent with previous years.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 2. 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	96%	80%	97%	<b>G</b>

Comments: (Operations) Continued monitoring and work scheduling continues to deliver above target scores, with outturn performance slightly improved on 2021/22.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 3. Carbon emissions from HDC service delivery (note: reporting is likely to be annual only)  Aim to minimise	N/a	TBC	N/a	<b>N/a</b>

Comments: (Climate Strategy) HDC carbon emissions baselined in 2019 as part of Climate Strategy. Baseline = 3.671 tCO<sub>2</sub>e. A linear trajectory with annual target levels of tCO<sub>2</sub>e has been set, with performance to be calculated annually after the end of the financial year as it can only be worked out after final billing for all energy and fuel consumed.



## STRATEGIC THEME – ENHANCING EMPLOYMENT OPPORTUNITIES AND SUPPORTING BUSINESSES

Period January to March 2023

### Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	6		2		0		0		0

*Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.*

### Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	3		1		0		0		3

#### **WE WILL:**

**Promote Huntingdonshire as a location for investment in high-tech, highly-skilled and green economic opportunities and jobs, within environmental limits.**

**Support local businesses with the council's purchasing power.**

**Rejuvenate our economy in the wake of the pandemic, by:**

- **engaging with businesses to understand their future needs and aspirations**
- **matching workspace to the needs of our residents and businesses**
- **supporting provision of high-speed broadband and mobile phone coverage across the district**
- **supporting residents to access employment and skills advice and provision**

Status	Key Actions for 2022/23	Target date	Portfolio Holder	Head of Service	Progress Update
A	KA 5. Deliver the Market Towns Programme, including the St Neots Future High Streets Fund, accelerated delivery projects and masterplanning in Huntingdon, Ramsey and St Ives	September 2024	Cllr Sam Wakeford	Pam Scott	<p>Detailed Designs for St Neots Transport Projects has been completed. This has caused a slight delay from previous reports as we believe that doing additional work upfront will be beneficial for when we are on site. Soft Market Testing as part of the procurement exercise has begun using the Eastern Highways Alliance Framework. We aim to commence formal procurement by the end of April, with a start on site expected in the Autumn. The Priory Centre Tender is out and over 20 companies have shown interest. The deadline for returns is 24th April (extended due to Easter) and the evaluation panel includes the Town Council. Work with the owner of the Old Falcon continues and is positive. We are still intending to use the funding as explained in the previous quarter. The remaining Accelerated Projects - Smarter Towns should complete by the end of April. The Civic Hub in Ramsey (a fully novated project to the Town Council) has been delayed and will now complete in June '23 and the Wayfinding project is currently being explored with a delegated decision expected in April '23.</p> <p>In March, the CPCA approved recommendations for St Neots Legacy Funding and unallocated spend for Huntingdon and St Ives, with projects to commence during April and May '23. Meetings with Huntingdon and Ramsey town councils took place in March in relation to Masterplans. St Ives cancelled our attendance in March which has led to a slight delay in their completion but officers are due to attend April's meeting. The Amber status therefore relates to the Masterplan delay and Transport Projects in St Neots.</p>

Status	Key Actions for 2022/23	Target date	Portfolio Holder	Head of Service	Progress Update
G	KA 6. Explore external funding opportunities to deliver agreed masterplan and wider priorities	Ongoing	Cllr Sam Wakeford	Pam Scott	<p>Officers continue to explore funding opportunities for regeneration projects for the four towns and wider benefits for the district. At the CPCA meeting on 22nd March, the projects for the legacy funding in St Neots £260,000 and the Unallocated Funding £802,000 were approved and therefore this funding has been secured for HDC.</p> <p>The projects supported by both these pots of funding are new projects. The £802k had to be ringfenced to Huntingdon and St Ives and the new projects are:</p> <ul style="list-style-type: none"> <li>• Broadway Cycle Link and Public Realm Improvements (St Ives)</li> <li>• Bandstand (St Ives)</li> <li>• Visual Merchandising /Shop Front Scheme (St Ives and Huntingdon)</li> <li>• Cromwell Museum Extension (Huntingdon)</li> <li>• Town Centre Information Centre (Huntingdon)</li> </ul> <p>New projects funded by St Neots Legacy funds are:</p> <ul style="list-style-type: none"> <li>• Public art programme</li> <li>• Design and development of a stage / entertainment area within the new Market Square</li> <li>• Digital Information Service (Wayfinding) – if the wider scheme is supported</li> <li>• Co-retail scheme</li> </ul>
A	KA 7. Review Huntingdonshire's 2020-25 Economic Growth Strategy	Starting in Q4	Cllr Sam Wakeford	Nykki Rogers	Work to scope the refresh of the Huntingdonshire Economic Growth Strategy is now planned for 2023/24 to allow it to be informed by the Huntingdonshire Future Place Strategy (approved at the end of March) and to ensure alignment with the development of the Local Plan.

Status	Key Actions for 2022/23	Target date	Portfolio Holder	Head of Service	Progress Update
G	KA 8. Work with partners to promote business support and business start up programmes and grant schemes	Ongoing	Cllr Sam Wakeford	Nykki Rogers	Ongoing support is provided as business as usual. The team has been focussing on UK Shared Prosperity and market readiness for the four support programmes.
G	KA 9. Audit the impact of our current Social Value procurement policy and commit to actions to improve its impact	March 2023	Cllr Martin Hassall	Sarah Youthed	An internal audit of Social Value in procurement was completed in February. Actions committed to as a result of the audit include a review of the Council's Social Value Policy and Framework document. This is included as an action in the 2023/24 Corporate Plan, as is development of our procurement rules to further embed social and environmental value.
G	KA 10. Launch new Invest in Huntingdonshire (IIH) and Made in Huntingdonshire campaign (MiH), establish an inward investment baseline	IIH website w/c 25/7/22 Campaign ongoing	Cllr Sam Wakeford	Nykki Rogers	Complete. Website and campaign launched in Quarter 3.
G	KA 11. Work with partners to support the provision of careers advice, technical and vocational learning including apprenticeships	Ongoing workstream	Cllr Sam Wakeford	Nykki Rogers	Ongoing support is provided as business as usual. The team have been focussing on ensuring businesses are participating in the Local Skills Implementation consultation for future provision.
G	KA 12. Work with partners to support the provision of high-speed broadband and better mobile phone coverage across the district	Ongoing	Cllr Sarah Conboy	Neil Sloper	Continued work with Connected Cambridgeshire, including the preparation for the re-tender of public Wi-Fi provision and options to extend into further community hubs. District digital view now completed to enable a local digital strategy to be developed.  Training delivered to the planning team to support even better processing of applications for mobile coverage in 2023.

## 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 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 4. Net change in number of local businesses (cumulative year to date) Aim to maximise	36	N/a	276	<b>N/a</b>

Comments: (Economic Development) In the final quarter of the year, strong enterprise growth was observed across the creative, construction, health, property and retail sectors. More than half of the start-ups were incorporated in the urban buffer areas, places on the edge of town locations. For the entire year, in comparison to the 12 months previous, over 7.5 times more companies were added to the active business base; an indication of a bounce-back in the post pandemic period.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 5. Footfall in town centres (Rolling 12 month weekly average, combined total for market towns) Aim to maximise	230,522	N/a	263,370	<b>G</b>

Comments: (Economic Development) Footfall figures were favourable in the February half-term week, whilst two spikes were observed in St Ives. However, counts remain marginally below 2019 results (where recorded) as household budgets continue to be squeezed.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 6. Proportion of council spend with suppliers from the local area (cumulative year to date)  Aim to maximise	8.5%	TBC	6.5%	<b>N/a</b>

Comments: (Procurement) Local spend was down on 2021/22, however work to explore the data further to understand the reasons behind this was not completed so no target was set to assess this against. The indicator is calculated based on spend with local suppliers where the supplier postcode in our accounts system is based in Huntingdonshire so accuracy depends on accuracy of the postcodes recorded. Spend with companies located in Huntingdonshire but with a supplier postcode outside the area is not counted as 'local' even where there may be a local branch so this may be an undercount. Payments on purchase cards are not yet included. Further analysis is needed to identify what proportion of each spend type is local and where there is little or no opportunity to increase 'local' spend (e.g. energy suppliers, HGV manufacturers) to inform target setting.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 7. Percentage of residential and business premises with super-fast fixed broadband coverage (latest figure available, not published every quarter)  Aim to maximise	97% (January 2022)	Increase	97.1% (January 2023)	<b>G</b>

Comments: According to the latest Connected Nations Report published by Ofcom in May 2023 (from a snapshot taken in January 2023), 83,192 residential and business premises had access to download speeds of at least 30Mbit/second (Superfast Broadband).

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 8. Percentage of residential and business premises with indoor 4G mobile coverage from at	90.4% (January 2022)	TBC	90.85% (January 2023)	<b>G</b>

least three operators (latest figure available, not published every quarter)				
Aim to maximise				

Comments: According to the latest Connected Nations Report published by Ofcom in May 2023 (from a snapshot taken in January 2023), 73.38% of premises had indoor 4G coverage from all four operators and a further 17.47% had coverage from three operators. The latest results indicate higher coverage compared to previous results.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 9. Employment Rate (latest estimate available, previous quarter)	77.4% (December 2021)	N/a	82.8% (December 2022)	<b>N/a</b>
Aim to maximise				

Comments: (Economic Development) The latest figure published in April relates to the period from January to December 2022. While the figures listed are published as official national statistics, the limited sample size of the underlying survey at district level means that the 5.4% increase shown does not represent a statistically significant difference so the status is therefore listed as 'not applicable' rather than 'Green'.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 10. No of Huntingdonshire Apprenticeship starts (cumulative academic year to date)	600 (part-year figure reported at March 2022, final total was 1,000)	Higher than 2021/22	560	<b>A</b>
Aim to maximise				

Comments: This part-year (August to January) result for 2022/23 compares to 600 reported at the same stage for 2021/22, a 6.7% fall. The Department for Education has reported a 4.1% reduction in starts nationally compared to the same period last year. The final total for 2022/23 will not be available until November 2023.

## STRATEGIC THEME – SUPPORTING OUR RESIDENTS NEEDS

Period January to March 2023

### Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	4		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

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	5		2		0		0		0

**We are committed to ensuring that Huntingdonshire residents have the highest possible quality of life.**

**Residents face a growing affordability challenge for life's basic necessities. To help mitigate the cost of living crisis, we will use universal access to basic services as a guiding principle.**

**All residents deserve:**

- **somewhere warm and safe to live**
- **a healthy diet**
- **opportunities to improve their skills, access employment and improve household income**
- **open spaces and leisure facilities to support their physical and mental health**
- **access to the digital and transport infrastructure needed for modern life**



**We are committed to working with partners to do all we can to deliver this.**

**We will take a positive and proactive approach to:**

- **joining up services for the benefit of residents by working with the new integrated care system, other public bodies and the third sector**
- **ensuring that Huntingdonshire is an inclusive district for all residents**
- **working to ensure that more of the wealth created in our local communities should stay in our local communities**

Status	Key Actions for 2022/23	Target date	Portfolio Holder	Head of Service	Progress Update
G	KA 13. Continue to improve digital access to council services	Ongoing	Cllr Stephen Ferguson	Michelle Greet	There is an ongoing review of opportunities to improve digital access to council services. We have seen an increase in completed e-forms from 75K in 2021 to 78K in 2022. Working with Digital, we continue to improve and release new e-forms such as the 'Request to View Planning Microfiche' e-form which streamlines the process.
G	KA 14. To develop our understanding of customer and resident needs and use this to enable us to better support our residents in a way that makes sense to them	Ongoing	Cllr Stephen Ferguson	Michelle Greet	Storm telephone system will enable us to get customer feedback to ensure we are supporting customers in the best possible way.
G	KA 15. To continue to provide financial assistance to people on low incomes to pay their rent and Council Tax	March 2023	Cllr Stephen Ferguson	Katie Kelly	The Energy Bills Rebate Scheme ceased at the end of November with circa £9.5m paid to over 61k households in the district to give assistance with the rise in utility bills.  At the end of March 2023, Housing Benefit of £24.7m and Council Tax Support of £7.3m had been paid to help with rental and Council Tax costs respectively. A further £230k had been paid to give additional assistance with rental costs via Discretionary Housing Payments.

Status	Key Actions for 2022/23	Target date	Portfolio Holder	Head of Service	Progress Update
<b>G</b>	KA 16. Identify and support residents at risk of situations escalating into crisis, including a review of contracts for the provision of public advice and support for the voluntary and community sector to ensure this is done in the most effective and convenient way	March 2023	Cllr Ben Pitt	Claudia Deeth	<p>The Resident Advice Team have had 790 contacts during quarter 4, this being 176 more than the previous quarter. The majority of the contacts relate to requests for support with food and finance but there has also been an increase in the number of residents requiring assistance with their mental health.</p> <p>The largest number of referrals to the team came from Customer Services and the team helped residents secure a total of £33,935 in vouchers from the Household Support Fund during Q4. £78,534 was awarded over the whole of 2022/23, more than double the £35,860 awarded in the previous year. A priority for the team is how willing residents are to engage with support services. More residents are engaging positively following contact with the team than not.</p>

## 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	<b>n/a</b>	Not applicable to assess performance
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Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 11. Number of active customer portal accounts (accessed within the last 12 months) (latest figure available) Aim to maximise	N/a	Increase throughout 2022/23 (first calculated at 34,355 in May)	30,804	<b>A</b>

Comments: (Customer Services) The number of new accounts created each month has dropped off from around 2K a month in 2021 to 1.5k a month in 2022. The requirement to setup accounts as part of COVID business grant claims would be a factor. The majority of customers complete e-forms as a guest, they are not required to setup accounts to access most services. The total number of completed e-forms has increased by 3K in 2022 compared to 2021, so the e-form platform is being well used.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 12. Number of missed bins (cumulative year to date)  Aim to minimise	3,520	5,994	2,768	G

Comments: (Operations) Fewer than 3,000 bins were missed out of over 6m scheduled collections in 2022/23. This is equivalent to less than one in every 2,000 bins being missed (under 0.05%). The total number missed was 21% lower than in 2021/22 despite an increase in the number of households in the district.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 13. Average number of days to process new claims for Housing Benefit and Council Tax Support (cumulative year to date)  Aim to minimise	21.5	22.0	24.4	A

Comments: (Revenues & Benefits) Actual performance for March was 24.1 days, but the final outturn is 24.4 days. This has been a challenging year for assessment, with postal strikes adding to delays in receiving supporting evidence. LAs are also being left with more complex cases which take longer to assess, while more straightforward assessments for Housing Costs are now dealt with under Universal Credit by the DWP. These are all factors in the final outturn result.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 14. Number of attendances at One Leisure Active Lifestyles programmes (cumulative year to date)  Aim to maximise	39,397	45,000	48,430	G

Comments: (Active Lifestyles) The Active Health side of the team have seen an average of 3,500 attendances per month in Q4 compared to 2,700 in Q1 (a 30% increase). Two very successful Active for Health cohorts ran at Huntingdon and St Ives. One participant lost 3 stone and 5lbs in the 12 weeks and is now swimming and running regularly. Disability activities performed well in Q4 to recover to meet end of year original target with Special Choices Day Care session particularly successful. Young people's activities continued to perform well, in particular the Huntingdon Home Schooling session which has increased to two sessions per week due to demand.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 15. Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions (cumulative year to date)  Aim to maximise	1,082,193	1,235,600	1,299,902	G

Comments: (One Leisure) The strong Q4 admissions continued throughout March with One Leisure exceeding admissions targets by over 64K admissions. The only activity areas not to meet admissions targets were gym (96%) and fitness class (98%) usage. As these are monitored by the swipe access system, and St Ives and Huntingdon have experienced significant IT issues with gate access to these areas, it could be assumed that these would have also met targets.

General swimming was a stand out overperforming area (11.5% up on target) and the re-opening of bowling and funzone areas (not planned at the start of the year) also contributed an additional 20K admissions.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 16. Number of residents at risk of 'crisis' proactively supported (cumulative year to date)  Aim to minimise	N/a	N/a	2,236	<b>G</b>

Comments: (Community) There has been an increase in the number of resident contacts during Q4, with residents requiring assistance predominantly with food and finances. The team have secured in excess of £33k from the Household Support Fund to provide vouchers to individuals and families needing additional help. Engagement following referral to other services continues to be good, with more residents engaging than not.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 17. Number of preventative campaigns or initiatives undertaken (cumulative year to date)  Aim to minimise	N/a	4	4	<b>G</b>

Comments: (Community) Most recent campaign was targeted at supporting people to return to work through awareness raising of help available such as funding for suitable clothing, transport, training opportunities. Our future plans to work with our communities feature strongly in the Corporate Plan for 23/24 with a focus on helping to prevent crisis.

## STRATEGIC THEME – IMPROVING HOUSING PROVISION

Period January to March 2023

### Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	2		1		0		0		0

*Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.*

### Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	4		2		1		0		0

**We will undertake a review of affordable housing.**

**We will start the review of the Local Plan and associated strategies and policies. Delivery of affordable homes, quality of the built environment, creating healthy spaces and communities, available sustainable public transport, and embedding digital connectivity will all be important considerations.**

**This review will also include an examination of the suitability of new housing developments with respect to:**

- **protecting and enhancing the local environment**
- **protecting the character of a local area**
- **sustainable construction practices**
- **building homes to high environmental standards**
- **potential work locations for new residents**
- **available sustainable public transport and active travel options**
- **appropriate infrastructure**

**We will also:**

- **encourage new building developments that accommodate a range of specialist housing**
- **work closely with towns and parishes to widen knowledge around the Community Infrastructure Levy and how local communities can access these funds**

Status	Key Actions for 2022/23	Target date	Portfolio Holder	Head of Service	Progress Update
<b>G</b>	KA 17. Commence an update of the Local Plan. This should ensure that local planning policies include a focus on sustainability of new developments, achieving the right mix of housing sizes, types and tenures to meet the needs of residents, the quality of the built environment, creating healthy spaces and communities, public transport and digital connectivity	May 2024	Cllr Tom Sanderson	Clara Kerr	Cabinet agreed to a full update to the adopted Local Plan in January. Further papers endorsed by Cabinet in March to allow consultation to commence on the Local Development Scheme, Draft Settlement Hierarchy methodology, Draft Land Availability Assessment Methodology and the Call for Sites.
<b>G</b>	KA 18. Maintain a five year housing land supply (5YHLS) and ensure that the Housing Delivery Test in the National Planning Policy Framework is met	October 2022	Cllr Tom Sanderson	Clara Kerr	Produced annually. Annual Monitoring Report 21/22 published October 2022. HDC has a 5.75 year housing land supply.
<b>A</b>	KA 19. Design and implement strategies to use Council assets to support the delivery of affordable homes	Ongoing	Cllr Sam Wakeford	Pam Scott	<p>Revised designs have been received for the Warboys site (as part of the nine sites that form the contract with Longhurst), these designs have been out to consultation but the application remains contentious with approximately 400 objections to the application including the Parish Council.</p> <p>Due to the way that the contract is structured, Longhurst will not submit other schemes for planning until they receive a positive planning permission on</p>

Status	Key Actions for 2022/23	Target date	Portfolio Holder	Head of Service	Progress Update
					<p>this site. In March, a supplemental agreement was signed to update the contract with Longhurst.</p> <p>Alongside this package of sites, officers are exploring the use of one other HDC-owned site with Places for People to look to bring forward some sites to help homeless applicants in the area using a modern methods of construction (MMC) approach.</p>

### 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 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 18. Net change in number of homes with a Council Tax banding (cumulative year to date)  Aim to maximise	1,023	No Target Set Defer to AMR	1,099	<b>G</b>

Comments: (Planning) There were an additional 1,099 homes with a Council Tax banding on 29 March 2023 than recorded at 31 March 2022. The net number of dwellings completed in the previous year (2021/22) was confirmed as 1,055 in the last Annual Monitoring Report.



Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 19. Number of new affordable homes delivered (cumulative year to date)  Aim to maximise	311	570	456	A

Comments: (Regeneration & Housing Delivery) Consistent with previous reporting, this year our Registered Provider partners have suffered from issues such as cost of material and labour. This made forecasting and delivery difficult to estimate and some developments have suffered delay. However, there was a significant increase in the number of homes completed compared to the previous year (311) and the number was the highest reported for this measure in the last ten years. None of the affordable homes not delivered in 2022/23 are lost but have slipped into next year. Development programmes are in any event often subject to change so initial targets should to some degree be regarded as indicative.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 20. Number of homelessness preventions achieved (cumulative year to date)  Aim to maximise	493	530	448	A

Comments: (Housing Needs & Resources) Opportunities for early intervention at the stage where homelessness is threatened have reduced this year. This has been most notable in areas such as notices served on private sector tenants as we are seeing more instances where the tenancy can not be saved, for example where landlords wish to sell the property. Although this has led to a reduction in successful outcomes at the 'prevention duty' stage, we are seeing earlier interventions that achieve a successful outcome. As these are prior to the triggering of a formal prevention or relief duty, they are not reflected in this performance indicator. We have achieved a further 35 successful outcomes in this way on top of the figures shown here giving a total of 483 successful outcomes to the end of March. A further metric linked to this is the number of households in temporary accommodation at any one time. Increases in this number would highlight that missed earlier interventions were possibly leading to more households going into temporary accommodation. We are seeing a slight reduction in the number of households in temporary accommodation and so a lower number of preventions is not leading to more households going into this type of accommodation.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 21. The amount of Community Infrastructure Levy (CIL) funding committed for infrastructure development (cumulative year to date)  Aim to maximise	£2,156,320	No Target Set	£7,215,929.20	G

Comments: (Planning) There have been two CIL funding rounds held this financial year. A total of £7,215,929.20 was allocated through the funding rounds and emergency applications - this does not include any funds which are facilitated with spend for "neighbourhood proportion" elements in non-parished areas. The allocated spend in this year includes a substantial allocation to a new health facility linked to growth at the largest Strategic Expansion Location in the district.

A government consultation was launched in March 2023 on the future of CIL and the potential introduction of a replacement Infrastructure Levy. The Council has also agreed a review of the governance arrangements for CIL will take place during 2023/24.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 22. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period) (cumulative year to date)  Aim to maximise	81%	86%	87%	G

Comments: (Planning)  $53/61 = 86.9\%$ . Performance in March was  $5/6 = 83.3\%$ . This, coupled with 4 going out of time in February, has brought down the figure but overall performance for the year was within target and was higher than achieved in 2021/22. The last 2 months have seen decision making for long standing backlog cases which resulted in the reduction of applications determined within target.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
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PI 23. Percentage of planning applications processed on target – minor (within 8 weeks or agreed extended period) (cumulative year to date)	63%	84%	77%	R
Aim to maximise				

Comments: (Planning) 248/321 = 77.3%. Performance in March was 22/36 = 61.1%. As work continues to determine backlog applications, there has been an expected consequence of reduction in performance against this measure while reducing the number of applications on hand. However, performance improved significantly compared to the 63% achieved in 2021/22.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 24. Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period) (cumulative year to date)	81%	81%	91%	G
Aim to maximise				

Comments: (Planning) 652/719 = 90.7%. Performance in March was 51/54 = 94.4%. Performance in March on householder applications continued to be strong and recovered from a small dip in February as officers work with applicants to deliver applications within agreed timescales. The year end result was also higher than achieved in 2021/22.

## STRATEGIC THEME – STRENGTHENING OUR COMMUNITIES

Period January to March 2023

### Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting progress update	n/a	Not applicable to state progress
	7		1		0		0		0

*Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.*

### Summary of progress for Corporate Indicators

G	Performance is on track	A	Performance is within acceptable variance	R	Performance is below acceptable variance	?	Awaiting performance update	n/a	Not applicable to assess performance
	2		1		2		0		1

#### We will:

- continue to work with accredited community organisations to ensure our services fulfil local needs, and are delivered in the way that best builds community and resident capacity
- enable communities to develop and maintain Neighbourhood Plans that reflect the needs and aspirations of those living there
- continue to develop local employment and skills pathways building on the work of our local jobs clubs pilot
- work with police and communities to help people feel safe where they live
- support local people to take action to improve their area including through 'seed funding' projects with community grants

In managing the council's assets and using its resources, we will consider the social and economic impacts upon local communities, as well as financial implications for the council. We will explore every opportunity to build capacity and empower communities to take ownership and meet residents' need.

We want our communities to be great places to live and work. We will explore all opportunities to increase the provision of green spaces, play areas, youth activities and community buildings.

We will work toward our long-term ambition to be the most active District in Cambridgeshire.

Status	Key Actions for 2022/23	Target date	Portfolio Holder	Head of Service	Progress Update
G	KA 20. Develop, adopt and deliver a Place Strategy informed by resident and stakeholder engagement	Q4 2022/23	Cllr Sarah Conboy	Neil Sloper	Complete - The Place Strategy, Huntingdonshire Futures, was approved by Councillors at Full Council on March 29th. Input from Members and officers helped shape the strategy to ensure the views of residents, businesses and stakeholders were included as we set out a brighter future for Huntingdonshire to 2050. The next steps will be to work with our partners and stakeholders to bring the strategy to life. The Huntingdonshire Futures strategy can be found at <a href="http://www.huntingdonshirefutures.net">www.huntingdonshirefutures.net</a> .
A	KA 21. Commence development of a refreshed Community Strategy informed by our resident engagement activity and our current Community Strategy	Q3 2022/23	Cllr Ben Pitt	Claudia Deeth	The refresh is now planned for 2023/24 to allow for the inclusion of other relevant work. We have introduced a number of projects in year and we will integrate them into our thinking.  In addition the Place Strategy has opened up a number of new avenues that we want to bring into a new Community Strategy. This will feature in the outcome statements in the Corporate Plan for 23/24.
G	KA 22. Support community planning by providing advice to Towns and Parish Councils seeking to develop or update Neighbourhood Plans	Ongoing	Cllr Tom Sanderson	Clara Kerr	Great Gransden Neighbourhood Plan was made at Council on 29th March. The Giddings, Hamerton and Winwick have commenced preparation of a joint neighbourhood plan. The Stukeleys continue to prepare their neighbourhood plan, which is

Status	Key Actions for 2022/23	Target date	Portfolio Holder	Head of Service	Progress Update
					anticipated to be taken to April's Cabinet with a recommendation to proceed to referendum.
G	KA 23. Deliver the CCG funded Community activity project with and through community groups, to better meet and build local capability	March 2023	Cllr Ben Pitt	Liz Smith	On track - all project proposals received by deadline date and approved. Baseline data to track impact of work being collected. Project to transition into financial vulnerability programme in Q1 23/24.
G	KA 24. Fund and award Community Chest Grants to local community groups, and support the work of local voluntary organisations	March 2023	Cllr Ben Pitt	Claudia Deeth	The panel has continued to meet on a fortnightly basis to consider applications, with bids to support Warm Spaces welcomed from October. A total of £7,250 was awarded to successful applicants during Q4 alone. Following a review, a refresh of the criteria has been completed and applications will be accepted in 2023/24 that help meet the Council's objectives.
G	KA 25. Work with our Communities to co-ordinate support for Ukrainian refugees moving to the area, including Homes for Ukraine sponsors and their guests	March 2023	Cllr Ben Pitt	Claudia Deeth	We are seeing fewer people arrive from Ukraine. Over the last quarter, it has been on average 1-5 people/week. The main area of focus has been assisting guests to 'move on' into their own privately rented accommodation or support guests where the guest/host relationship has broken down. We have appointed a housing officer to support hosts and guests and help ensure that suitable and affordable properties can be sourced.
G	KA 26. Work in partnership to provide greater leisure and health opportunities at Community, Sports Club or within formal Leisure to enable more people to be more active, more often	March 2023	Cllr Ben Pitt / Cllr Simone Taylor	Gregg Holland	At least 75 separate organisations worked with through the whole of 2022/23 across sports and physical activity. Work developed in the year has seen St Neots Primary Care Network commission services from Active Lifestyles for the first time. Many of the Recognised Organisations funded through the Health Inequalities funding from the Integrated Care

Status	Key Actions for 2022/23	Target date	Portfolio Holder	Head of Service	Progress Update
					System (ICS) have commissioned both the sports and health teams to deliver work requested by their communities in the consultations they carried out. Over 20 partners and colleagues across the sector have registered as Trusted Partners for the Concessionary Scheme, which had 831 subscriptions allocated at the end of March. The playing pitch and leisure built facilities strategies are nearing completion and the contribution of partners and stakeholders has been very worthwhile and valuable in shaping the strategy for future years. It will be going to Cabinet in June for sign off.
<b>G</b>	KA 27. Play an active role in the development of the Integrated Care Partnership to ensure that health delivery contributes to local objectives around enhanced Quality of Life	March 2023	Cllr Ben Pitt	Liz Smith	Huntingdon/A1 Integrated Neighbourhood Board established by the ICS Integrated Neighbourhoods Programme Manager along with St Neots Integrated Neighbourhood Board. Four meetings delivered and attended by HDC representatives to identify local Primary Care Network priorities and how partners can contribute to making improvements to residents' health.

## 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	<b>n/a</b>	Not applicable to assess performance
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Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
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PI 25. Number of hours worked by volunteers Aim to maximise	N/a	N/a	N/a	<b>N/a</b>
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Comments: (Community) Unfortunately this has not progressed as we had hoped and we are not yet in a position to report on this. Hunts Forum have committed to work with us over the next 12 months to re-model the voluntary sector contract and part of this will be the requirement to measure hours of volunteering.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 26. Number of accredited community and voluntary sector groups within Hunts under the 'Good to Go' or other scheme (latest position at end of quarter) Aim to maximise	N/a	20	4	<b>R</b>

Comments: (Community) The value of the Good to Go scheme continues to be under review and is being considered as part of the recommissioning process. We understand that for groups to want to be part of the scheme, there must be a benefit to them hence there is a possibility changes to the scheme moving forward will be necessary. We will seek to work with Community Groups on designing any future schemes to ensure the balance between assurance on accreditation is balanced against the level of risk.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 27. The number of programmed food safety inspections undertaken (cumulative year to date) Aim to maximise	391	864 plus potential 100 new businesses	674	<b>A</b>

Comments: (Community) We have not met our target for 2022/23 although we expect to have met the requirements of the Food Standards Agency recovery plan with all category A, B and C premises being inspected. The data required for the FSA return is currently being prepared which will confirm this.



It is noted that the target for 2022/23 was much higher than a 'normal' year due to inspections being suspended during the pandemic and therefore nearly all premises becoming overdue an inspection. Standards in many food premises have declined due to inspections being overdue which has meant inspections are taking longer which has impacted on the number of inspections completed.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 28. Number of 'Aspirations High' initiatives delivered within identified primary schools (cumulative year to date)  Aim to maximise	N/a	6	0	<b>R</b>

Comments: (Community) There were challenges with this work in 23/24. Schools were focused on other work (the return to normal post-pandemic) and the resources at HDC, who were scheduled to pick this work up, had to prioritise work to support unplanned, but important, work with communities entering the UK from Ukraine and Afghanistan. This work stream led by The Cam Academy is now in place with key projects and dates with identified schools.

Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23 Performance	Outturn 2022/23 Status
PI 29. Number of local health/physical activity events developed (cumulative year to date)  Aim to maximise	N/a	100	105	<b>G</b>

Comments: (Active Lifestyles) Two new Active for Health cohorts, new classes in Hail Weston and Sawtry, new care home session at Hardwick Dene and new Let's Get Moving in St Neots with St Neots Primary Care Network. Work commenced with Huntingdon Community Group as part of the Health Inequalities funding with an after school club at Thongsley School. New sessions with Kings Ripton Court supported housing and St Ives Dementia Cafe. Grow Wild commissioned some bespoke PEDALS (adapted bikes) sessions. Plus the additional home schooling session in Huntingdon.

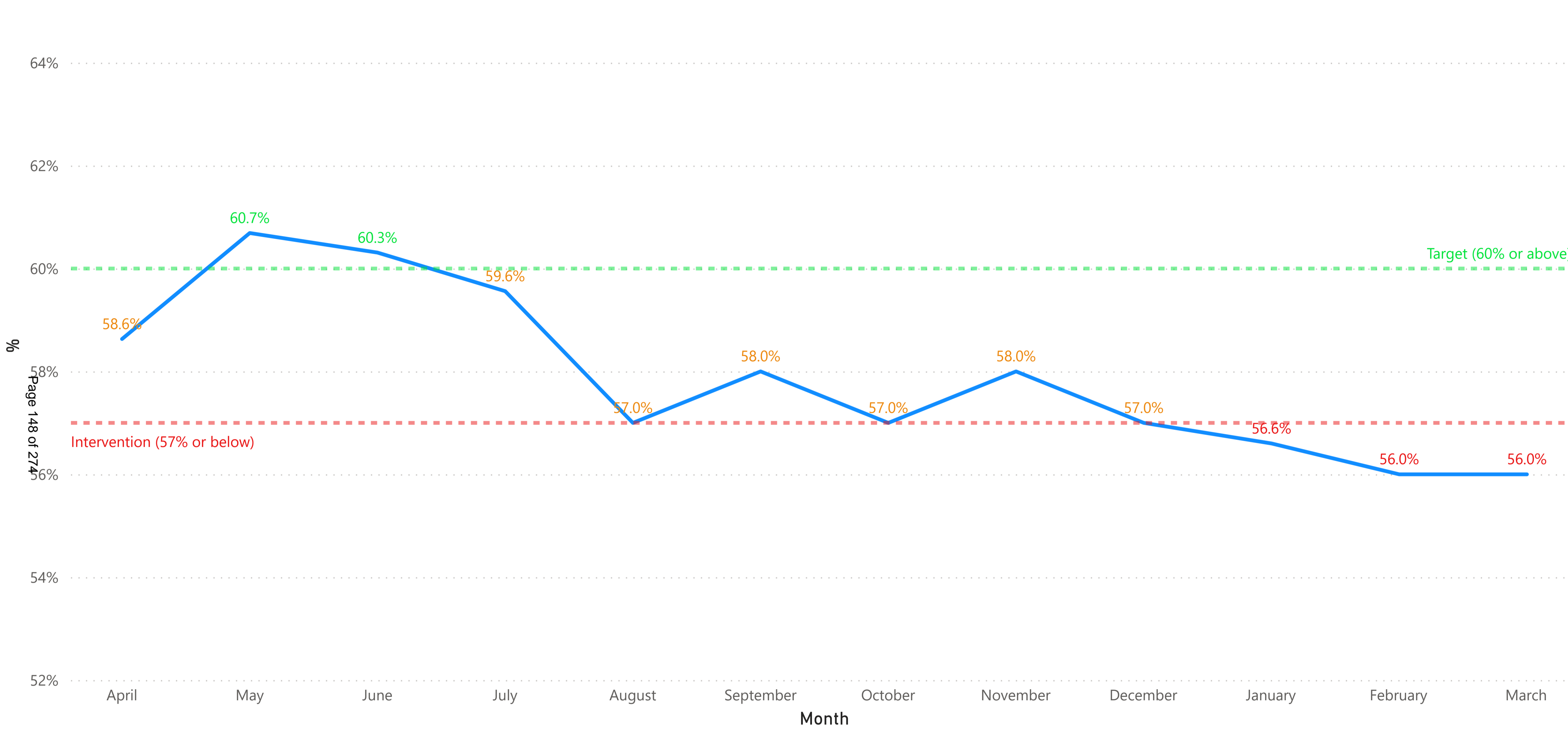
Performance Indicator	Full Year 2021/22 Performance	Annual 2022/23 Target	Outturn 2022/23	Outturn 2022/23 Status

			Performance	
PI 30. Number of people supported by local jobs clubs (cumulative year to date)	N/a	No target set	170	G
Aim to maximise				

Comments: (Community) The job clubs continue to operate via the Department for Work and Pensions (DWP) on Oxmoor, Ramsey and Brampton, with 55 residents accessing the job clubs during Q4. It is recognised that the model requires a review to ensure those needing the support know how and where to access it as the offer is not being utilised to the best of its ability. Recognising that childcare is the biggest barrier to employment, we are working with primary schools on Oxmoor to introduce a heavily subsidised, externally funded offer. It is hoped that if benefits can be demonstrated, this will be duplicated elsewhere.

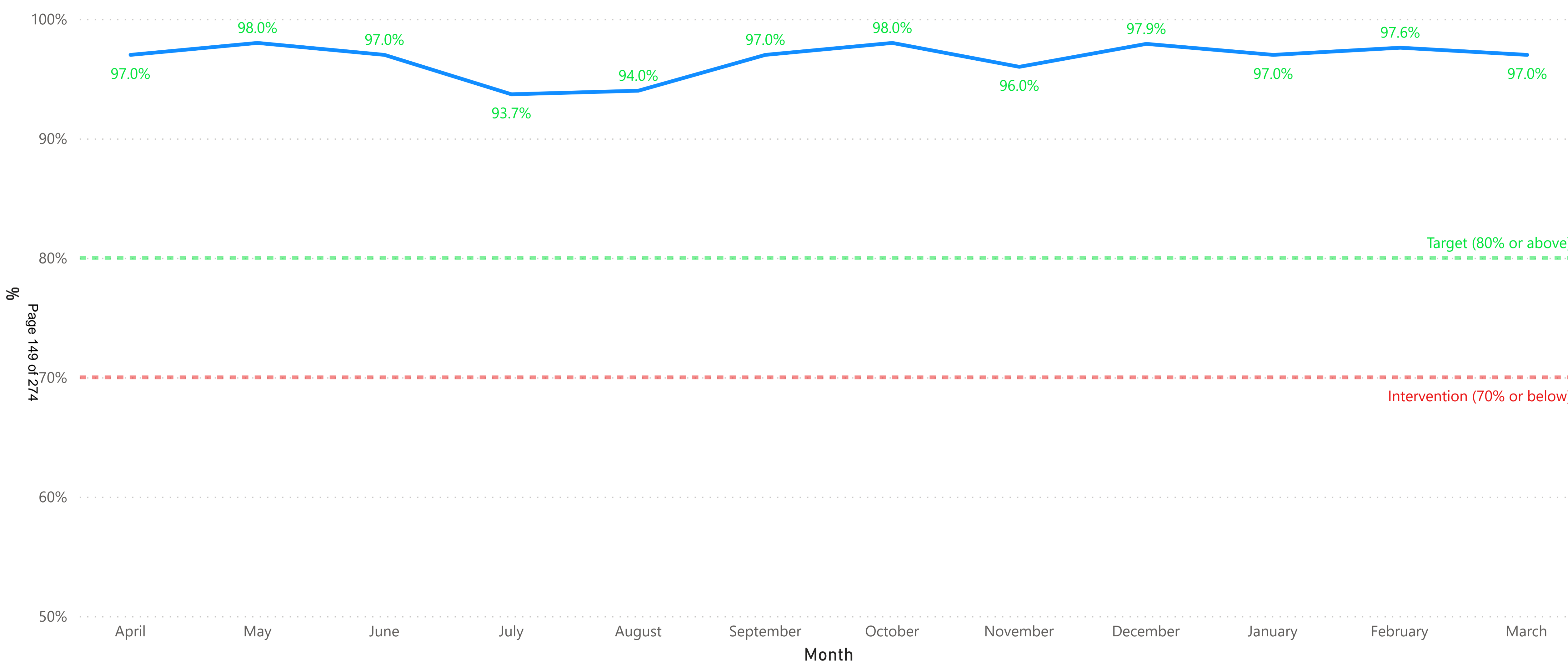
## Corporate Indicator Graphs 2022/23

Percentage of household waste reused/ recycled/composted (cumulative year to date) Aim to maximise



Latest commentary from service: As reported previously, less garden waste was generated and collected through the summer months due to the hot and dry summer conditions. This contributed to a lower percentage of household waste being reused, recycled or composted compared to the previous year. However, the amount of dry recycling tonnage has been consistent with previous years.

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

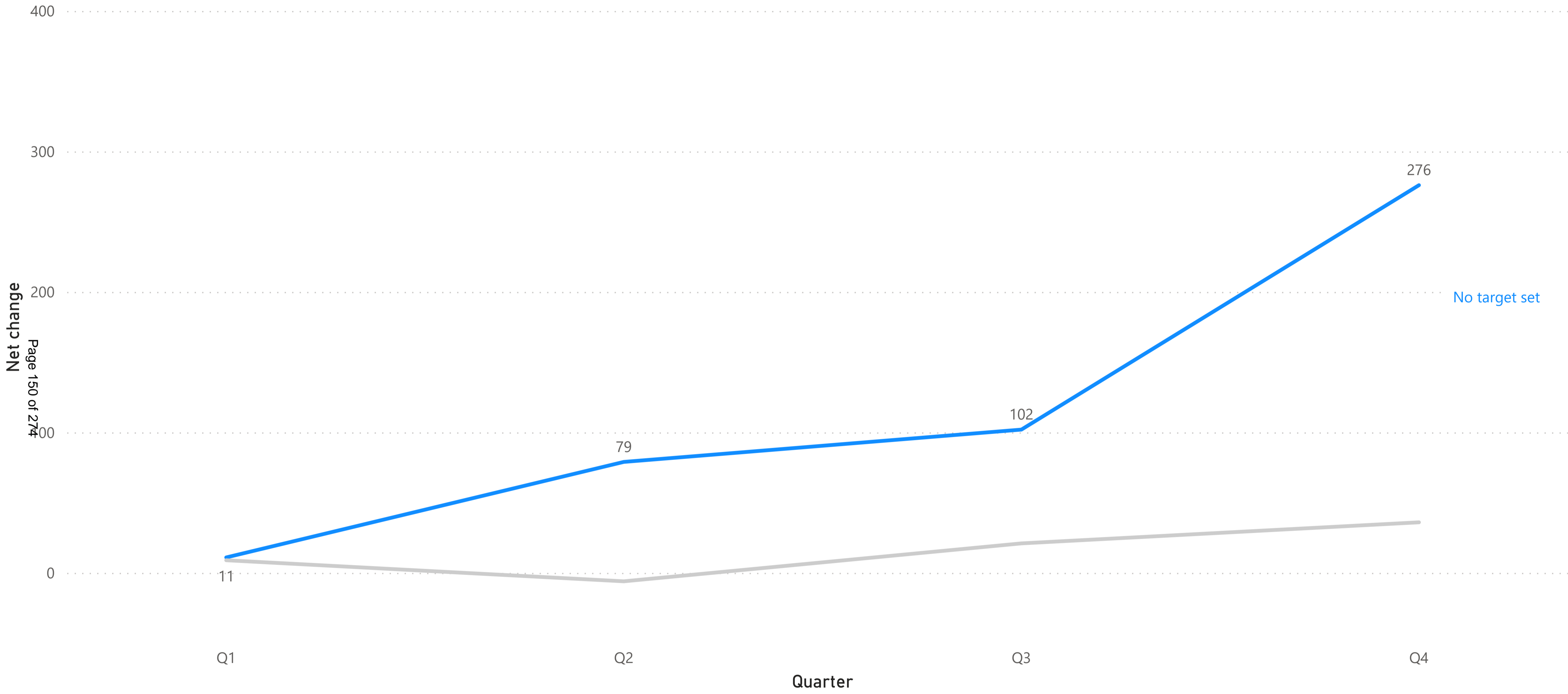


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Latest commentary from service: Continued monitoring and work scheduling continues to deliver above target scores, with outturn performance slightly improved on 2021/22.

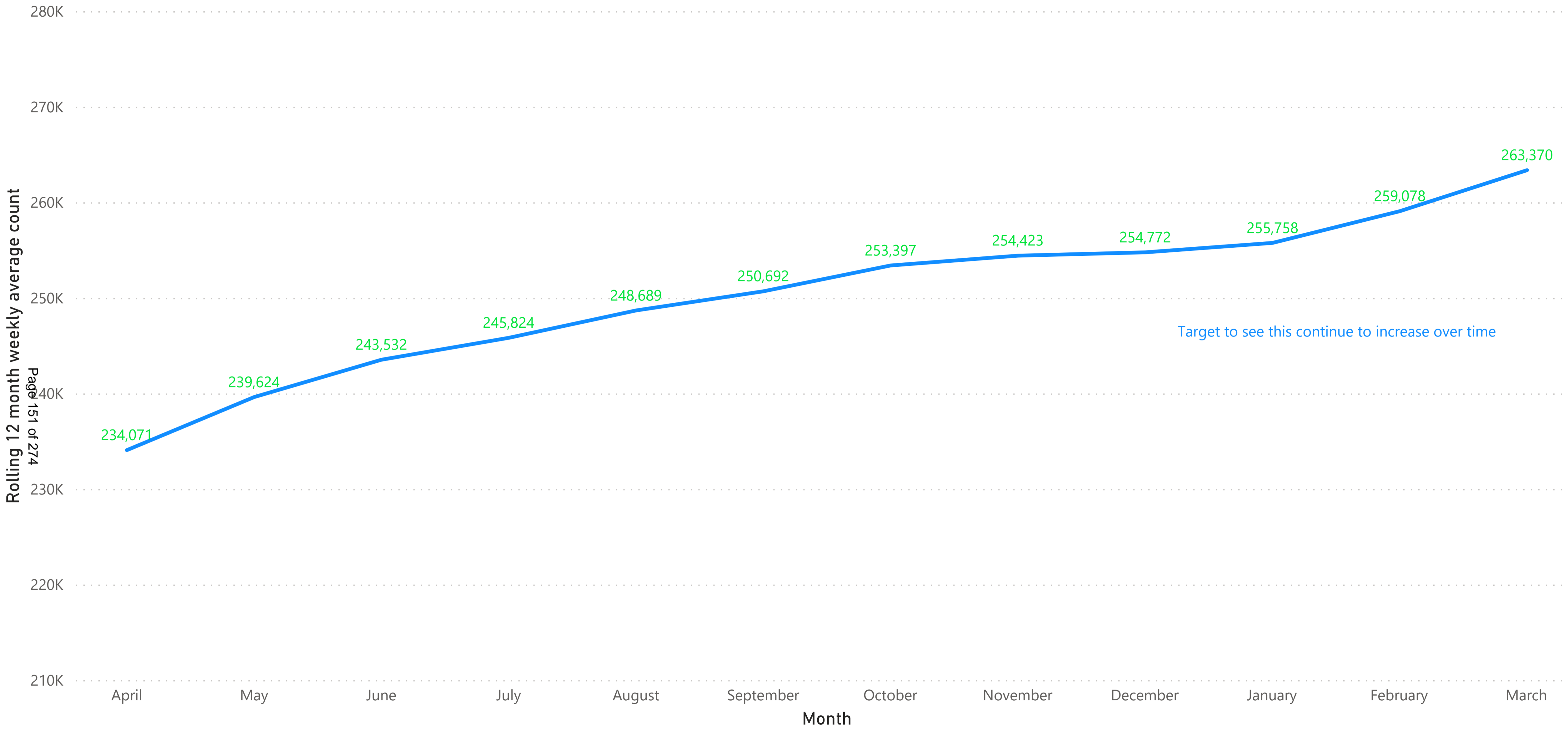
# Net change in number of local businesses (cumulative year to date) Aim to maximise

● 22/23 Net change in number of local businesses ● 21/22 Net change in number of local businesses



In the final quarter of the year, strong enterprise growth was observed across the creative, construction, health, property and retail sectors. More than half of the start-ups were incorporated in the urban buffer areas, places on the edge of town locations. For the entire year, in comparison to the 12 months previous, over 7.5 times more companies were added to the active business base; an indication of a bounce-back in the post pandemic period.

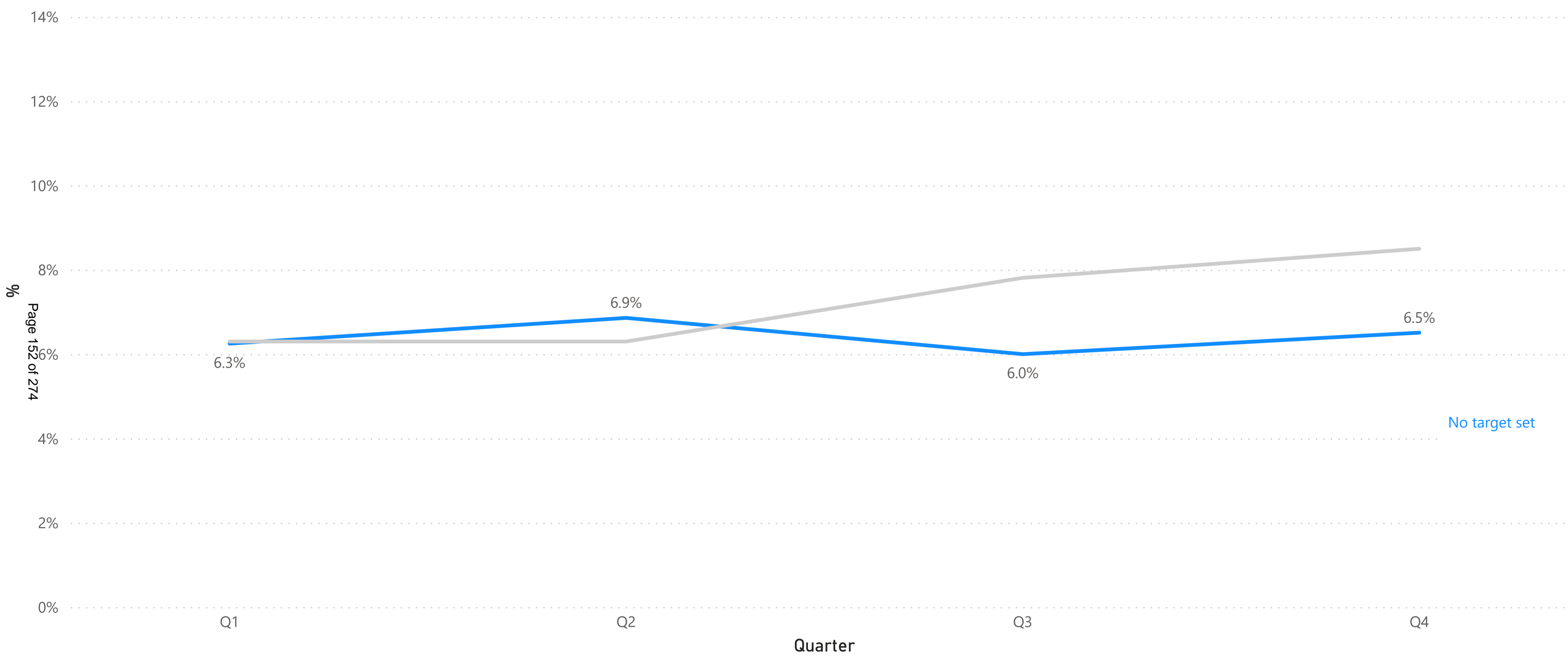
# Footfall in town centres (Rolling 12 month weekly average, combined total for 4 market towns) Aim to maximise



Latest commentary from service: Footfall figures were favourable in the February half-term week, whilst two spikes were observed in St Ives. However, counts remain marginally below 2019 results (where recorded) as household budgets continue to be squeezed.

# Proportion of council spend with suppliers from the local area (cumulative year to date) Aim to maximise

● 22/23 Proportion of council spend with suppliers from the local area (cumulative year to date) ● 21/22 Proportion of council spend with suppliers from the local area (cumulative year to date)

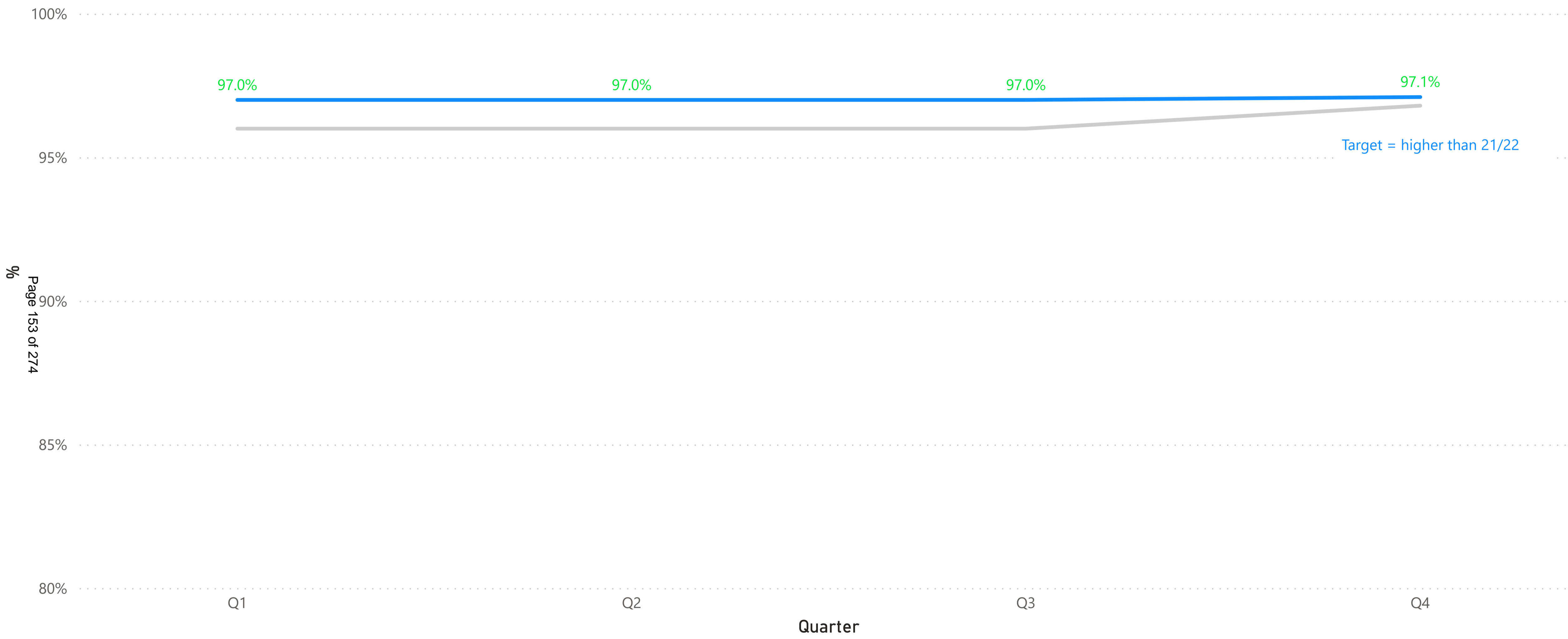


Local spend was down on 2021/22, however work to explore the data further to understand the reasons behind this was not completed so no target was set to assess this against. The indicator is calculated based on spend with local suppliers where the supplier postcode in our accounts system is based in Huntingdonshire so accuracy depends on accuracy of the postcodes recorded. Spend with companies located in Huntingdonshire but with a supplier postcode outside the area is not counted as 'local' even where there may be a local branch so this may be an undercount. Payments on purchase cards are not yet included. Further analysis is needed to identify what proportion of each spend type is local and where there is little or no opportunity to increase 'local' spend (e.g. energy suppliers, HGV manufacturers) to inform target setting.



# Percentage of residential and business premises with super-fast fixed broadband coverage (latest figure available, not every quarter) Aim to maximise

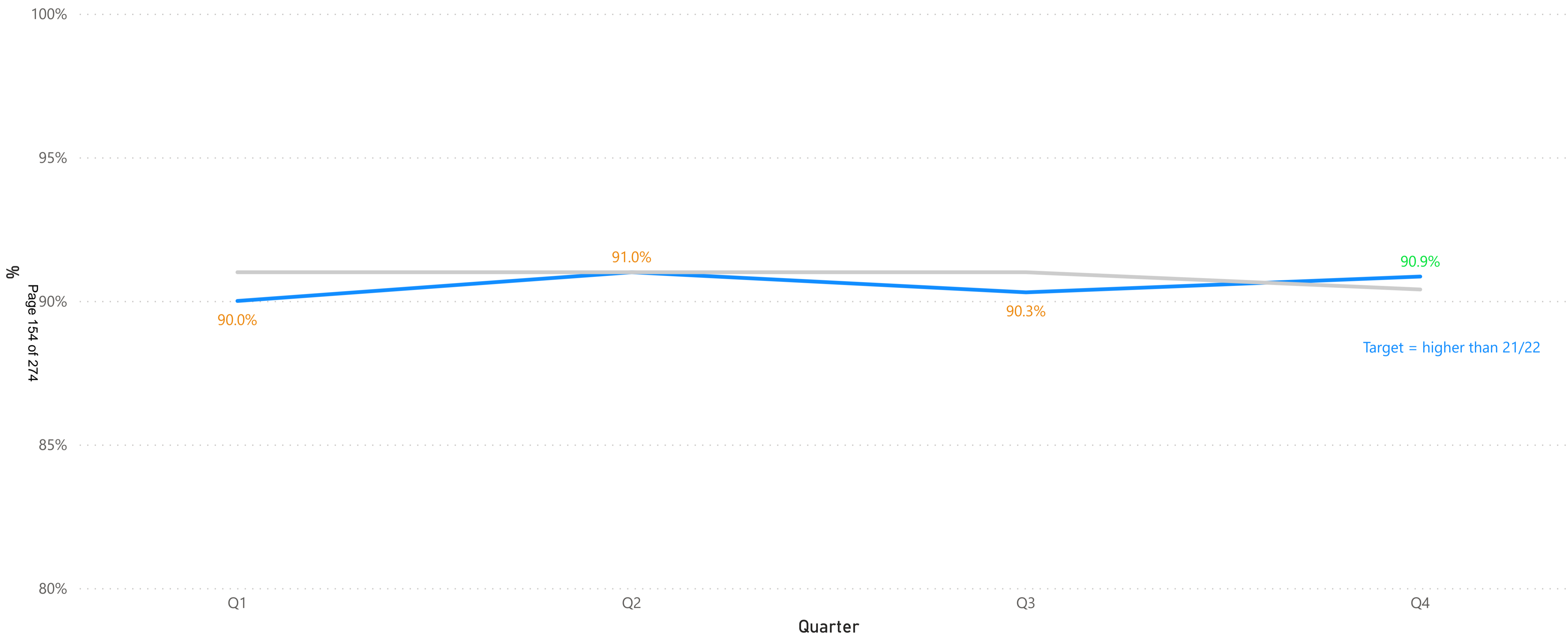
● 22/23 ● 21/22



According to the latest Connected Nations Report published by Ofcom in May 2023 (from a snapshot taken in January 2023), 83,192 residential and business premises had access to download speeds of at least 30Mbit/second (Superfast Broadband).

Percentage of residential and business premises with indoor 4G mobile coverage from at least 3 operators (latest figure available, not every quarter) Aim to maximise

● 22/23 ● 21/22

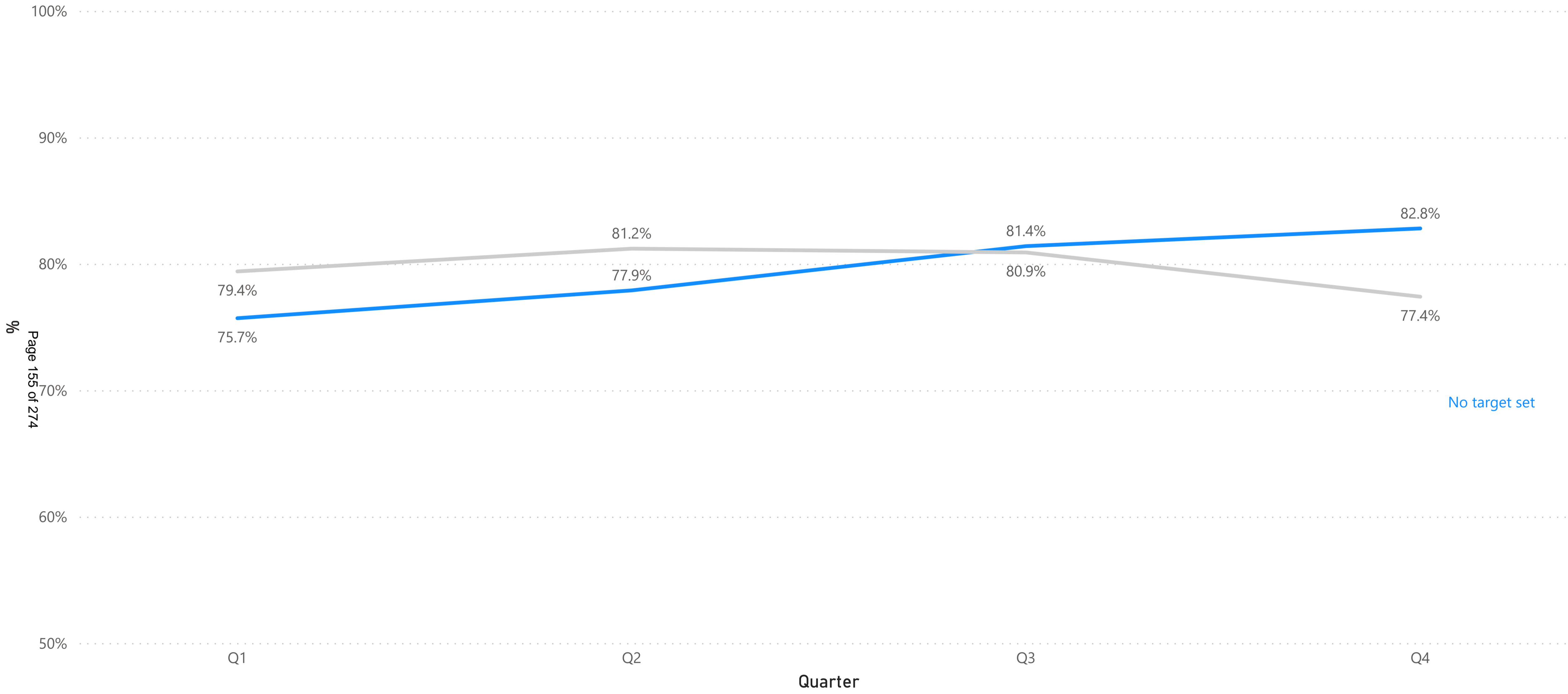


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According to the latest Connected Nations Report published by Ofcom in May 2023 (from a snapshot taken in January 2023), 73.38% of premises had indoor 4G coverage from all four operators and a further 17.47% had coverage from three operators. The latest results indicate higher coverage compared to previous results.

# Employment Rate (latest estimate available for previous quarter) Aim to maximise

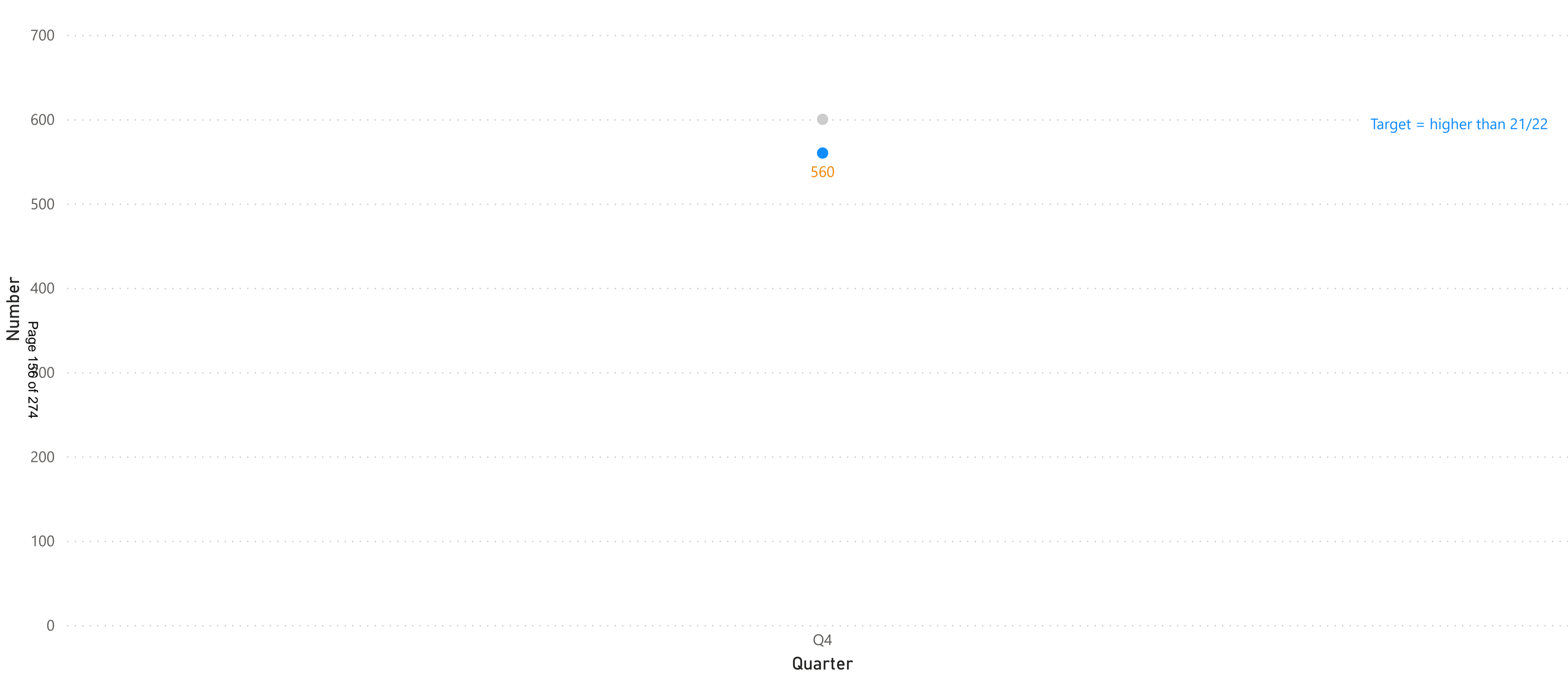
● 22/23 Employment rate (latest estimate available, previous quarter) ● 21/22 Employment rate (latest estimate available, previous quarter)



The latest figure published in April relates to the period from January to December 2022. While the figures listed are published as official national statistics, the limited sample size of the underlying survey at district level means that the 5.4% increase shown compared to 2021 does not represent a statistically significant difference so the status is therefore listed as 'not applicable' rather than 'Green'.

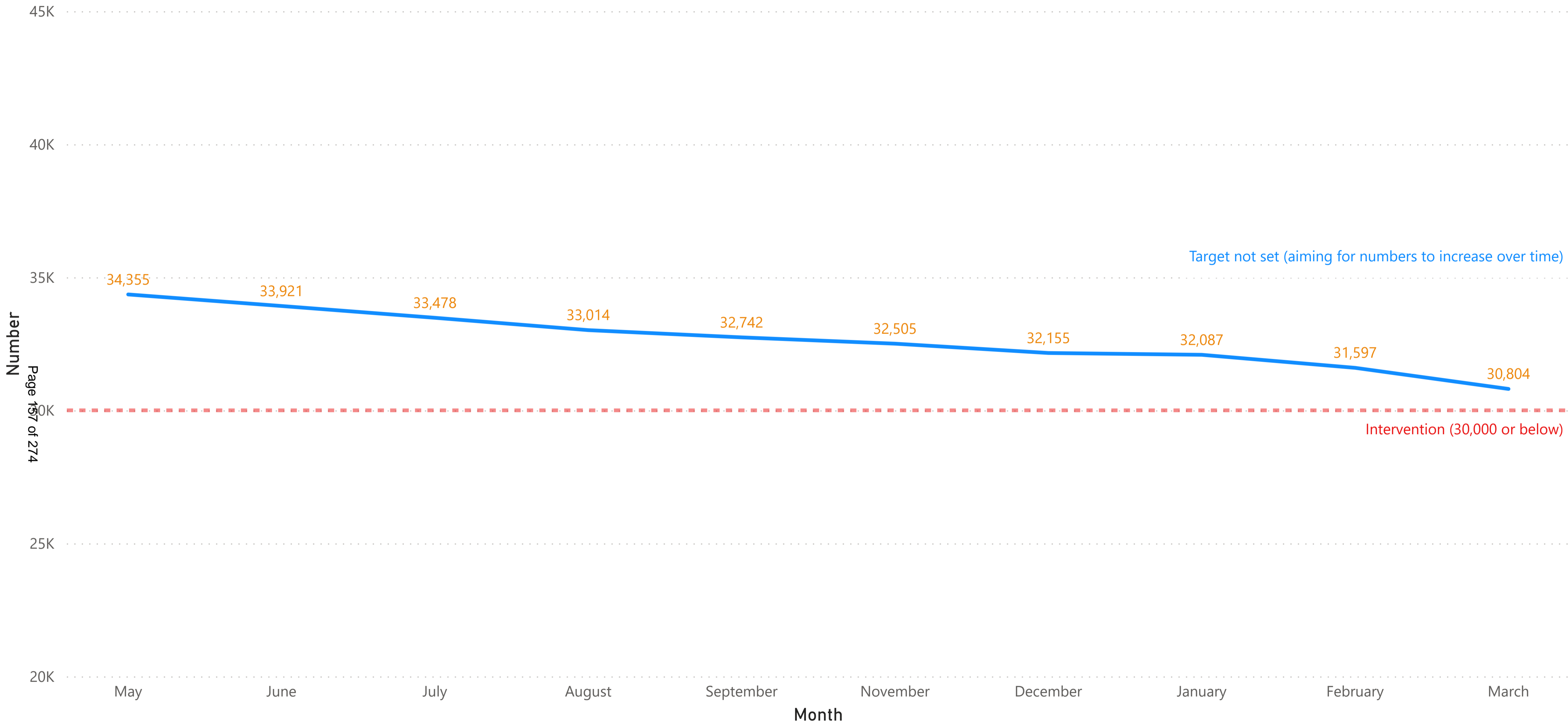
# Number of Huntingdonshire Apprentices starts (part year) Aim to maximise

● 22/23 Number of Huntingdonshire Apprenticeship starts (part academic year) ● 21/22 Number of Huntingdonshire Apprenticeship starts (part academic year)



This part-year (August to January) result for 2022/23 compares to 600 reported at the same stage for 2021/22, a 6.7% fall. The Department for Education has reported a 4.1% reduction in starts nationally compared to the same period last year. The final total for 2022/23 will not be available until November 2023.

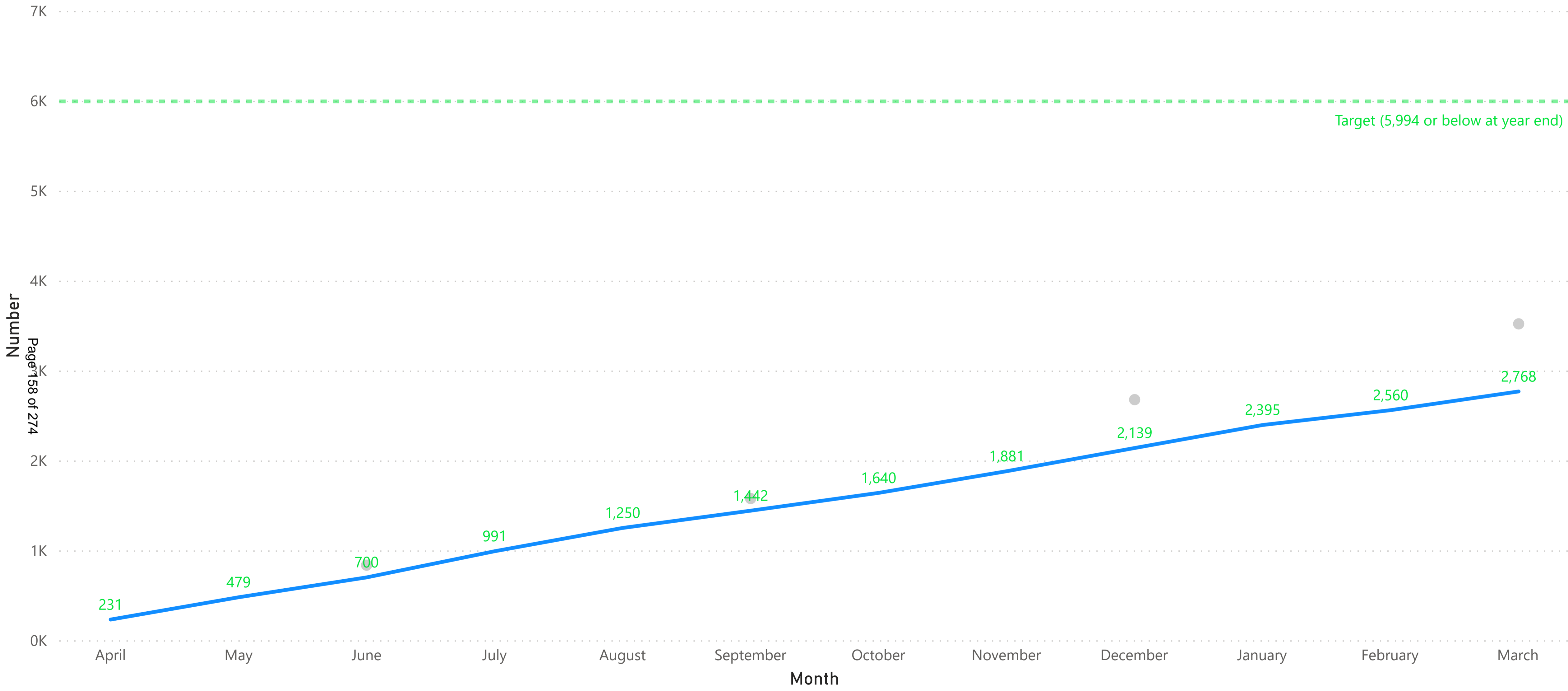
# Number of active customer portal accounts(accessed within the last 12 months) (Rolling 12 month figure to latest date) Aim to maximise



Latest commentary from service: The number of new accounts created each month has dropped off from around 2K a month in 2021 to 1.5k a month in 2022. The requirement to setup accounts as part of COVID business grant claims would be a factor. The majority of customers complete e-forms as a guest, they are not required to setup accounts to access most services. The total number of completed e-forms has increased by 3K in 2022 compared to 2021, so the e-form platform is being well used.

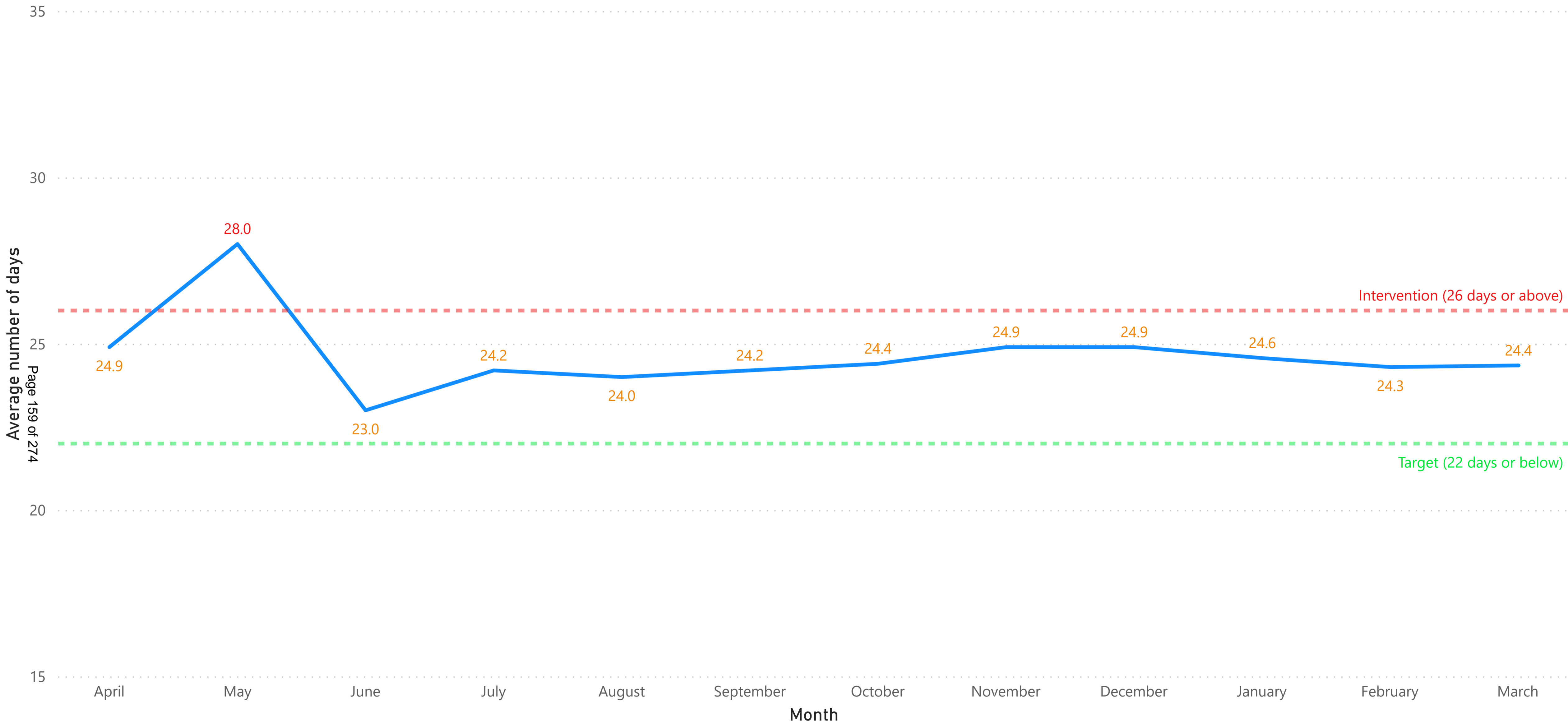
# Number of missed bins (cumulative year to date) Aim to minimise

● 2022/23 Number of missed bins ● 2021/22 Number of missed bins



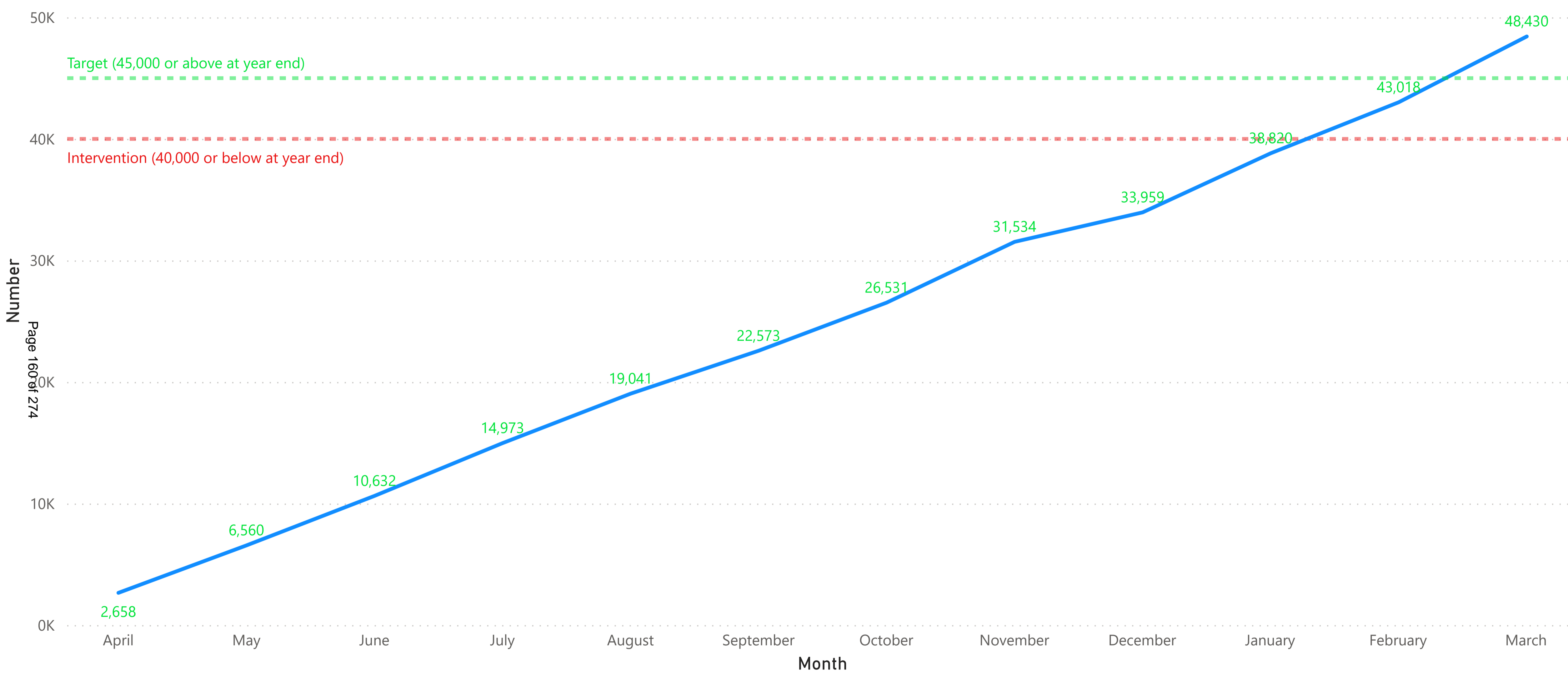
Latest commentary from service: Fewer than 3,000 bins were missed out of over 6m scheduled collections in 2022/23. This is equivalent to less than one in every 2,000 bins being missed (under 0.05%). The total number missed was 21% lower than in 2021/22 despite an increase in the number of households in the district.

Average number of days to process new claims for Housing Benefit and Council Tax Support (cumulative year to date) Aim to minimise



Latest commentary from service: Actual performance for March was 24.1 days, but the final outturn is 24.4 days. This has been a challenging year for assessment, with postal strikes adding to delays in receiving supporting evidence. LAs are also being left with more complex cases which take longer to assess, while more straightforward assessments for Housing Costs are now dealt with under Universal Credit by the DWP. These are all factors in the final outturn result.

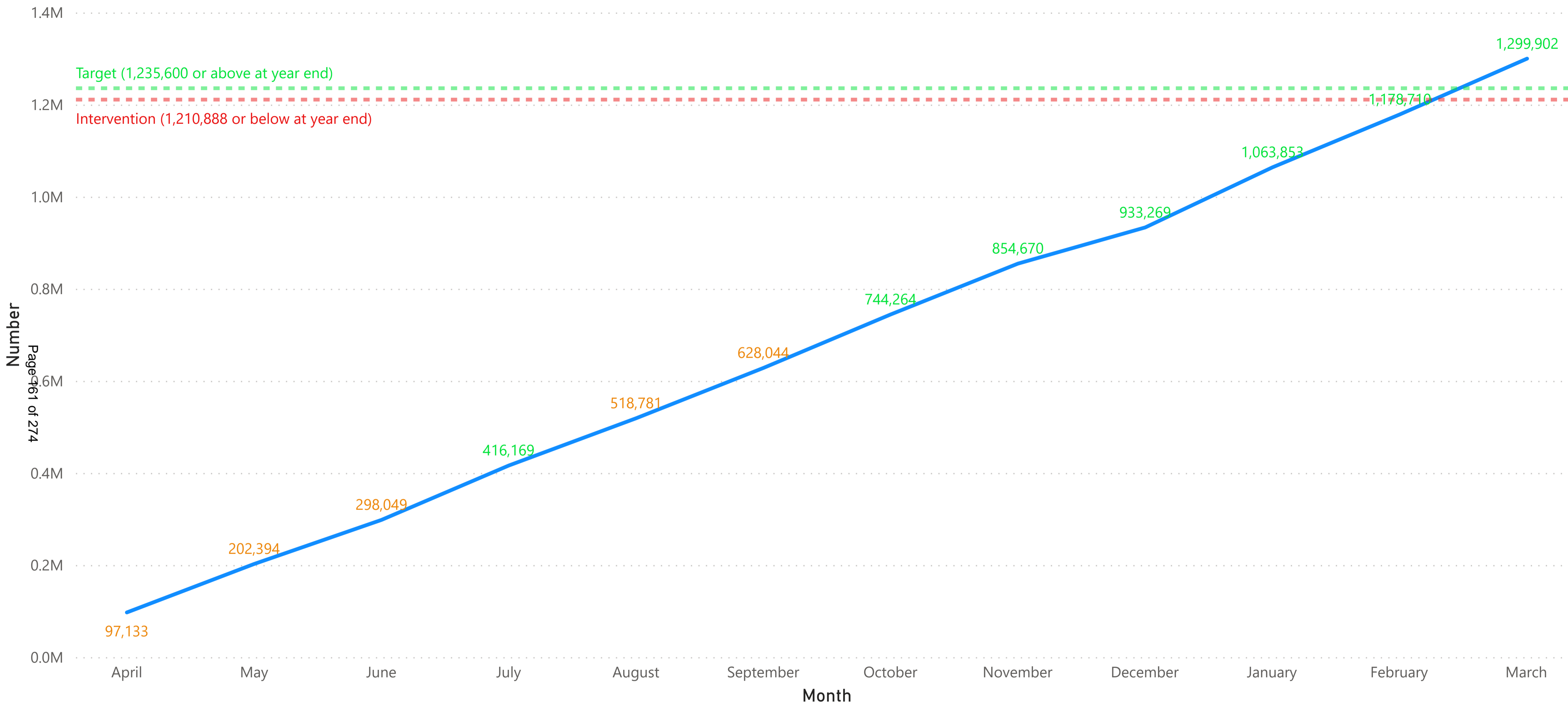
Number of attendances at One Leisure Active Lifestyles programmes (cumulative year to date) Aim to maximise



Latest commentary from service: The Active Health side of the team have seen an average of 3,500 attendances per month in Q4 compared to 2,700 in Q1 (a 30% increase). Two very successful Active for Health cohorts ran at Huntingdon and St Ives. One participant lost 3 stone and 5lbs in the 12 weeks and is now swimming and running regularly. Disability activities performed well in Q4 to recover to meet end of year original target with Special Choices Day Care session particularly successful. Young people's activities continued to perform well, in particular the Huntingdon Home Schooling session which has increased to two sessions per week due to demand.



Number of One Leisure Facilities admissions –swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions) (cumulative year to date) Aim to maximise

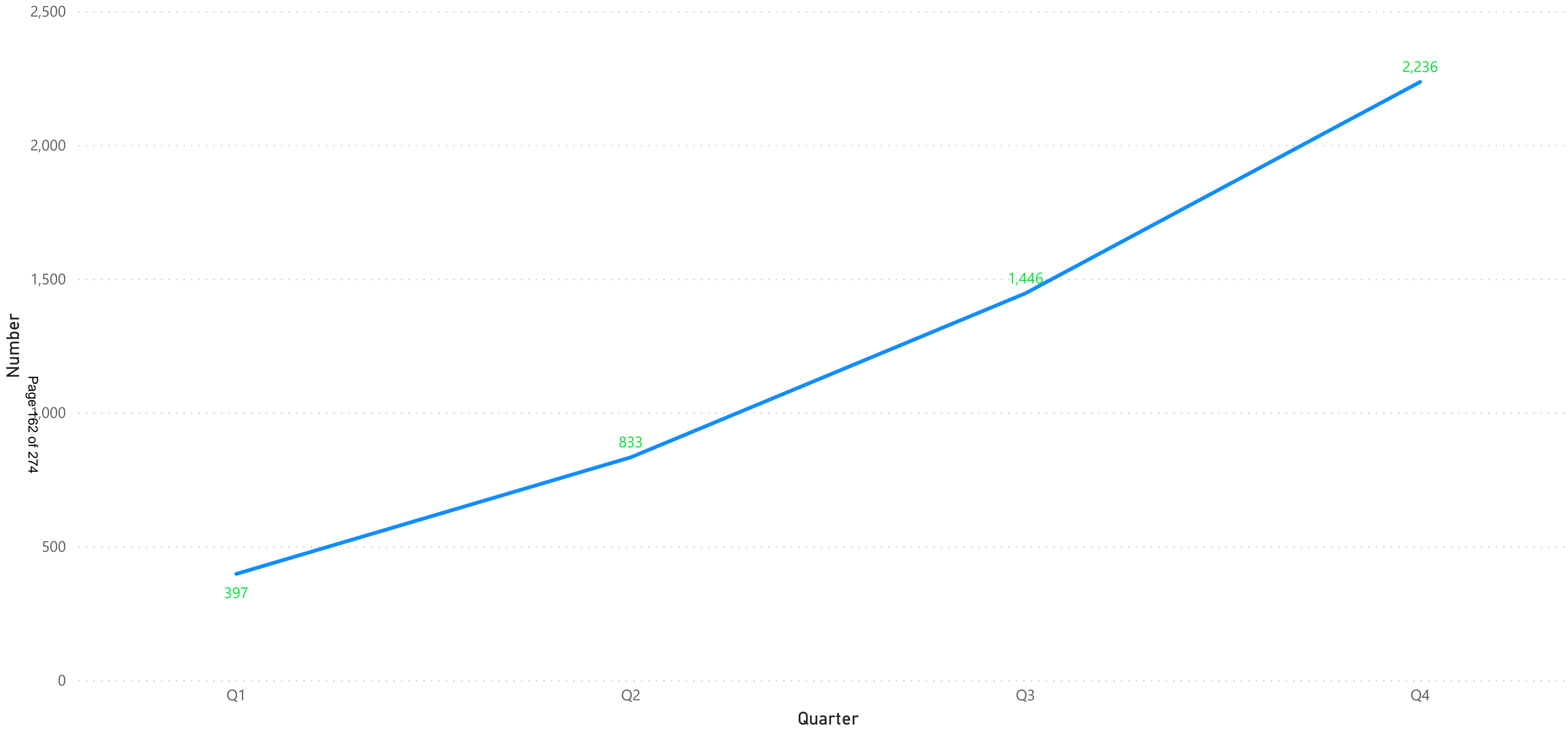


Latest commentary from service: The strong Q4 admissions continued throughout March with One Leisure exceeding admissions targets by over 64K admissions.

The only activity areas not to meet admissions targets were gym (96%) and fitness class (98%) usage. As these are monitored by the swipe access system, and St Ives and Huntingdon have experienced significant IT issues with gate access to these areas, it could be assumed that these would have also met targets.

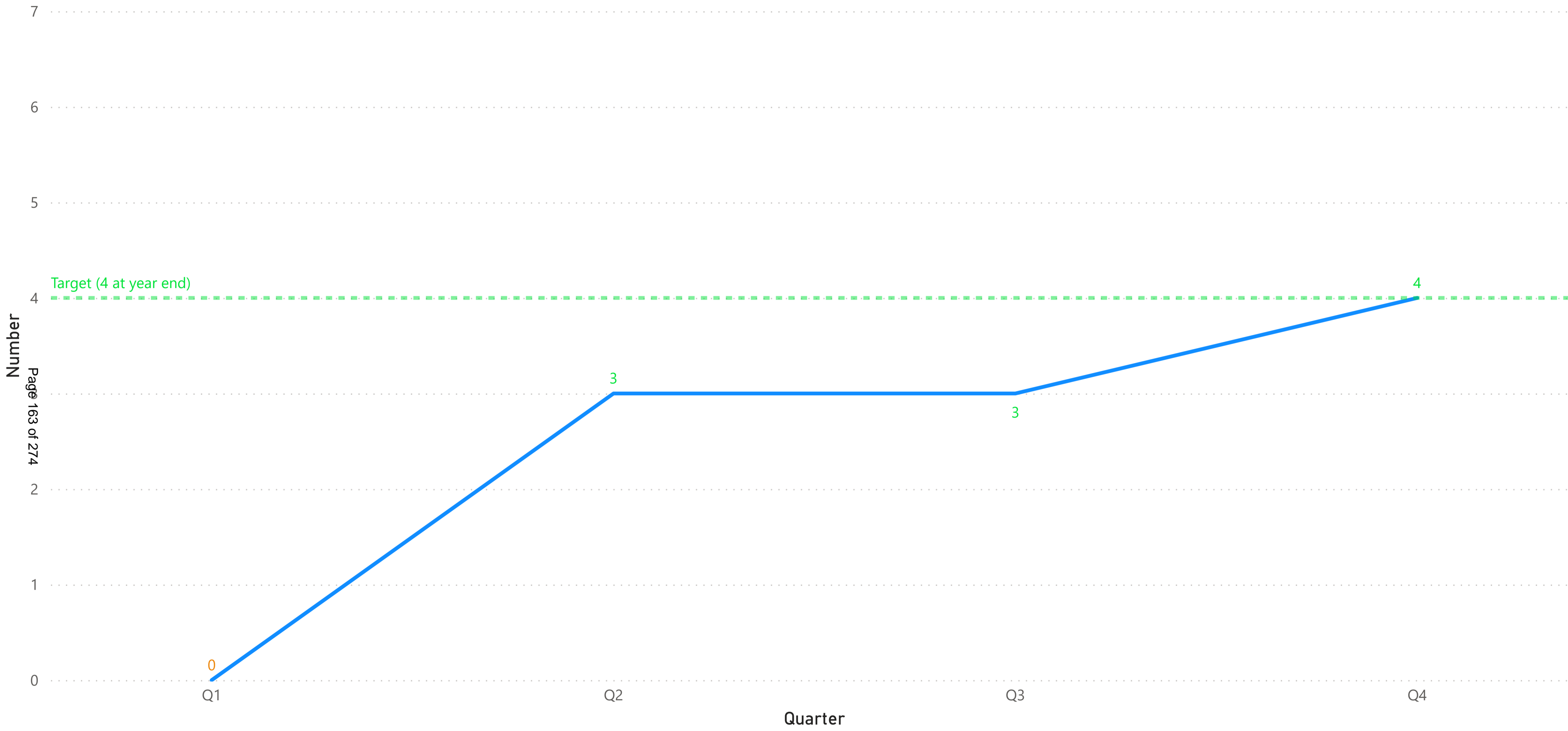
General swimming was a stand out overperforming area (11.5% up on target) and the re-opening of bowling and funzone areas (not planned at the start of the year) also contributed an additional 20K admissions.

Number of residents at risk of 'crisis' proactively supported (cumulative year to date) Aim to maximise



There has been an increase in the number of resident contacts during Q4, with residents requiring assistance predominantly with food and finances. The team have secured in excess of £33k from the Household Support Fund to provide vouchers to individuals and families needing additional help. Engagement following referral to other services continues to be good, with more residents engaging than not.

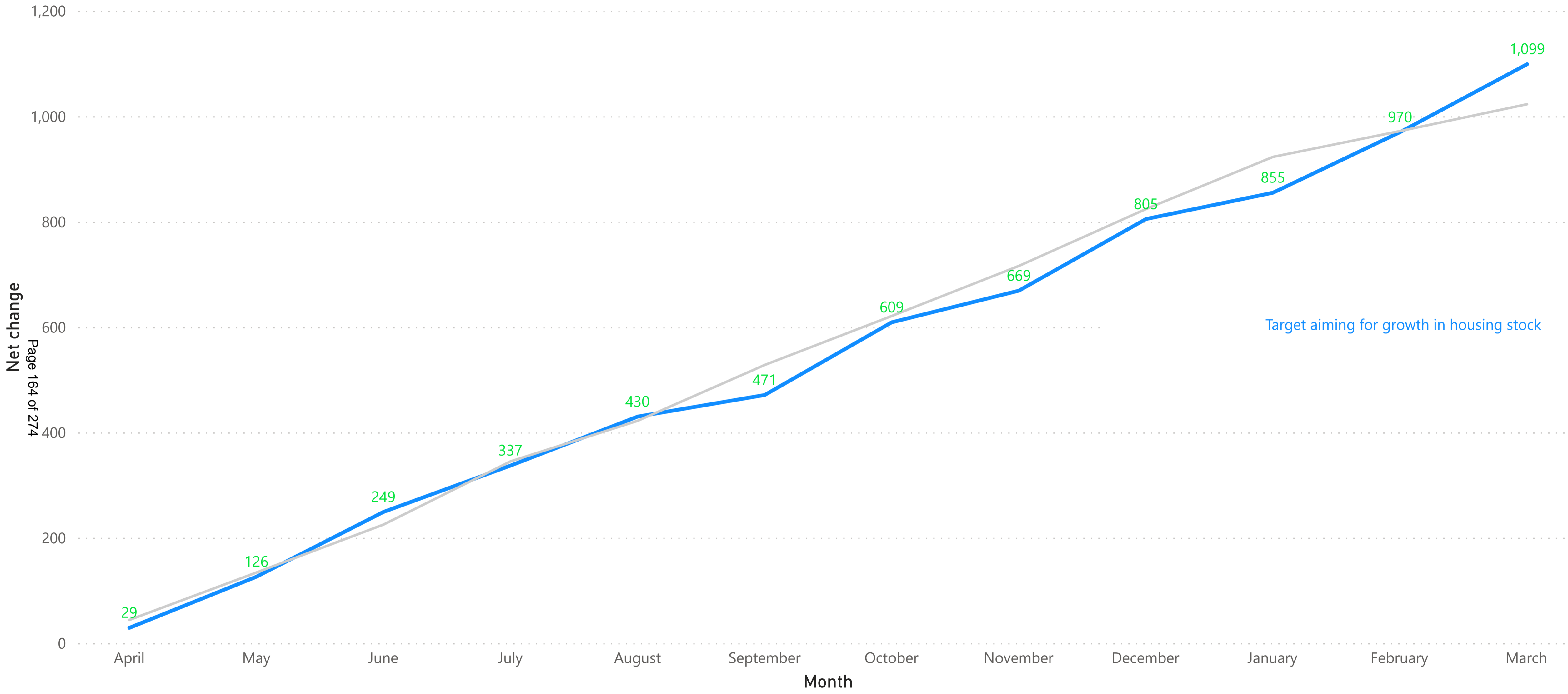
Number of preventative campaigns or initiatives undertaken (cumulative year to date)



Most recent campaign was targeted at supporting people to return to work through awareness raising of help available such as funding for suitable clothing, transport, training opportunities.  
Our future plans to work with our communities feature stongly in the Corporate Plan for 23/24 with a focus on helping to prevent crisis.

**Net change in number of homes with a Council Tax banding (cumulative year to date) Aim to maximise**

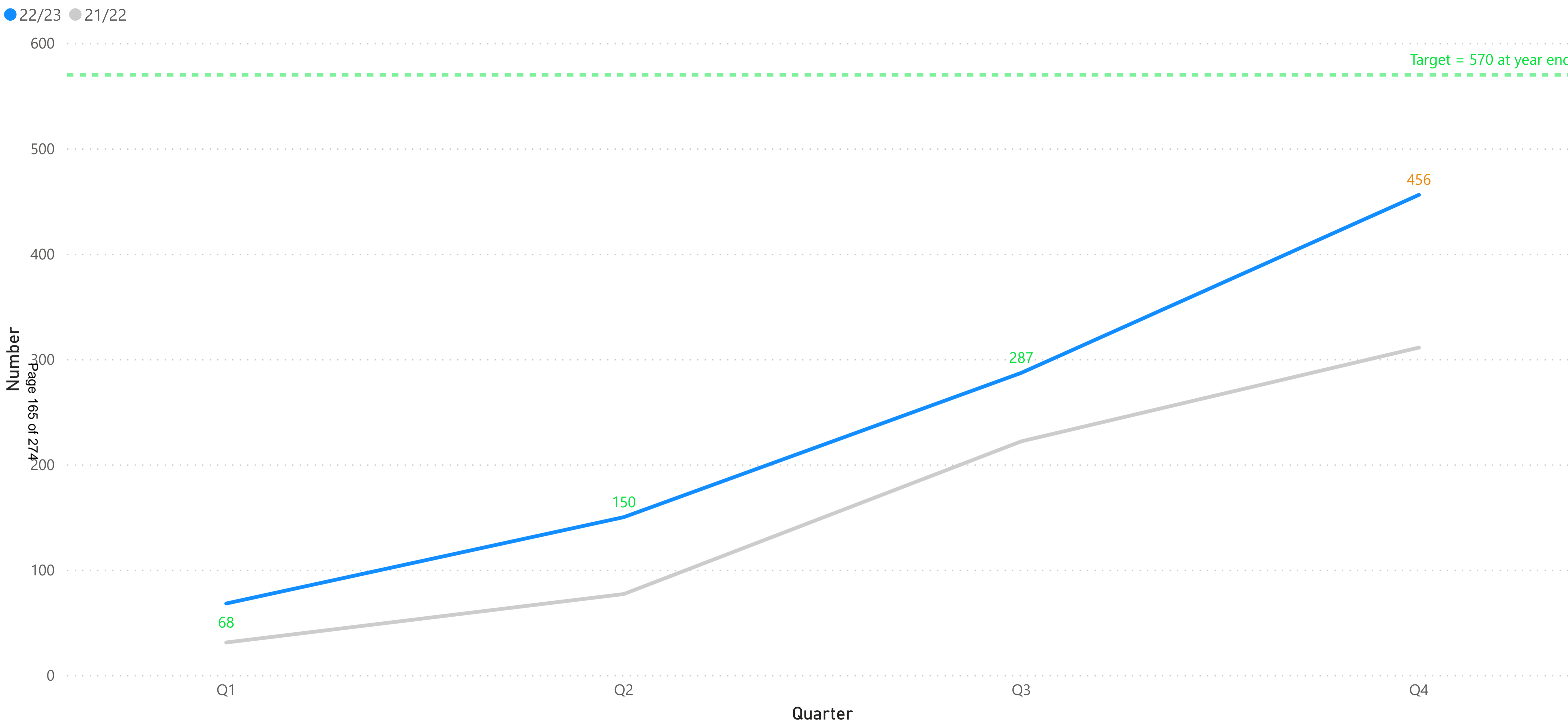
● 2022/23 Net change in number of homes with a Council Tax banding ● 2021/22 Net change in number of homes with a Council Tax banding



Net change  
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Latest commentary from service: There were an additional 1,099 homes with a Council Tax banding on 29 March 2023 than recorded at 31 March 2022. The net number of dwellings completed in the previous year (2021/22) was confirmed as 1,055 in the last Annual Monitoring Report.

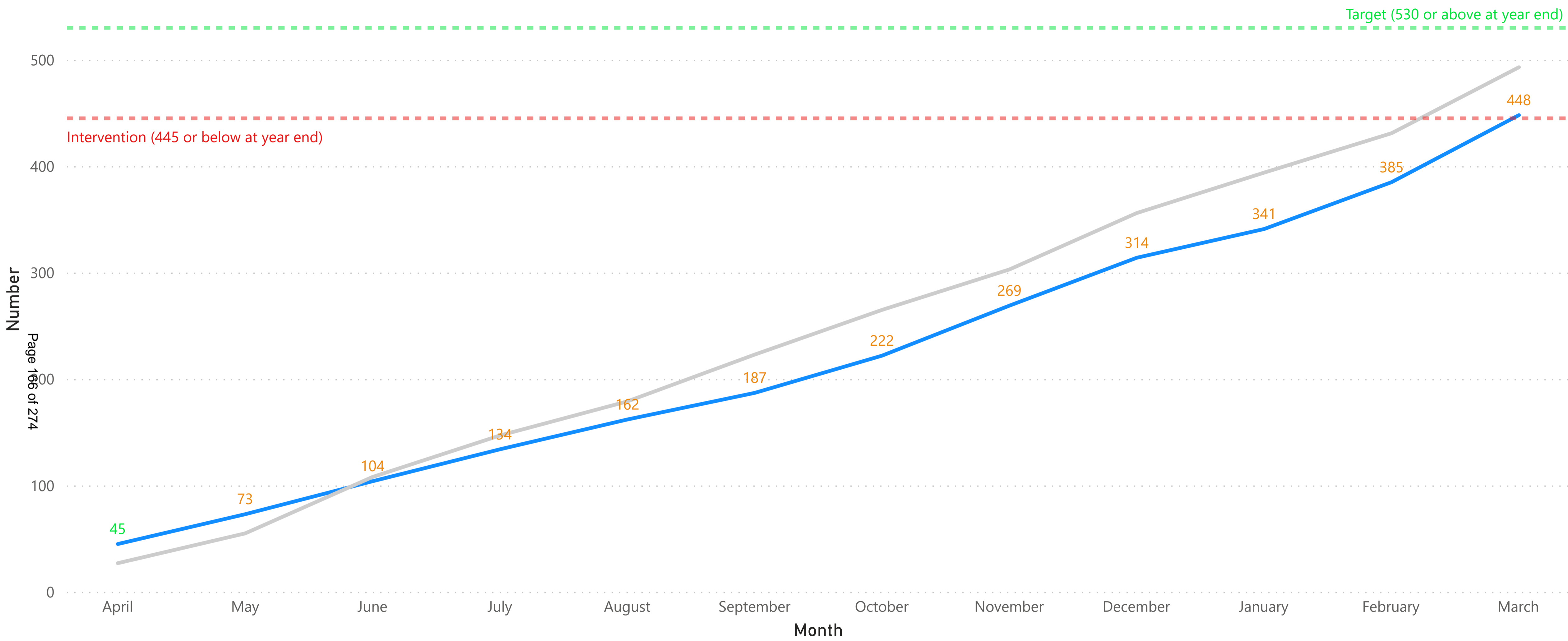
# Number of new affordable homes delivered (cumulative year to date) Aim to maximise



Consistent with previous reporting, this year our Registered Provider partners have suffered from issues such as cost of material and labour. This made forecasting and delivery difficult to estimate and some developments have suffered delay. However, a significant number of homes (456, compared to 311 last year) have been completed and none of those delayed are lost but have slipped into next year. Development programmes are in any event often subject to change so initial targets should to some degree be regarded as indicative.

# Number of homelessness preventions achieved (cumulative year to date) Aim to maximise

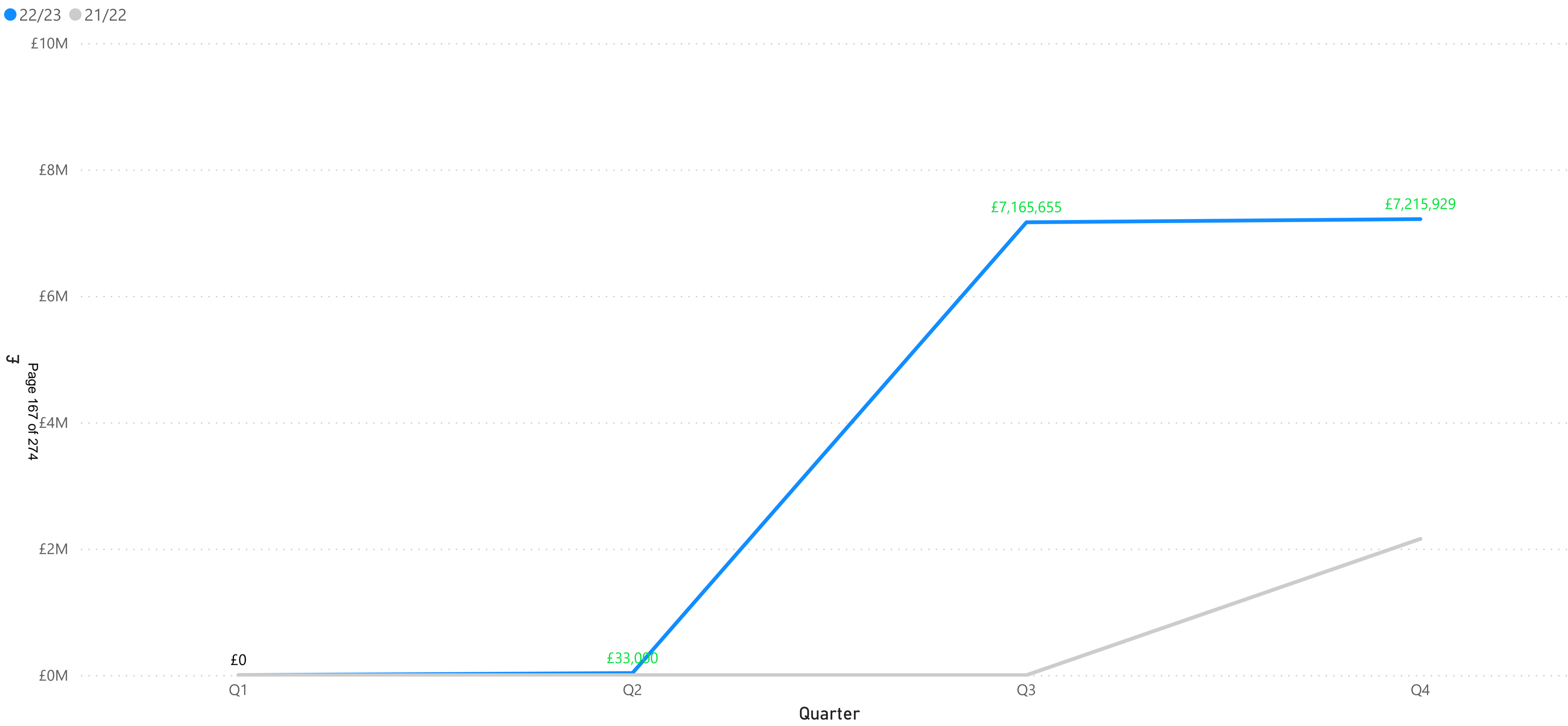
● 2022/23 homelessness preventions ● 2021/22 homelessness preventions



Latest commentary from service: Opportunities for early intervention at the stage where homelessness is threatened have reduced this year. This has been most notable in areas such as notices served on private sector tenants as we are seeing more instances where the tenancy can not be saved, for example where landlords wish to sell the property. Although this has led to a reduction in successful outcomes at the 'prevention duty' stage, we are seeing earlier interventions that achieve a successful outcome. As these are prior to the triggering of a formal prevention or relief duty, they are not reflected in this performance indicator. We have achieved a further 35 successful outcomes in this way on top of the figures shown here giving a total of 483 successful outcomes to the end of March.

A further metric linked to this is the number of households in temporary accommodation at any one time. Increases in this number would highlight that missed earlier interventions were possibly leading to more households going into temporary accommodation. We are seeing a slight reduction in the number of households in temporary accommodation and so a lower number of preventions is not leading to more households going into this type of accommodation.

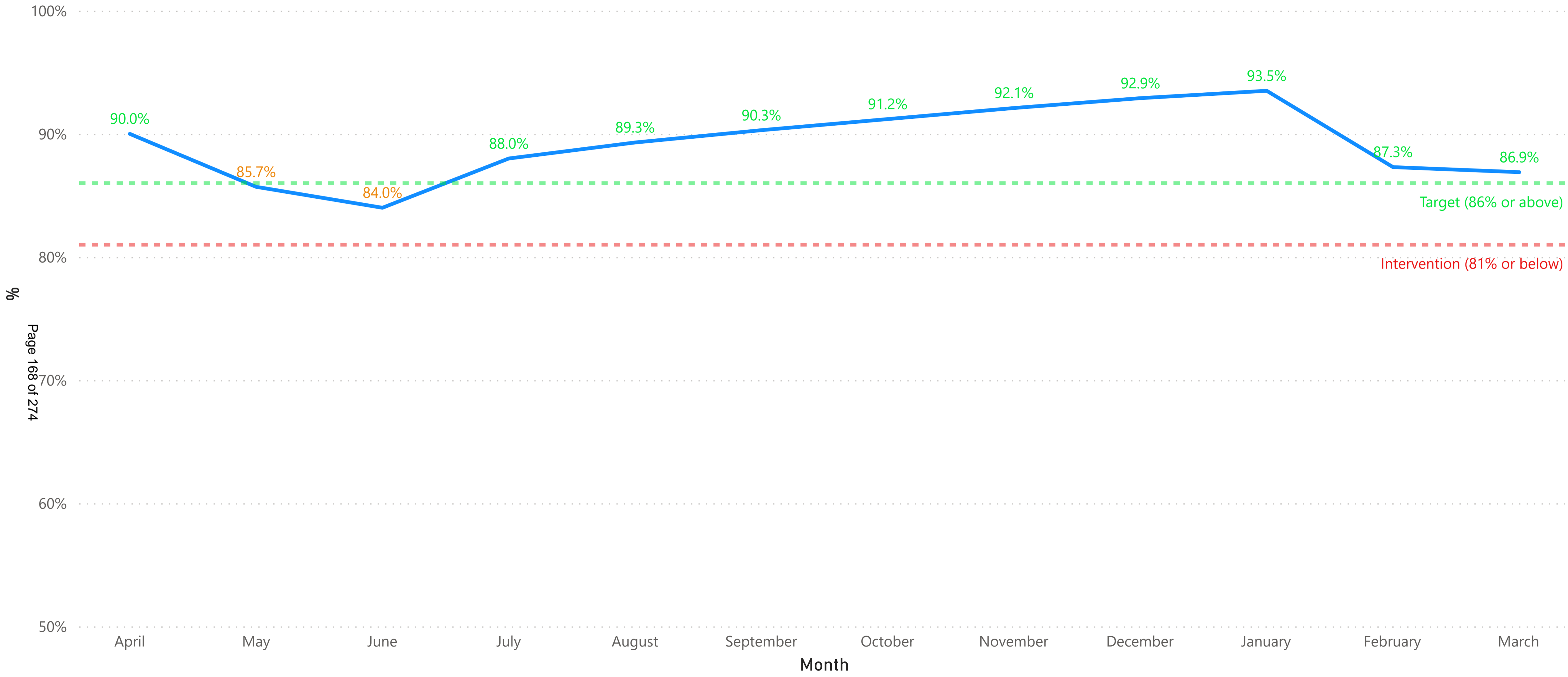
The amount of Community Infrastructure Levy (CIL) funding committed for infrastructure development (cumulative year to date)



There have been two CIL funding rounds held this financial year. A total of £7,215,929.20 was allocated through the funding rounds and emergency applications - this does not include any funds which are facilitated with spend for "neighbourhood proportion" elements in non-parished areas. The allocated spend in this year includes a substantial allocation to a new health facility linked to growth at the largest Strategic Expansion Location in the district.

A government consultation was launched in March 2023 on the future of CIL and the potential introduction of a replacement Infrastructure Levy. The Council has also agreed a review of the governance arrangements for CIL will take place during 2023/24.

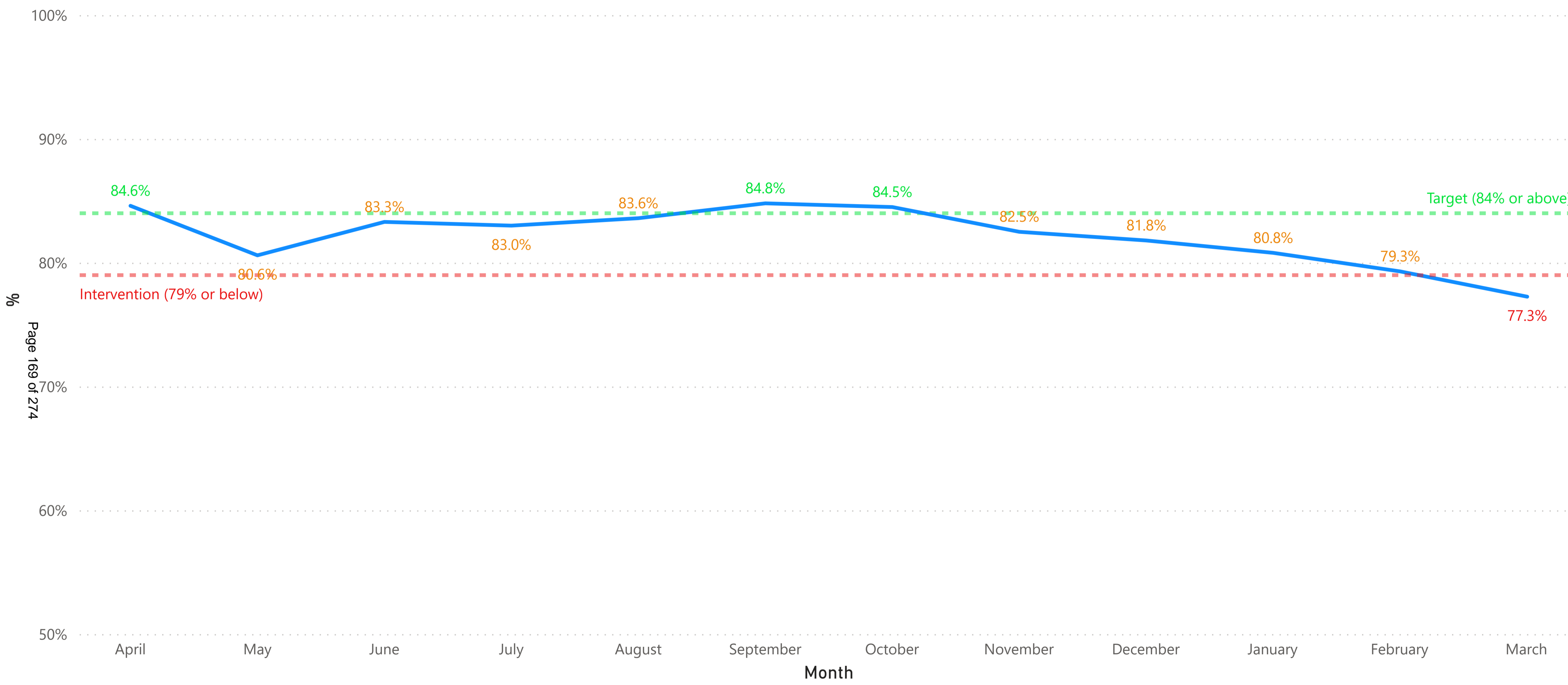
Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period) (cumulative year to date) Aim to maximise



Latest commentary from service: 53/61 = 86.9%. Performance in March was 5/6 = 83.3%. This, coupled with 4 going out of time in February, has brought down the figure but overall performance for the year was within target and was higher than achieved in 2021/22. The last 2 months have seen decision making for long standing backlog cases which resulted in the reduction of applications determined within target.

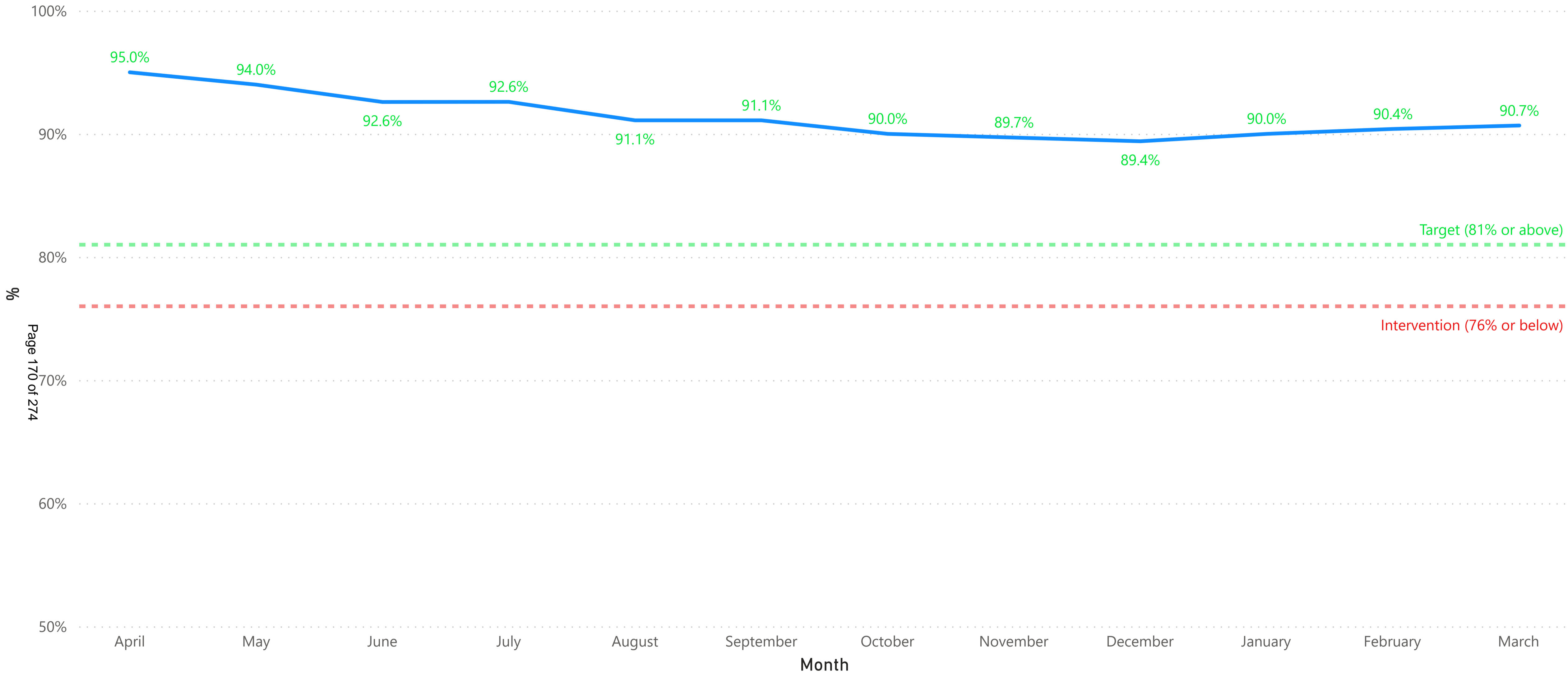


Percentage of planning applications processed on target – minor (within 8 weeks or agreed extended period) (cumulative year to date) Aim to maximise



Latest commentary from service: 248/321 = 77.3%. Performance in March was 22/36 = 61.1%. As work continues to determine backlog applications, there has been an expected consequence of reduction in performance against this measure while reducing the number of applications on hand. However, performance improved significantly compared to the 63% achieved in 2021/22.

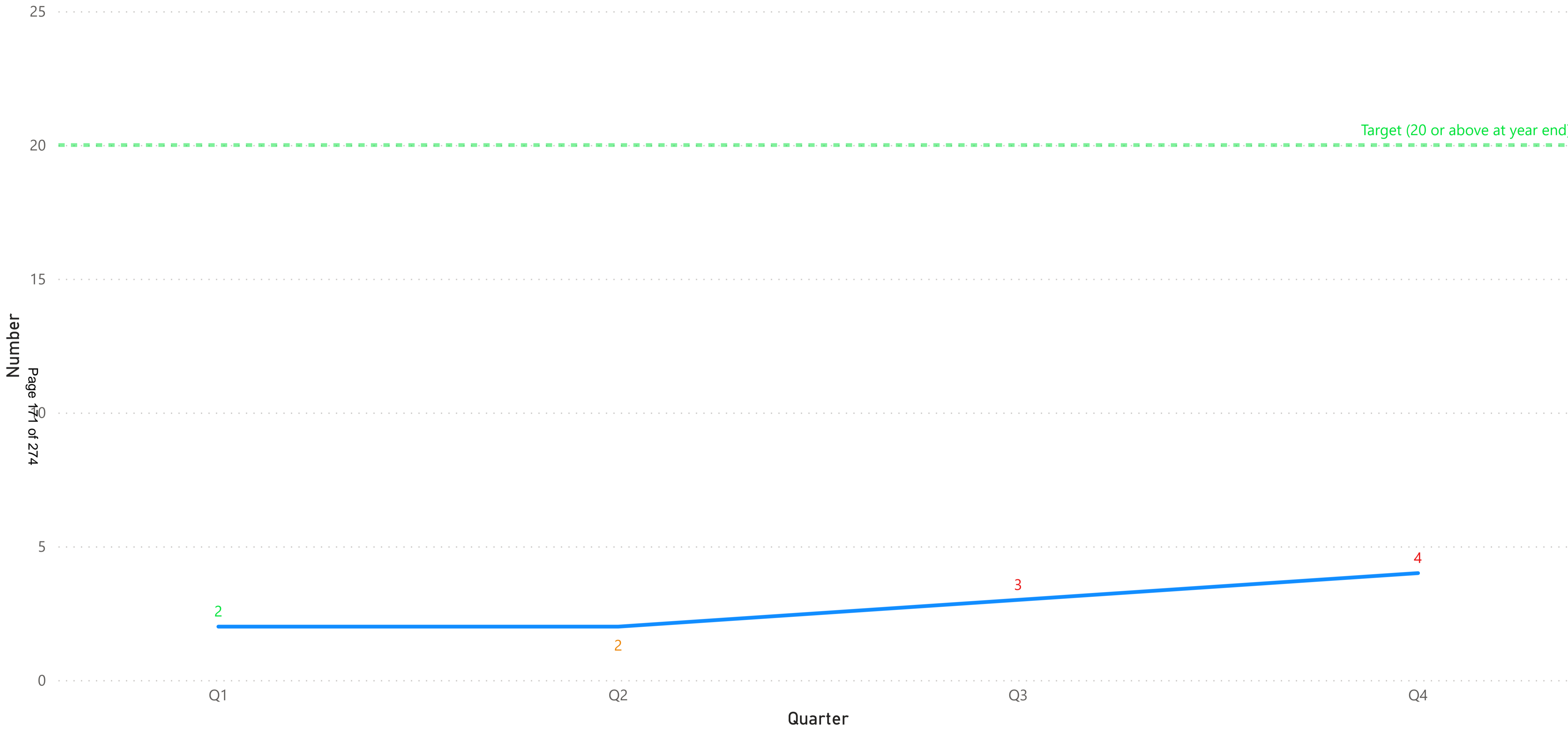
Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period) (cumulative year to date) Aim to maximise



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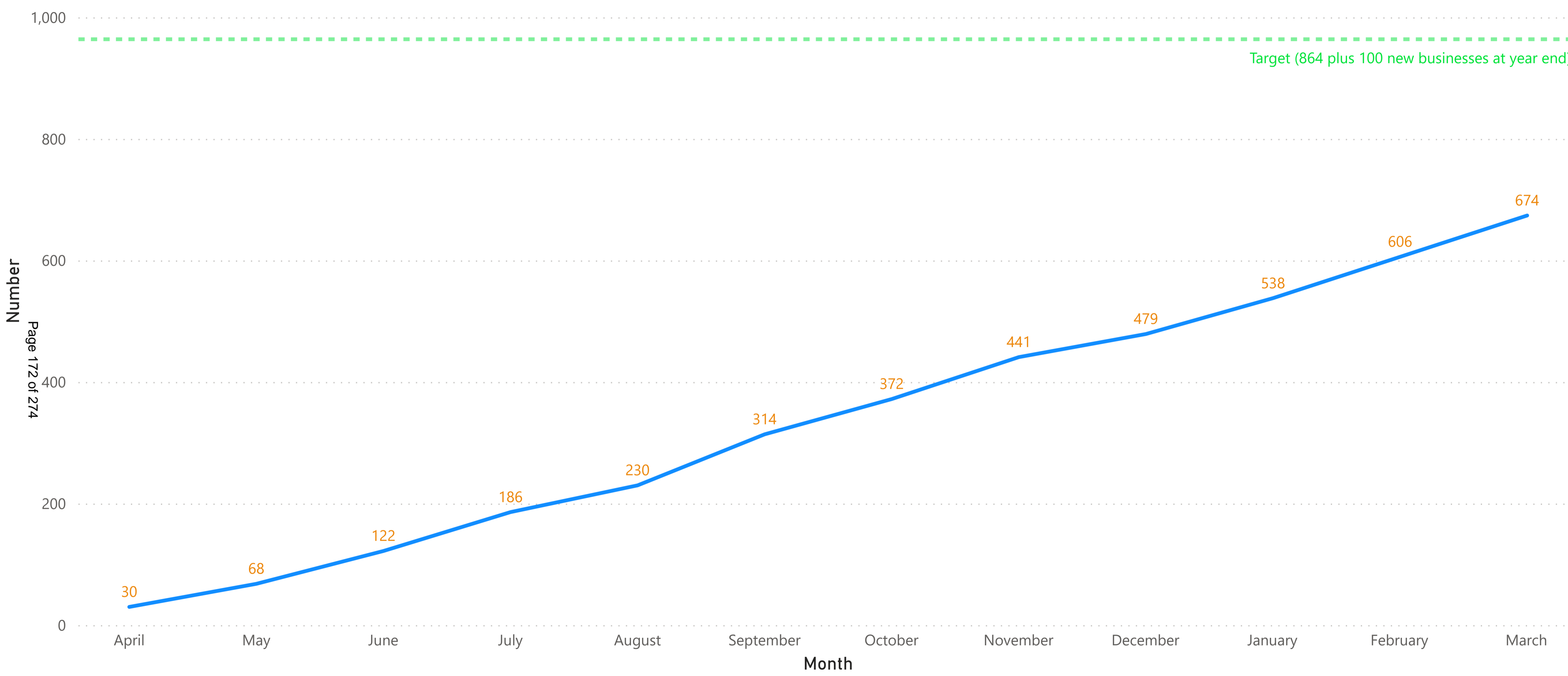
Latest commentary from service: 652/719 = 90.7%. Performance in March was 51/54 = 94.4%. Performance in March on householder applications continued to be strong and recovered from a small dip in February as officers work with applicants to deliver applications within agreed timescales. The year end result was also higher than the 81% achieved in 2021/22.

Number of accredited community and voluntary sector groups within Hunts under the 'Good to Go' or other scheme (latest position at end of quarter)



The value of the Good to Go scheme continues to be under review and is being considered as part of the recommissioning process. We understand that for groups to want to be part of the scheme, there must be a benefit to them hence there is a possibility changes to the scheme moving forward will be necessary. We will seek to work with Community Groups on designing any future schemes to ensure the balance between assurance on accreditation is balanced against the level of risk.

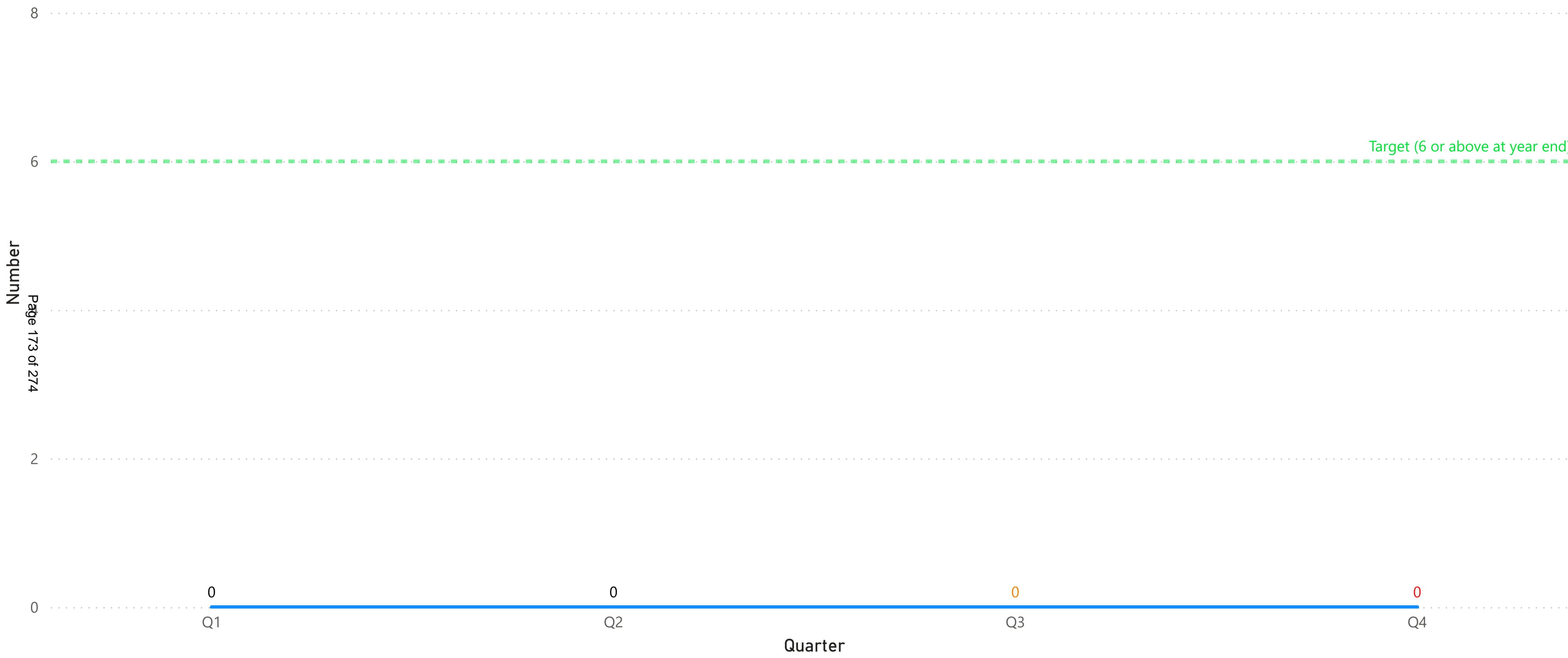
# The number of programmed food safety inspections undertaken (cumulative year to date) Aim to maximise



Latest commentary from service: We have not met our target for 2022/23 although we expect to have met the requirements of the Food Standards Agency recovery plan, with all category A, B and C premises being inspected. The data required for the FSA return is currently being prepared which will confirm this.

It is noted that the target for 2022/23 was much higher than a 'normal' year due to inspections being suspended during the pandemic and therefore nearly all premises becoming overdue an inspection. Standards in many food premises have declined due to inspections being overdue which has meant inspections are taking longer which has impacted on the number of inspections completed.

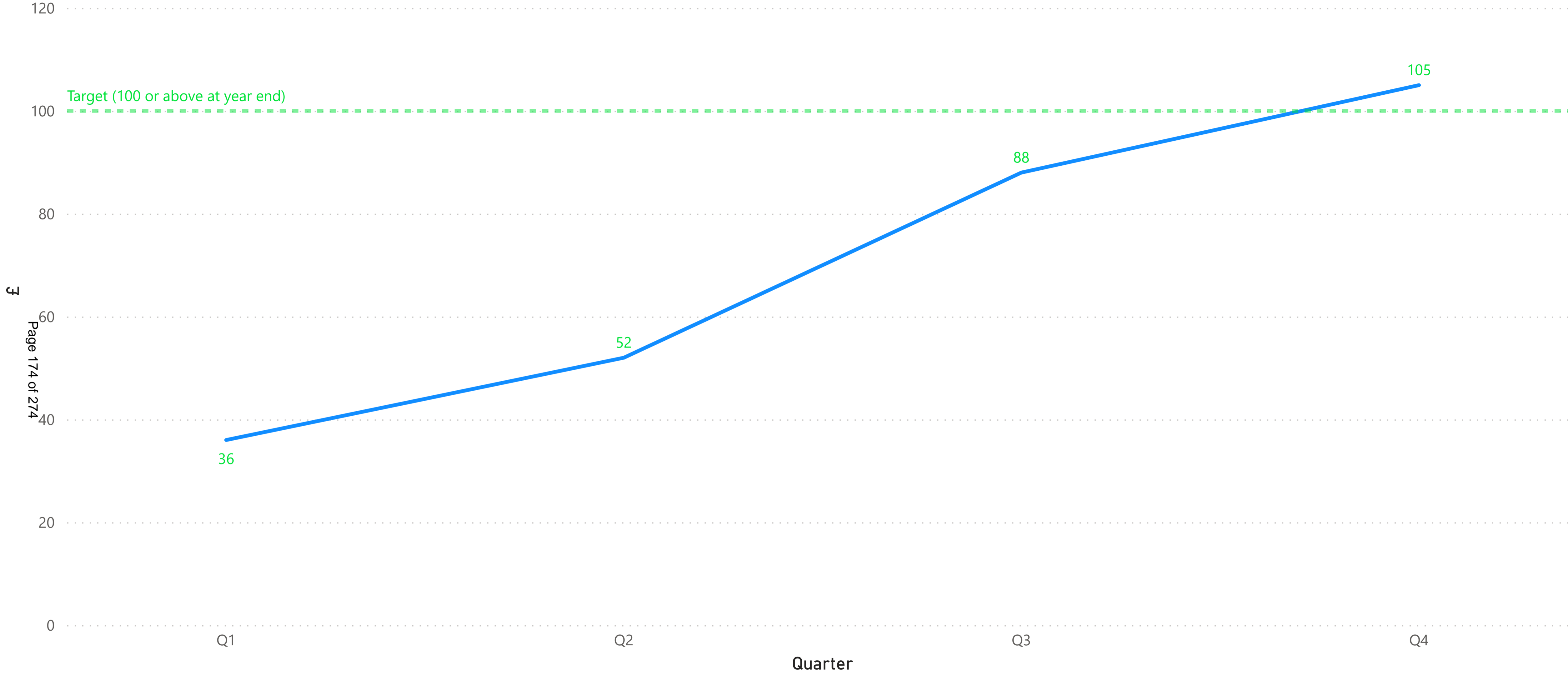
# Number of 'Aspirations High' initiatives delivered within identified primary schools (cumulative year to date)



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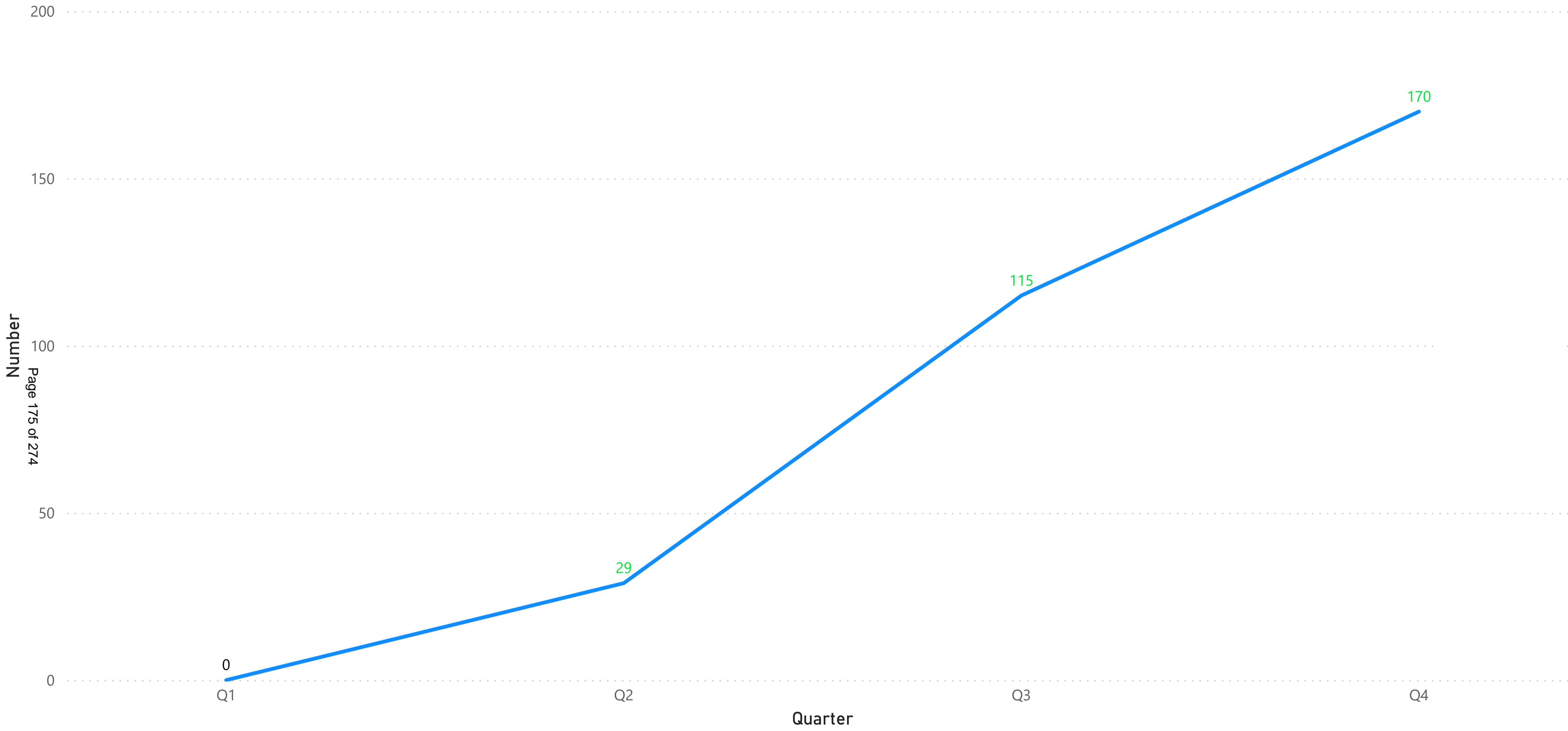
Latest commentary from service: There were challenges with this work in 23/24. Schools were focused on other work (the return to normal post-pandemic) and the resources at HDC, who were scheduled to pick this work up, had to prioritise work to support unplanned, but important, work with communities entering the UK from Ukraine and Afghanistan. This work stream led by The Cam Academy is now in place with key projects and dates with identified schools.

# Number of local health/physical activity events developed (cumulative year to date)



Two new Active for Health cohorts, new classes in Hail Weston and Sawtry, new care home session at Hardwick Dene, and new Lets Get Moving in St Neots with St Neots Primary Care Network. Work commenced with Huntingdon Community Group as part of the Health Inequalities funding with an after school club at Thongsley School. New sessions with Kings Ripton Court supported housing and St Ives Dementia Cafe. Grow Wild commissioned some bespoke PEDALS (adapted bikes) sessions. Plus the additional home schooling session in Huntingdon.

Number of people supported by local jobs clubs (cumulative year to date)



The job clubs continue to operate via DWP, on Oxmoor, Ramsey and Brampton. There have been 55 residents who have accessed the job clubs during Q4. It is recognised that the model requires a review to ensure those needing the support know how and where to access it as the offer is not being utilised to the best of its ability. Recognising that childcare is the biggest barrier to employment, we are working with primary schools on Oxmoor to introduce a heavily subsidised, externally funded offer. It is hoped that if benefits can be demonstrated, this will be duplicated elsewhere.

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# Appendix D Status report: project and programmes portfolio

Nathaniel Murphy (PMO)

Liz Smith (CDO)



# Status of In-flight projects/programmes

- 10 in-flight approved projects/programmes across HDC
- 1 **Strategic** (Market Towns Programme) and 9 **Organisational**

## March 2023:

- 4 are scored **GREEN** as the project is on track against the original plan (Civil Parking Enforcement, Health Inequalities, EBSS, Warm Spaces)
- 5 are **AMBER** (Affordable Housing, Biodiversity for all, Communities services improvement programme, HR system, Market Towns Programme)
- 1 is **RED** (HCP)

# Market Towns Programme

Project	Status last month (Feb-23)	Status this month (Mar-23)	Commentary/ return to green
Ramsey Great Whyte Civic and Business Hub ( <b>Accelerated</b> )	Green	Yellow	Completion delayed to June 2023. Delays in responses from building control, defects in the build which have required rectification and delays to materials and supplies.
Smarter Towns ( <b>Accelerated</b> )	Green	Green	On track against plan
Wayfinding / Digital screens ( <b>Accelerated</b> )	Yellow	Yellow	<p>Scheme has effectively not yet recommenced. Revised specification is yet to be produced and/or approved.</p> <p>Reluctance amongst key members who do not support project objectives.</p> <p>Resolution for future management is not identified / agreed - informal progress has been made with potential partners.</p> <p>Current position and recommendations for project re-initiation to be prepared and submitted to the Board for review.</p>
Old Falcon	Yellow	Yellow	<p><b>Client Side Project Group</b> - An internal client side team will be drawn together building additional capacity and expertise within the Council to support the project design development, planning application process and listed building consent.</p> <p><b>Cabinet Approval</b> – Cabinet agreed to proceed with entering into a Development agreement in Part II report taken in March 2023.</p>
Priory Centre	Yellow	Yellow	Due to allocation spending deadline March 2024 and an agreed design has to be actioned with a construction schedule and contractor in place - work is progressing.
Ramsey Great Whyte Pedestrianisation and Produce Hub	Yellow	Yellow	Potential issues concerning weight restrictions - further investigation is required to confirm the project is deliverable in this location.
St Neots Town Centre Transport Programme	Yellow	Yellow	National Highways funding has not been secured as funding agreement has not been signed
Vibrant Communities	Green	Green	On track against plan

# Project / programmes overview

Project / Programme	SLT sponsor	Status last month (Feb-23)	Status this month (Mar-23)	Commentary/ return to green
Affordable Housing	Corporate Director - Place	Yellow	Yellow	Issues raised by planners regarding Station Road at Warboys has halted a scheme to be delivered. Work cannot commence until the site receives planning permission - Now working with planning departments to achieve a successful permission.
Biodiversity for all	Assistant Director Strategic Insight and Delivery	Yellow	Yellow	AMBER for this month due to progress being slower than planned on the grant scheme and confirming the funding agreement. Waiting for Cambridgeshire & Peterborough Combined Authority to return with the signed grant agreement and confirmation of the funds that can be carried over.
Civil Parking Enforcement	Assistant Director Strategic Insight and Delivery	Green	Green	On track against plan
Communities services improvement programme	Chief Operating Officer	Yellow	Yellow	Only able to implement improvements in food hygiene due to lack of capacity, Further service improvements unable to progress due to delay in system (Tascomi) development – Escalation required
Energy Bill Support Scheme (incl Additional funding scheme)	Chief Operating Officer	Green	Green	On track against plan
Health Inequalities	Corporate Director - People	Green	Green	On track against plan
Hinchingbrooke Country Park	Assistant Director Strategic Insight and Delivery	Red	Red	Schedule delays have been escalated to Neil Sloper and there are now weekly project check ins to help manage the project.
HR System	Corporate Director - People	Green	Yellow	Remaining piece of work to be completed is behind (system update to resolve outstanding work) then this will be closed.
Warm Spaces	Corporate Director - People	Yellow	Green	On track against plan

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

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Finance Performance Report 2022/23 Outturn

**Meeting/Date:** Overview & Scrutiny (Performance & Growth) – 7 June 2023

**Executive Portfolio:** Executive Councillor for Finance & Resources (BM)

**Report by:** Director of Finance and Corporate Resources

**Ward(s) affected:** All

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### RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on the Finance Performance Report 2022/23 Outturn from the Cabinet report attached at Appendix A.



**Public  
Key Decision - No**

## **HUNTINGDONSHIRE DISTRICT COUNCIL**

**Title/Subject Matter:** Finance Performance Report 2022/23 Outturn – Provisional

**Meeting/Date:** Cabinet, 20<sup>th</sup> June 2023

**Executive Portfolio:** Executive Councillor for Finance & Resources

**Report by:** Director of Finance & Corporate Resources

**Ward(s) affected:** All

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### **Executive Summary:**

This report sets out the provisional financial outturn for financial year 2022/23 for revenue and capital

#### **Revenue**

The outturn is an underspend of £476k, after contributions to and from earmarked reserves, when compared to the approved budget and an improvement to the Q3 forecast outturn of £642k.

#### **Capital**

The outturn is an underspend of £31,704k, including re-phasing of works to future years of £18,342k.

### **Recommendation:**

The Committee is

### **RECOMMENDED**

- to consider and comment on the financial performance for the financial year 2022/23, as detailed in Appendix 1 and summarised in paragraph 3.2.
- to consider and comment on the capital financial performance for the financial year 2022/23, as detailed in Appendix 1 and summarised in paragraph 3.3.

## 1. PURPOSE OF THE REPORT

1.1 To present details of the Council's projected financial performance for 2022/23.

- Revenue outturn underspend of £476k when compared to the approved budget.

## 2. BACKGROUND

2.1 The budget and MTFs for 2022/23 approved in February 2022, assumed a net expenditure budget of £21,514k.

2.2 The detailed analysis of the 2022/23 outturn as at 31 March 2023 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 on future years, will be incorporated within the MTFs.

**Revenue** The approved Budget of £21,514k plus authorised carry forwards of £110k gave a revised current budget of £21,404k. The outturn was £20,928k which was an underspend of £476k.

**Capital** The approved Budget of £12,776k plus the re-phasing of £26,898k and in year external funding of £2,225k gave a revised total Capital Programme of £41,899k. The outturn is £10,195k. Following re-phasing of the budget to 2023/24 of £18,342 there was an in-year underspend of £13,362k.

**MTFS** The MTFs was updated as part of the 2023/24 Budget setting process. and will be revisited as part of the 2024/25 Budget setting process. The revision of the MTFs will include 2022/23 outturn variations and others occurring or foreseen in 2023/24 that have an impact on future years.

### 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	Current Budget £'000s	Outturn £'000s	Over/ (Under) spend £000	Comments
Chief Operating Officer	5,140	5,272	132	Savings within the Communities Service (Business Team, Community Team, Licensing), Customer Services & Printing, offset by increased temporary accommodation costs not met by DWP contribution to Housing Benefit payments. There was also a timing adjustment, linked to the 2021/22 accounts close, which negatively impacted the year's results.
Chief Planning Officer	402	346	(56)	Additional priority income plus staff savings
Corporate Leadership	1,201	1,356	155	Costs associated with Place Strategy plus recruitment costs
Director of Finance & Resources	6,860	5,882	(978)	More interest receivable and lower interest payable, and savings from vacant posts plus increased income from Land Charges
Economic Development	198	188	(10)	
Housing Manager	187	189	2	
Head of ICT	2,604	2,812	208	Digital Team funding partnership change
Head of Leisure & Health	(25)	450	475	Reduced income at Impressions, classes, Training Shed and indoor sports. Increased expenditure on employees and utilities. Income better than expected for swimming, ten pin bowling and at the Burgess Hall.
Head of Operations	4,917	4,374	(543)	CCTV reduced income offset by vacant posts in Street Cleansing and new income streams in Waste.
Programme Delivery	73	41	(32)	
Strategic Insight & Delivery	(153)	18	171	Lower income from on-street charging due to changes made by Cambridgeshire County Council, Market income reduced as they recover from COVID and have had reduced offer. Savings due to vacant posts.
<b>Total</b>	<b>21,404</b>	<b>20,928</b>	<b>(476)</b>	

Further analysis of the revenue variance and service commentary is 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.

### 3.3 Capital Programme

The approved gross Capital Programme for 2022/23 is £12,776k. Schemes totalling £26,898k from 2021/22 have been rephased to 2022/23, plus external funding of £2,225k gives the total gross capital programme for 2022/23 of £41,899k.

The Capital Programme is forecast to have an underspend of £31,704k; £18,342k will be re-phased to future years.

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

Head of Service	Current Budget £000	Outturn £000	Budget Re-Phased to 2022/23 £000	Over/ (Under) Spend £000	Comments
Chief Operating Officer	61	32	0	(29)	
Chief Planning Officer	1,100	4,610	206	3,716	Contribution towards the A14 has been made in full, rather than instalments as budgeted
Corporate Leadership	13,138	954	12,256	72	To be funded by UKSPF & CPCA
Director of Finance & Resources	17,826	153	1,039	16,634	Huntingdon redevelopment project has been cancelled
Housing Manager	1,800	2,018	0	218	Catch up of delayed works due to Covid
Head of ICT	732	193	387	(152)	Only a proportion of devices bought for testing and initial rollout
Head of Leisure & Health	770	630	133	(8)	
Head of Operations	2,515	1,241	1,075	(201)	Underspend on completed projects
Strategic Insight & Delivery	3,957	364	3,246	(347)	Underspend on completed projects
<b>Total</b>	<b>41,899</b>	<b>10,195</b>	<b>18,342</b>	<b>(13,362)</b>	

### 3.4 Finance Dashboard

The outturn for 2022/23 also looks at the collection rates for Council Tax and NDR, together with the working ages caseload for Council Tax Support Scheme. In the financial year the Council exceeded its performance targets for collection rates, a significant achievement given the recovery from the Covid pandemic and the ongoing impacts of the wider economy. The details are shown in Appendix 1.

In summary, the Council Tax and NDR collection rates are slightly higher than 2021/22 rates.

#### 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 The outturn for 2022/23 before movements to earmarked reserves for the CIS is:

CIS Investments	Budget £000	Outturn £000	Over/ (Under) Spend £000
<b>Cash Investments</b>			
CCLA Property Fund	(162)	(159)	3
<b>Total Cash Investments</b>	<b>(162)</b>	<b>(159)</b>	3
Property Rental Income		(5,363)	(667)
	(4,696)		
MRP	581	583	2
<b>Net Direct Property Income</b>		<b>(4,780)</b>	(665)
	<b>(4,115)</b>		
Management Charge	100	0	(100)
<b>Total Property Investments</b>	<b>(4,015)</b>	<b>(4,780)</b>	<b>(765)</b>
<b>TOTAL</b>	<b>(4,177)</b>	<b>(4,939)</b>	<b>(762)</b>

#### 5. COMMENTS OF OVERVIEW & SCRUTINY

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

#### 6. LIST OF APPENDICES INCLUDED

Appendix 1 – HDC Financial Performance Suite FY 2022-23 Outturn

#### CONTACT OFFICER

Karen Sutton – Director of Finance and Corporate Resources  
karen.sutton@huntingdonshire.gov.uk

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## Financial Performance Monitoring Suite March 2023 – Quarter 4

### Executive summary

This report sets out the financial outturn for financial year 2022/23 for revenue and capital. The headlines are:

#### Revenue

The outturn is an underspend of £476k, after contributions to and from earmarked reserves, when compared to the approved budget and an improvement to the Q3 forecast outturn of £642k.

This favourable outturn position, compared to the approved budget is, in the main, a result of:

#### Underspends

Corporate Finance	£0.592m	Increased interest receipts and reduced interest payments
Waste Management	£0.513m	Additional income from bulky waste, recycling credits, and recycling gate fees are generating income rather than being a cost
Development Management	£0.218m	Income from re-launched pre-application service, plus service Improvements
Risk & Control	£0.150m	Insurance renewal rates lower than anticipated
Facilities Management	£0.148m	Additional rent from office lettings
Customer Services	£0.129m	Salary savings
Democratic and Elections	£0.115m	More income from elections and land charges, less expenditure on members allowances
Licensing	£0.114m	Salary savings offset by reduced income
Parks & Open Spaces	£0.085m	Salary savings
Planning Policy	£0.083m	Additional priority & CIL income

#### Overspends

Housing Benefits	£0.553m	Temporary accommodation costs not met by Housing Benefit payments plus accounting adjustments relating to 2021/22 which have impacted 2022/23
Leisure and Health	£0.457m	Increased costs due to electricity and minimum wage expenditure, and lower membership income
ICT	£0.208m	Change in allocation of digital team between partners
Covid Recovery	£0.193m	Covid activity
Directors	£0.161m	Place strategy and recruitment costs
Car Parks – On Street	£0.132m	Lower income due to CCC changes to on street parking

## Capital

The outturn is an underspend of £31,704k, including re-phasing of works to future years of £18,342k.

The budget to be re-phased includes:

- £12,257k – phasing of the Markets Towns Programme to future years as whole life costs were included in the original budget
- £2,706k – works at Hinchingsbrooke Country Park were delayed due to Covid and localised flooding which has had an on-going impact
- £564k – extending the life of the existing fleet to maximise value for money
- £500k – the enhancements to commercial properties have been delayed due to the change of Strategic Property Manager
- £421k – St Neots Riverside programme of works has now commenced, with the majority of spend expected during 2023/24

# 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.

Head of Service	Current Budget £'000s	Q3 Forecast £'000s	Provisional Outturn £'000	Contribution	Revised Outturn £'000s	Over/(Under) Spend Against Budget		Over/(Under) Spend Against Forecast		Actual Spend £'000s	Actual Income £'000s
				to/(from) reserves £'000		£'000	%	£'000	%		
Chief Operating Officer	5,140	5,020	5,227	45	5,272	132	+2.6	252	+5.0	42,575	(37,303)
Chief Planning Officer	402	673	141	205	346	(56)	-13.9	(327)	-48.6	2,597	(2,251)
Corporate Leadership	1,201	1,196	869	487	1,356	155	+12.8	160	+13.4	1,356	0
Director of Finance & Resources	6,860	6,199	4,283	1,599	5,882	(978)	-14.3	(661)	-5.1	14,242	(8,360)
Economic Development	198	200	188	0	188	(10)	-5.1	(12)	-6.0	199	(11)
Housing Manager	187	199	277	(88)	189	2	+1.1	(10)	-5.0	341	(152)
Head of ICT	2,604	2,810	2,374	438	2,812	208	+8.0	2	+0.1	8,328	(5,516)
Head of Leisure & Health	(25)	703	454	(4)	450	475	+1,900.0	(253)	-36.0	5,897	(5,447)
Head of Operations	4,917	4,517	4,280	94	4,374	(543)	-11.1	(143)	-3.2	7,627	(3,253)
Programme Delivery	73	63	41	0	41	(32)	-43.8	(22)	-34.9	41	0
Strategic Insight & Delivery	(153)	(10)	(40)	58	18	171	+111.8	28	+280.0	3,252	(3,234)
<b>Total</b>	<b>21,404</b>	<b>21,570</b>	<b>18,094</b>	<b>2,834</b>	<b>20,928</b>	<b>(476)</b>	<b>-2.2</b>	<b>(642)</b>	<b>-3.0</b>	<b>86,455</b>	<b>(65,527)</b>

# Service Grouping Summary

Head of Service	Service Grouping	Budget	Q3 Forecast	Provisional Outturn	Contribution to/(from) reserves	Revised Provisional Outturn	Over/Under) Spend Against Budget		Comment on Variance to Budget
		£	£	£	£	£	£	%	
Chief Operating Officer	Building Control	152,540	159,553	105,859	0	105,859	(46,681)	-30.6	3C Building Control Head of Service was only part time as they moved to a new role. Also more external income generated than expected which reduced contribution needed from partners.
Chief Operating Officer	Business Team	279,496	254,846	253,978	0	253,978	(25,518)	-9.1	Vacant post in the team which has, in future years, been amended to remove underspend.
Chief Operating Officer	Chief Operating Officer	108,229	123,492	102,663	0	102,663	(5,566)	-5.1	
Chief Operating Officer	Closed Churchyards	(13,000)	0	306	0	306	13,306	102.4	Income from this initiative is not achievable; and was withdraw in the MTFs submission.
Chief Operating Officer	Community Team	549,538	516,612	597,996	(80,897)	517,099	(32,439)	-5.9	Staffing issues (long term sick) within the team have impacted on staff costs. This has been resolved by internal appointments. Grant funding has also been received for Homes for Ukraine to support over 370 guests (net nil spend as we use this funding) and Domestic Abuse and Asylum Seekers, supporting circa 100 people within the District.
Rca Chief Operating Officer	Council Tax Support	(115,000)	(129,089)	(124,087)	0	(124,087)	(9,087)	-7.9	
Chief Operating Officer	Customer Services	979,276	889,164	850,059	0	850,059	(129,217)	-13.2	Vacancies have been held open following the introduction of the portal and new telephony system and Officers have been reviewing the job descriptions of the technical roles within the service to ensure we are recruiting for the correct skills to support the service. This has

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# Service Grouping Summary

Head of Service	Service Grouping	Budget	Q3 Forecast	Provisional Outturn	Contribution to/(from) reserves	Revised Provisional Outturn	Over/Under) Spend Against Budget		Comment on Variance to Budget
		£	£	£	£	£	£	%	
									taken time and delayed recruitment to a technical vacancy, which has impacted the service but was the right thing to do.
Chief Operating Officer	Document Centre	250,993	183,865	185,473	0	185,473	(65,520)	-26.1	Printing section has been closed and hybrid mail outsourced. This created a saving and 3 posts had been budgeted for in 22/23 in error. These have now been removed in the 23/24 MTFS approved by Council.
Chief Operating Officer	Emergency Planning	30,692	27,704	28,054	0	28,054	(2,638)	-8.6	
Chief Operating Officer	Environmental Health Admin	120,139	126,430	124,754	6,612	131,366	11,227	9.3	Long term sick increased urgency of recruiting to post earlier than budgeted to ensure service provision was maintained.
Chief Operating Officer	Environmental Protection Team	364,224	331,974	347,943	0	347,943	(16,281)	-4.5	Income from the Government's COVID fund is allocated here, hence current underspend. Under active monitoring by Officers. Vacant EH Officer post following internal promotion and difficulty in recruiting meaning alternative arrangements are being made to address resource gap.
Chief Operating Officer	Housing Benefits	1,554,017	1,802,995	2,106,818	0	2,106,818	552,801	35.6	Employees: temporary vacancies in establishment are being covered by a small number of contractors due to high on-going levels of work. Benefit & Transfer Payments: expenditure is offset by subsidy from DWP, although there is an impact from increased temporary accommodation costs that are not met by the funding given by the DWP. Supplies and services: Issues with costings for hybrid mail plus one-off set up costs with new supplier.

# Service Grouping Summary

Head of Service	Service Grouping	Budget	Q3 Forecast	Provisional Outturn	Contribution to/(from) reserves	Revised Provisional Outturn	Over/Under) Spend Against Budget		Comment on Variance to Budget
		£	£	£	£	£	£	%	
Chief Operating Officer	Housing Miscellaneous	28,712	9,078	(2,337)	0	(2,337)	(31,049)	-108.1	Increased ground rents (£10k) and management fee (£5k) to cover increased costs, neither of which were budgeted for, plus salary savings (£5k). Water charge £13k less than budgeted due to revised estimate received in March.
Chief Operating Officer	Housing Needs	1,141,989	1,106,038	1,051,121	118,899	1,170,020	28,031	2.5	DLUHC made a further allocation of Homelessness Prevention Grant to councils in December. We received £106k which is in addition to the £227k received earlier in the year. As a ringfenced grant the underspend has been transferred to a reserve, this is £119k. £50k difference on B&B Costs & Recovery, main factor is block bookings for TA units necessary to ensure we do not lose units to other LA's, if vacant no recovery of costs increasing the gap. Rental Deposit Scheme (RDS) payments reduced by £25k, but recovery was similar to spend, whereas there is an excess budget for spend on RDS payments.
Chief Operating Officer	Licencing	(60,818)	(146,929)	(175,135)	0	(175,135)	(114,317)	-188.0	There is a reduction in taxi licencing income. the majority of this is due to a reduction of income as a result of the covid recovery. Staffing underspend, with amendments made to the structure to provide an ongoing saving to the Service in the MTFs.
Chief Operating Officer	Local Tax Collection	(230,770)	(236,154)	(226,587)	0	(226,587)	4,183	1.8	
Chief Planning Officer	Development Management	(296,243)	46,514	(282,599)	20,000	(262,599)	33,644	11.4	Changes in accrual estimates resulting from large Strategic planning applications submitted in Q4. Cost of agency staff for vacant posts and

# Service Grouping Summary

Head of Service	Service Grouping	Budget	Q3 Forecast	Provisional Outturn	Contribution to/(from) reserves	Revised Provisional Outturn	Over/Under) Spend Against Budget		Comment on Variance to Budget
		£	£	£	£	£	£	%	
									backlog. Pre-application Service re-commenced Oct 22. Programme of Service Improvement Plan underway.
Chief Planning Officer	Planning Policy	674,211	608,217	406,084	185,495	591,579	(82,632)	-12.3	Additional priority income x 2 - £24k, CIL £43.9K better than budget, 17k saving on staff costs; £6k PPA not budgeted for; £4k saving on biodiversity action plan; A428 DCO costs (£20K) not budgeted for .
Chief Planning Officer	Public Transport	24,000	18,012	18,010	0	18,010	(5,990)	-25.0	
Corporate Leadership	Directors	1,035,191	1,029,766	696,549	500,000	1,196,549	161,358	15.6	Place Strategy costs £131k, plus Director recruitment costs £20k and MailChimp bulk email services £7k
Corporate Leadership	Executive Support & Business Planning	165,403	166,487	172,114	(12,993)	159,121	(6,282)	-3.8	
Director of Finance & Resources	Commercial Estates	(2,959,599)	(3,155,088)	(4,009,952)	990,194	(3,019,758)	(60,159)	-2.0	Salary saving on vacant posts during the year as well as recently vacant strategic manager role and savings from maintenance budgets
Director of Finance & Resources	Corporate Finance	5,355,530	4,935,570	3,984,189	779,658	4,763,847	(591,683)	-11.0	Higher interest rates from increase in Bank of England base rate meant increased income from short term investments plus lower interest on PWLB loan due to early repayment
Director of Finance & Resources	Democratic & Elections	928,428	823,879	983,716	(170,541)	813,175	(115,253)	-12.4	More income generated than budgeted for land charges. Underspend on Members' Special Duty Allowances. Income from parish council recharges for elections in May 2022.
Director of Finance & Resources	Energy & Sustainability Management	54,992	10,987	42,309	0	42,309	(12,683)	-23.1	Savings from the Energy and Sustainability Manager role being vacant for part of the year

# Service Grouping Summary

Head of Service	Service Grouping	Budget	Q3 Forecast	Provisional Outturn	Contribution to/(from) reserves	Revised Provisional Outturn	Over/Under) Spend Against Budget		Comment on Variance to Budget
		£	£	£	£	£	£	%	
Director of Finance & Resources	Facilities Management	854,764	827,297	706,703	0	706,703	(148,061)	-17.3	Additional income generated letting out part of 2nd floor Pathfinder House to CPCA from rental and service charge income. Business rates payable for various HDC sites happened to lower than was budgeted for in 22/23. Savings were also made as the facilities manager role became vacant part way through the year and wasn't filled
Director of Finance & Resources	Finance	720,585	689,002	688,830	0	688,830	(31,755)	-4.4	Salary savings from a vacant post
Director of Finance & Resources	Head of Resources	104,518	88,903	92,221	0	92,221	(12,297)	-11.8	Savings due to the vacant director post being filled part way through the year
Director of Finance & Resources	Human Resources	599,408	631,462	601,299	0	601,299	1,891	0.3	
Director of Finance & Resources	Legal	223,940	188,043	185,802	0	185,802	(38,138)	-17.0	Savings from a reduction in HDC usage in the legal shared service
Director of Finance & Resources	Public Conveniences	0	976	1,195	0	1,195	1,195	0.0	
Director of Finance & Resources	Risk Management	131,206	148,067	117,406	0	117,406	(13,800)	-10.5	Underspend is due to audit fees not being spent as contract was delayed (£22k). Part of underspend was offset due maternity leave cover +£9k
Director of Finance & Resources	Risk & Control	846,705	851,372	697,091	0	697,091	(149,614)	-17.7	Underspend due to renewal rates being better than what was anticipated

# Service Grouping Summary

Head of Service	Service Grouping	Budget	Q3 Forecast	Provisional Outturn	Contribution to/(from) reserves	Revised Provisional Outturn	Over/Under) Spend Against Budget		Comment on Variance to Budget
		£	£	£	£	£	£	%	
Director of Finance & Resources	Covid Recovery	0	158,502	192,584	0	192,584	192,584	0.0	Known overspend due to Covid activity
Economic Development	Economic Development	198,252	199,573	187,651	0	187,651	(10,601)	-5.3	There were staff savings owing to leavers and starters during the year. The service made cost savings on existing supplies and contracts. In addition, income was received in relation to market towns footfall cameras which had not been forecast. Furthermore, an unplanned cost of providing a BID ballot service for Huntingdon occurred in the year owing to the existing 5-year term concluding in 2022 and requiring a new ballot for a further 5 year term.
Housing Manager	Market Towns	0	0	85,738	(87,515)	(1,777)	(1,777)	2.1	
Housing Manager	Housing Strategy	186,980	198,507	190,893	0	190,893	3,913	0.0	
Head of ICT	ICT Shared Service	2,604,140	2,809,738	2,373,513	438,331	2,811,844	207,704	8.0	Following analysis carried out during the last quarter, the changes to the way in which the digital team funding is allocated is not yet reflected in the original budget figures.
Head of Leisure & Health	One Leisure Facilities	(176,863)	530,784	255,194	25,000	280,194	457,057	258.4	See separate sheets

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# Service Grouping Summary

Head of Service	Service Grouping	Budget	Q3 Forecast	Provisional Outturn	Contribution to/(from) reserves	Revised Provisional Outturn	Over/Under) Spend Against Budget		Comment on Variance to Budget
		£	£	£	£	£	£	%	
Head of Leisure & Health	One Leisure Active Lifestyles	151,457	171,741	198,823	(28,810)	170,013	18,556	12.3	Variance is due to the following key reasons: a. Predominantly due to sports development not meeting their revenue targets versus the budget which is mainly due to slower recovery for specific disability sessions post COVID-19 and this has duly affected revenue. b. The original sports development budgetary targets set were not consistent with actual usage and this has caused an issue between the correlation of actual activity and revenue generated for each session.
Head of Operations	CCTV	(114,393)	(115,437)	(110,057)	0	(110,057)	4,336	3.8	
Head of Operations	CCTV Shared Service	243,826	277,102	253,902	0	253,902	10,076	4.1	At the beginning of the year we were experiencing some long term sick issues which had an impact on staff salaries however income was expected to come via the incoming projects that were to be delivered and this would have counteract the overspend and break even or deliver an underspend but not as much income came through to due to project delays by 3rd parties.
Head of Operations	Fleet Management	317,275	312,089	260,596	0	260,596	(56,679)	-17.9	2 vacancies within the workshop, but one of the posts is being covered agency staff which is costing HDC than the permanent role. The role not being covered by agency has been removed from future budgets starting in 23/24.
Head of Operations	Green Spaces	641,178	639,570	729,026	(105,521)	623,505	(17,673)	-2.8	Extra income above budget and a saving on contactors has resulted in an underspend on Grounds maintenance and Aboricultural Services.

# Service Grouping Summary

Head of Service	Service Grouping	Budget	Q3 Forecast	Provisional Outturn	Contribution to/(from) reserves	Revised Provisional Outturn	Over/Under) Spend Against Budget		Comment on Variance to Budget
		£	£	£	£	£	£	%	
Head of Operations	Head of Operations	90,257	165,713	170,078	0	170,078	79,821	88.4	Too much was accrued in relation to the high street fund, so when we received reimbursement from central government it didn't cover those costs. These are one off exceptional costs so will not impact future years
Head of Operations	Street Cleansing	867,885	830,101	816,707	0	816,707	(51,178)	-5.9	Street Cleansing were tasked with making a 10% budget saving, this has been achieved by Deletion of 3 posts along with removal of stand pipe licences have led to an underspend of £51k.
Head of Operations	Waste Management	2,871,194	2,407,913	2,159,339	199,317	2,358,656	(512,538)	-17.9	Additional income generated through bulky waste collections, house clearance etc, Reduced recycling re processing cost through our MRF contract due to a buoyant market, gate fees movement from negative to positive position meaning we were paid to have our material reprocessed at the start of the financial year, though part way through the year this flipped. In addition, increased income from recycling credit income due to increased recycling material tonnages.
Programme Delivery Manager	Programme Delivery	72,937	63,124	41,291	0	41,291	(31,646)	-43.4	Saving from vacant programme delivery manager post
Strategic Insight & Delivery	Car Park - On Street	(131,724)	29	175	0	175	131,899	100.1	Lower income due to CCC changes to on-street parking. This income is not HDC as is paid back to CCC. Historic issue with budget, financial correction to recognise repayment to CCC in place.

# Service Grouping Summary

Head of Service	Service Grouping	Budget	Q3 Forecast	Provisional Outturn	Contribution to/(from) reserves	Revised Provisional Outturn	Over/Under) Spend Against Budget		Comment on Variance to Budget
		£	£	£	£	£	£	%	
Strategic Insight & Delivery	Car Parks - Off Street	(1,070,361)	(1,157,503)	(1,137,453)	37,967	(1,099,486)	(29,125)	-2.7	Income recovery slightly ahead of budgeted position. Some required remedial works unable to be completed (£20k), carried forward into 23/24 budget.
Strategic Insight & Delivery	Countryside	248,166	281,619	239,829	44,741	284,570	36,404	14.7	In 2019 a bid was approved which included the capital investment in Paxton Pits to add growth to the parks. There was an assumption that with this capital investment there would be a increase in income. The investment (and cost) is reliant on a third party development which is not expected in the near future.
Strategic Insight & Delivery	Markets	(38,346)	40,108	33,124	0	33,124	71,470	186.4	Post Covid market recovery to 70% capacity. Huntingdon Wednesday Market was not viable but reintroduced 29 March 2023 and work to expand trading offer across markets underway.
Strategic Insight & Delivery	Parks and Open Spaces	541,810	490,522	433,476	23,611	457,087	(84,723)	-15.6	Savings in salary are due to a Climate Support Officer Role being recruited to support creation of Climate Strategy- Part time and at a lower grade than the Climate co-ordinator role established in budget to ensure Climate Action plan progressed. The Co-ordinator role will be recruited in Q1 23/24.
Strategic Insight & Delivery	Strategic Insight & Delivery	99,360	136,552	144,953	0	144,953	45,593	45.9	Transition to establish new service grouping - this overspend is offset by savings in the Head of Operations post, and Waste Strategy cost centre.
Strategic Insight & Delivery	Transformation	198,256	198,255	246,208	(47,942)	198,266	10	0.0	



## **One Leisure Facilities Comments**

### **St Ives Outdoor Centre**

1. The original budget for St Ives Outdoor was £121k and the actual year end position was £224k a negative variance of £102k
2. Over £130k of this variance was attributed to sales performance at the Training Shed directly related to memberships. The Training Shed has now been taken back in house w.e.f 1.4.23 under One Leisure management.
3. There was £25k expenditure saving which was related to the capital expenditure sinking fund for the 3g pitch. We were able to remove £25k from the end of year forecast as we already had sufficient funds (£250k) in the sinking fund for pitch replacement

### **Leisure Centres Corporate**

1. Overall the leisure centre corporate support team saw an overall underspend of £34k. This underspend in costs has been used to support new costs across the set-up and implementation of the new membership and sales process and system.
2. In addition to this there was a direct overspend of £4k on payroll costs through the cover for maternity leave in One Leisure Direct that had not been originally budgeted.

### **One Leisure Corporate Management**

1. As stated above the leisure centre corporate saving of £34k offsets the overspend seen in leisure corporate management of £73k
2. The overall position therefore is £39k and this is broken down through an unbudgeted salary cost for the Training & Compliance Officer (£30k) + other on-costs related to this contracted position.

### **St Neots Leisure Centre**

1. St Neots shows a £28k positive end of year variance versus a budget of £347k
2. Therefore, the true P&L position is +£6k for 2022-2023 and this can be explained as follows:
  - a. Improvements in income of £15k related to casual swimming and dry side activities
  - b. Employees overspend of £50k of which £40k is attributed to mis-coding of General Management salary
  - c. There was an overspend of £23k on operating costs within site and centre for replacement equipment costs
  - d. Buildings & premises shows an overall saving of £60k which is made up of utility savings (£50k) and business rates (£10k)

### **Huntingdon Leisure Centre**

1. Overall Huntingdon Leisure Centre was budgeted to make a surplus of £128k and delivered £54k therefore had a negative P&L of £74k
2. This can be summarised as follows:
  - a. Overall income was worse by £90k versus budget and the main issue for income performance was memberships which was off budget by £120k. This is through very challenging budgets but mainly attributed to higher levels of competition seen in Anytime Fitness and Gym Group
  - b. Within expenditure there was a saving of £14k in buildings overall in the year but this was offset by an overspend in staffing of £14k.

### **St Ives Leisure Centre**

St Ives Leisure Centre had a budgeted surplus position of £375k but their actual out turn was £231k with a movement of £143k

- a. Overall the income for the year is £100k worse than budget and the reasons for this are around fitness activities (£210k) and £60k on indoor sports and hospitality
- b. These have been balanced off through improvements in swimming £120k and ten pin bowling £50k
- c. In terms of expenditure there was an overspend on employees of £62k and £47k of this is around the mis-coding of the general management salary. In addition there was a further overspend in building of £6k which was a mitigated position between an overspend on utilities and underspend on business rates.

### **Ramsey Leisure Centre**

Overall Ramsey Leisure Centre were planned to make a small deficit of £3k but their end of year actual performance was £134k meaning a deficit position of £131k. This was due to the following reasons:

- a. Overall income was worse by £37k and this was attributed to fitness activities (£73k) which was offset by casual swimming of £46k
- b. The expenditure was £94k worse than budget and this is related to the following:
- c. electricity overspend of £50k due to the decarbonisation and increase in electricity wholesale prices
- d. The business rates were £50k worse than budget as the centre was re-rated following the completion and opening of the new 3g Football pitch at the centre

## **CAPITAL PROGRAMME**

The approved gross Capital Programme for 2022/23 is £12,776k. Schemes totalling £26,898k from 2021/22 have been rephased to 2022/23, plus external funding of £2,225k gives the total gross capital programme for 2022/23 of £41,899k.

The Capital Programme is forecast to have an underspend of £31,704k; £18,342k will be re-phased to future years.

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

The legacy of the Covid-19 pandemic may continue to affect delivery of some projects in terms of capacity of resources and the uncertainty within the economic landscape for investments into property.

# Capital Project Expenditure Summary

Department	Description	Lead Officer	Original Budget £000	Latest Budget* £000	Actual Spend £000	Over/(Under) Spend £000	Budget C/Fwd £000	Comment on Variance
Corporate Resources	Oak Tree Remedial	Ian Lademan		35,000	28,517	(6,483)		
Corporate Resources	Health and Safety Measures	Ian Lademan		50,500	0	(50,500)	50,500	To be rephased the underspend has resulted from the Strategic Property Manager vacancy.
Corporate Resources	Energy Efficiency Measures	Ian Lademan	10,000	84,480	3,125	(81,355)	81,355	To be rephased the underspend has resulted from the Strategic Property Manager vacancy.
Corporate Resources	Estates Roof Replacements	Ian Lademan		130,000	0	(130,000)	130,000	To be rephased the underspend has resulted from the Strategic Property Manager vacancy.
Corporate Resources	Reletting Enhancements	Ian Lademan	250,000	500,000	0	(500,000)	500,000	To be rephased the underspend has resulted from the Strategic Property Manager vacancy.
Corporate Resources	Reletting Incentives	Ian Lademan		150,000	0	(150,000)	150,000	To be rephased the underspend has resulted from the Strategic Property Manager vacancy.
Corporate Resources	Sites for SMEs	Ian Lademan		32,760	26,359	(6,402)	6,402	
Corporate Resources	Bridge Place	Karen Sutton		301,470	23,489	(277,981)		Project cancelled
Corporate Resources	Company Shares	Karen Sutton		100,000	0	(100,000)	100,000	Subsidiary dormant in 2022/23
Corporate Resources	Huntingdon Redevelopment	Karen Sutton	7,595,000	16,095,000	0	(16,095,000)		Project cancelled
Corporate Resources	Building Efficiency	Julian Leeming			16,638	16,638		
Corporate Resources	Retrofit Buildings	Julian Leeming		226,220	0	(226,220)		
Corporate Resources	Lighting Loves Farm	Karen Sutton		200	358	158		

# Capital Project Expenditure Summary

Department	Description	Lead Officer	Original Budget £000	Latest Budget* £000	Actual Spend £000	Over/(Under) Spend £000	Budget C/Fwd £000	Comment on Variance
Corporate Resources	Upgrade/Replace Public Toilets	Matt Raby		88,980	78,632	(10,348)	10,348	Works not yet full complete
Corporate Resources	VAT Partial Exemption Costs	Sharon Russell-Surtees	21,000	21,000	0	(21,000)		Not required due to change in VAT rules relating to exempt income and expenditure
Corporate Resources	Payments Software PFH - BMS	Sharon Russell-Surtees		10,500	0	(10,500)	10,500	A review of website software that will make the payment website more flexible including making it easier to add miscellaneous charges. The review has been delayed by the decision on whether to extend the contract of the current supplier.
Chief Operating Officer	Printing Equipment	Andy Lusha		16,000		(16,000)		No longer needed as printing now provided by external supplier.
Chief Operating Officer	Replacement Scanners	Andy Lusha		25,000	16,837	(8,163)		Project complete.
Chief Operating Officer	Environmental Health Software	Claudia Deeth		20,000	15,100	(4,900)		Project complete
Chief Operating Officer	MHP Electrical Works	Claudia Deeth		0	285	285		
Chief Planning Officer	Community Infrastructure Levy	Claire Burton		0	921,937	921,937		Funded from CIL reserve
Chief Planning Officer	Conservation Projects	Julie Ayre	47,000	94,000		(94,000)		This project is revenue expenditure so a new bid for a revenue budget will made for 2023/24.
Chief Planning Officer	A14 Upgrade	Clara Kerr	200,000	800,000	3,688,400	2,888,400		Budget was for contributions to be made over 25 years, agreement was reached to make payment as a discounted, single lump.
Chief Planning Officer	Housing Company	Clara Kerr	0	206,000		(206,000)	206,000	Delayed spend and may be that project will not go ahead at all.
Leisure & Health	OL Condition Survey	Paul France	285,000	551,290	488,732	(62,559)	62,559	The carry over for the condition survey relates to the late procurement of mechanical machinery at St Ives Outdoor

# Capital Project Expenditure Summary

Department	Description	Lead Officer	Original Budget £000	Latest Budget* £000	Actual Spend £000	Over/(Under) Spend £000	Budget C/Fwd £000	Comment on Variance
								Centre and the redecoration of the fitness rooms of the same facility based upon the transfer from a different contractor. (Training Shed)
Leisure & Health	One Leisure Ramsey 3G	Paul France		96,040	25,816	(70,224)	70,224	The car park element of the project wasn't completed in 22/23 and therefore budget is required in 23/24
Leisure & Health	OL St Ives Changing Rooms	Paul France		12,680		(12,680)		Not rephased. This is retention which has been accrued.
Leisure & Health	OL CCTV Upgrade	Paul France		110,200	114,899	4,699		
Corporate Director Place	St Neots Bridge	Pamela Scott				0		Market Town Programme ongoing remaining budget to be rephased
Corporate Director Place	High Street Improvements	Pamela Scott			722,512	722,512	(722,512)	Market Town Programme ongoing remaining budget to be rephased
Corporate Director Place	Market Square	Pamela Scott				0		Market Town Programme ongoing remaining budget to be rephased
Corporate Director Place	Priory Quarter	Pamela Scott				0		Market Town Programme ongoing remaining budget to be rephased
Corporate Director Place	Priory Centre	Pamela Scott			29,181	29,181	(29,181)	Market Town Programme ongoing remaining budget to be rephased
Corporate Director Place	Market Town Programme	Pamela Scott	675,000	675,000		(675,000)	675,000	Market Town Programme ongoing remaining budget to be rephased
Corporate Director Place	Market Town Ramsey	Pamela Scott			20,000	20,000	(20,000)	Market Town Programme ongoing remaining budget to be rephased
Corporate Director Place	Market Town St Ives	Pamela Scott			20,000	20,000	(20,000)	Market Town Programme ongoing remaining budget to be rephased
Corporate Director Place	Market Town Huntingdon	Pamela Scott			20,000	20,000	(20,000)	Market Town Programme ongoing remaining budget to be rephased
Corporate Director Place	Old Falcon	Pamela Scott			50,020	50,020	(50,020)	Market Town Programme ongoing remaining budget to be rephased
Corporate Director Place	Market Towns	Pamela Scott				0		Market Town Programme ongoing remaining budget to be rephased

# Capital Project Expenditure Summary

Department	Description	Lead Officer	Original Budget £000	Latest Budget* £000	Actual Spend £000	Over/(Under) Spend £000	Budget C/Fwd £000	Comment on Variance
Corporate Director Place	Future High Streets	Pamela Scott		12,172,000		(12,172,000)	12,172,000	Market Town Programme ongoing remaining budget to be rephased
Corporate Director Place	Wayfinding and Information	Pamela Scott		200,000		(200,000)	200,000	Market Town Programme ongoing remaining budget to be rephased
Corporate Director Place	Smarter Towns	Jasellia Williams		91,000	19,650	(71,350)	71,350	Market Town Programme ongoing remaining budget to be rephased
Corporate Director Place	UKSPF				11,556	11,556		Funded by UKSPF
Corporate Director Place	Footfall Cameras - St lves				40,035	40,035		Funded by CPCA
Corporate Director Place	Footfall Cameras - St Neots				17,550	17,550		Funded by CPCA
Corporate Director Place	Footfall Cameras - Ramsey				3,699	3,699		Funded by CPCA
Operations	Wheeled Bins	Andrew Rogan	254,000	254,000	163,031	(90,969)		
Operations	Vehicle and Plant	Andrew Rogan	1,139,000	1,477,700	914,149	(563,551)	563,551	Extending the life of the assets and pushing them out as long as possible to maximise value for money
Operations	Godmanchester Mill Weir	Andrew Rogan		248,000	138,960	(109,040)		This project is now complete.
Operations	Lone Worker Software	Eddy Gardner		20,000		(20,000)	20,000	The project plan is still being finalised
Operations	District Signs	Matthew Chudley		70,000		(70,000)	70,000	This project is under review.
Operations	St Neots Riverside	Matthew Chudley		445,000	24,187	(420,813)	420,813	This project is underway and is to be rephased
Strategic Insight & Delivery	Parking Strategy	George McDowell		147,630		(147,630)	147,630	Subject to change control submission to Treasury and Capital committee
Strategic Insight & Delivery	Civil Parking Enforcement	George McDowell		217,000		(217,000)	217,000	There are plans to spend the budget but the project is not at that stage due to approved 12 month delay in delivery (CPE commencement October 2024)

# Capital Project Expenditure Summary

Department	Description	Lead Officer	Original Budget £000	Latest Budget* £000	Actual Spend £000	Over/(Under) Spend £000	Budget C/Fwd £000	Comment on Variance
Strategic Insight & Delivery	Bicycle Kitchen	George McDowell		15,000		(15,000)		Project complete
Strategic Insight & Delivery	Market Trader Pop-Ups	George McDowell		17,120		(17,120)		Project complete
Strategic Insight & Delivery	Play Equipment	Helen Lack	30,000	30,000	25,998	(4,002)	4,002	Equipment manufacture delay
Strategic Insight & Delivery	Secure Cycle Storage	George McDowell		148,070		(148,070)	148,070	This project is completed, the underspend as reported to Market Towns Program due to changes in specification as CCTV option no longer needed as it would not be supported within the revenue.
Strategic Insight & Delivery	Priory Park Mains Power	Helen Lack		15,000		(15,000)	15,000	Site investigations mean that a change request had to be submitted so project will fall into next year
Strategic Insight & Delivery	Operations Back Office	Helen Lack		0	13,309	13,309		Old invoice payment delayed.
Strategic Insight & Delivery	Park Fencing	Helen Lack	13,000	13,000	12,884	(116)		
Strategic Insight & Delivery	St Ives Park	Helen Lack		80,000		(80,000)	80,000	Pending signing off lease before works can be started
Strategic Insight & Delivery	Parklets	Helen Lack		159,570	25,468	(134,102)		Project complete
Strategic Insight & Delivery	Solar Benches	Helen Lack		45,510		(45,510)	1,192	Project nearly completed, outstanding invoice.
Strategic Insight & Delivery	Covered Benches	Helen Lack		0	9,119	9,119	5,125	Project nearly completed, outstanding invoice.
Strategic Insight & Delivery	Town Walks	Helen Lack		15,470		(15,470)		Project complete
Strategic Insight & Delivery	Places to Dwell	Helen Lack		0		0		
Strategic Insight & Delivery	Moore's Walk Improvements	Helen Lack	20,000	20,000		(20,000)	20,000	To be linked with the future high street project
Strategic Insight & Delivery	Hinchingbrooke Country Park	Judith Arnold		2,983,624	277,509	(2,706,115)	2,706,115	Delays with external surveys and the submission of the planning application,



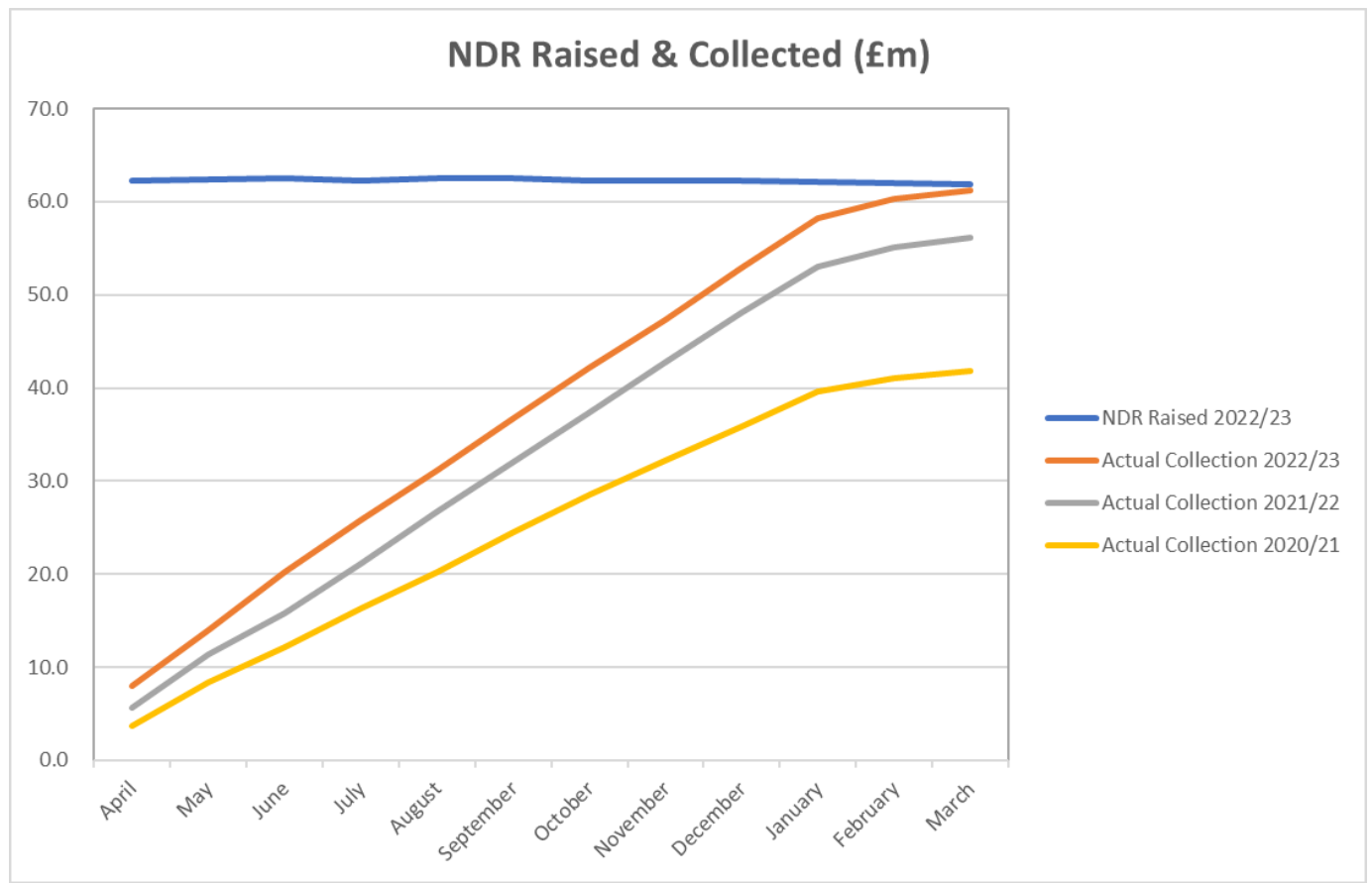
# Capital Project Expenditure Summary

Department	Description	Lead Officer	Original Budget £000	Latest Budget* £000	Actual Spend £000	Over/(Under) Spend £000	Budget C/Fwd £000	Comment on Variance
								the application is now expected to be submitted in June 2024
Strategic Insight & Delivery	Voice Bots	Dan Buckridge		34,000		(34,000)	34,000	Rephase to 2023/24, to fund a project to provide the ability to answer customer queries without human intervention, to be in place by the end of the year if research shows this is viable.
Strategic Insight & Delivery	Data Warehouse	Dan Buckridge		16,000		(16,000)	16,000	To be rephased for further development of the data warehouse and integration of more e-forms to enable collation and analysis of information from the customer portal.
ICT	Hardware Replacement	Paul Ashbridge	130,000	130,000	32,541	(97,459)		Budget bid added to 23/24 already, so rephase is not needed. Underspend is due to only purchasing proportion of devices for testing and initial rollout.
ICT	Mobile Phone Hardware Replacement	Paul Ashbridge		65,000	31,049	(33,951)		Project now complete. Saving made on project due to shared resource being utilised for all 3 partners.
ICT	Telephony Replacements	Paul Ashbridge	8,000	154,010	86,129	(67,881)	67,881	Rephase into 23/24 - budget will likely fund HDCs proportion of the Telephony Reporting Solution that is currently under requirement gathering.
ICT	Shared Data Centre - Data Centre Expansion	Paul Ashbridge		39,000	33,044	(5,956)	5,956	Rephase into 23/24
ICT	Information @ Work	Paul Ashbridge	20,000	20,000		(20,000)		Project cancelled
ICT	Datacentre Racks	Paul Ashbridge	244,000	244,000		(244,000)	244,000	Rephase into 23/24 – This was not spent due to not all partners providing for funds FY22/23. All funding now in place.
ICT	SQL Server 2012	Paul Ashbridge	20,000	20,000	10,360	(9,640)	9,640	Rephase into 23/24 - Work ongoing, deadline for completion October 2023

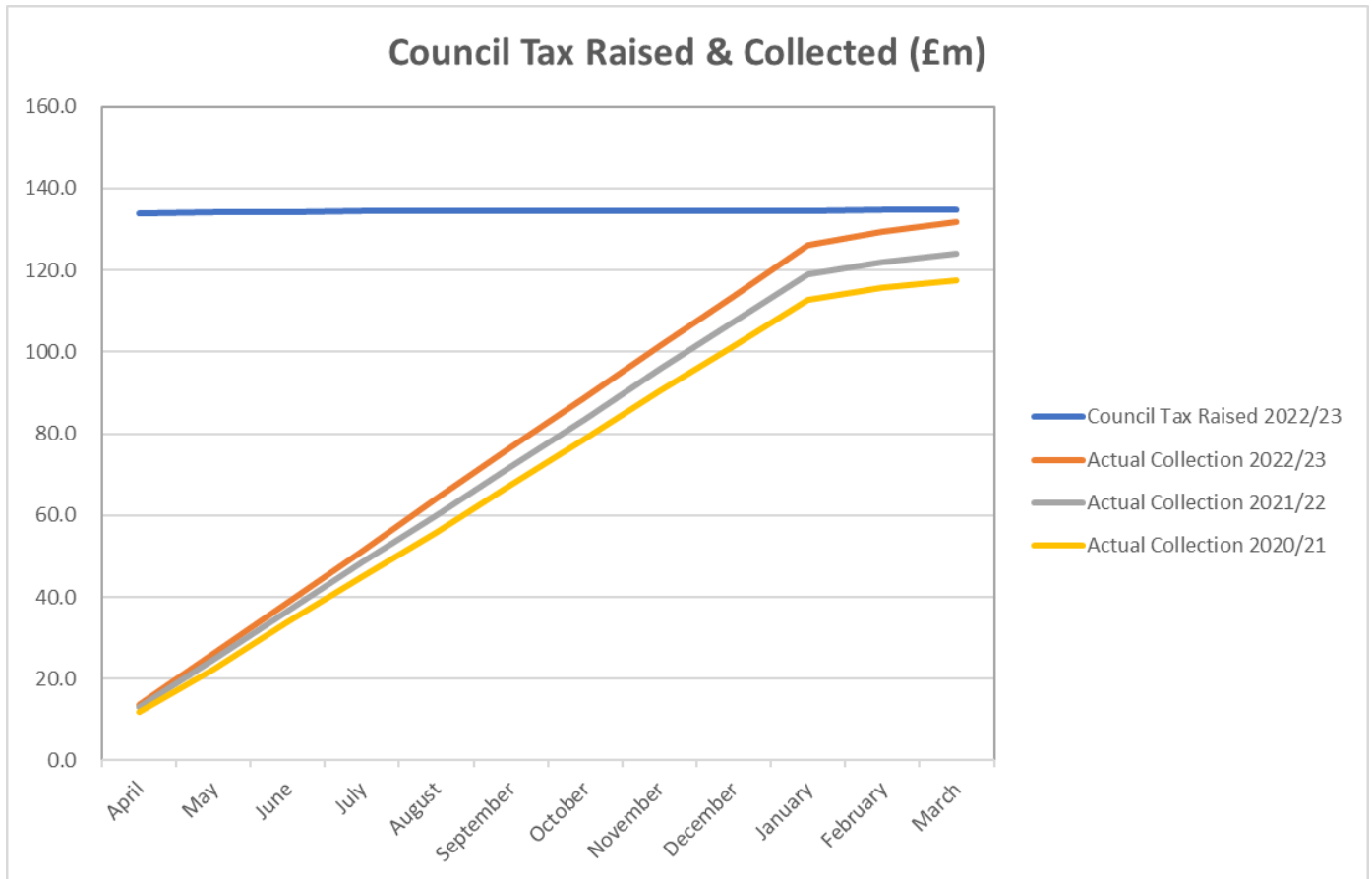
# Capital Project Expenditure Summary

Department	Description	Lead Officer	Original Budget £000	Latest Budget* £000	Actual Spend £000	Over/(Under) Spend £000	Budget C/Fwd £000	Comment on Variance
ICT	AV Equipment	Paul Ashbridge	15,000	60,000	146	(59,854)	59,854	Rephase into 23/24 – The suppliers have undertaken site visits and are drawing up remediation solutions.
Housing	Disabled Facilities Grants	Claudia Deeth	1,800,000	1,800,000	2,017,662	217,662		Works catch-up after Covid delayed works in 2020/21 and 2021/22.
	Adjustment for accrual credits				(23,936)	23,936		
			<b>12,776,000</b>	<b>41,899,024</b>	<b>10,194,966</b>	<b>(31,704,088)</b>	<b>18,342,284</b>	

## Financial Dashboard



The NDR graph above shows the total amount of NDR bills raised in 2022/23 and the actual receipts received up to the end of March. The Council tax graph below provides the same analysis.



### Outstanding Miscellaneous Debt Overdue for Payment

The level of miscellaneous debt outstanding at 31 March 2023 remains high at £7.163m (31 March 2022, £3.906m). Of this, £6.172m relates to invoices less than 30 days old.

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

Department	Amount Owed £m
3C Share Services	5.226
Operations	0.569
Commercial Estates	0.417
Housing	0.471

Bad debt provision of £611k has been provided to reflect what is at risk of non-payment in 2023/24.

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

## **HUNTINGDONSHIRE DISTRICT COUNCIL**

**Title/Subject Matter:** Treasury Management Outturn Report 2022/23

**Meeting/Date:** Overview & Scrutiny Panel (Performance and Growth) – 7<sup>th</sup> June 2023

**Executive Portfolio:** Executive Councillor for Finance & Resources

**Report by:** Director of Finance and Resources

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

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### **RECOMMENDATION**

The Overview and Scrutiny Panel is invited to comment on;

- The Treasury Management Outturn Report 2022/23 attached. This report sets out treasury management activity from 1st April 2022 to 31<sup>st</sup> March 2023, and the prudential indicators and treasury indicators as at 31<sup>st</sup> March 2023.



**Public  
Key Decision - No**

## **HUNTINGDONSHIRE DISTRICT COUNCIL**

**Title:** Treasury Management Outturn Report 2022/23

**Meeting/Date:** Cabinet – 20<sup>th</sup> June 2023

**Executive Portfolio:** Strategic Resources: Councillor B A Mickelburgh  
(Executive Councillor for Finance & Resources)

**Report by:** Chief Finance Officer

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

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### **Executive Summary:**

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

The Council's 2022/23 Treasury Management Strategy was approved by the Council on the 23<sup>rd</sup> February 2022 and this report sets out the treasury performance for period between 1<sup>st</sup> April 2022 and 31<sup>st</sup> March 2023.

### **The main purpose of Treasury Management is to.**

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

### **The key market Treasury Management issues during 2022/23 influencing the Council's decision-making were.**

- During the second half of the year investment interest rates have increased substantially and were nearly 4% by the year end. Whilst good for investing some signs of stress were showing, including as a result of the increased interest rates and inflation, the failure of several regional banks in the US. As a result the council increased use of the Debt Management Office for deposits in preference to single counterparties and Money Market Funds, the DMO being less risky and more recently

increasingly competitive on rates.

- The Bank of England Bank Rate was at 0.75% at the start of the financial year and had increased to 4.25% by March 2023.
- Market rates increased substantially during the year, with the council's weighted average interest rate increasing from 0.82% as at 31<sup>st</sup> March 2022 to 3.85% as at 31<sup>st</sup> March 2023.

**The Council's responses to the key issues were.**

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

**The Council's Commercial Investment Strategy (CIS)**

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

These investments generated £1.3m of investment income for the Council in 2022/23 after taking account of direct costs. The breakdown of the property's portfolio is shown in **Table 8** and the proportion of the investment income in relation to gross service expenditure, in **Table 9 of Appendix A**.

**Recommendation(s):**

The Cabinet is recommended to

- Comment on the treasury management performance for 2022/23 and to recommend the report to Council for consideration.



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

- 1.1 The purpose of this report is to update councillors on the Council's treasury management activity during 2022/23, including investment and borrowing activity and treasury performance.

## **2. BACKGROUND**

- 2.1 It is regarded as best practice and prescribed treasury management practice, that Members are kept up to date with treasury management activity.
- 2.2 The Council approved the 2022/23 Treasury Management Strategy at its meeting on 23rd February 2022.
- 2.3 All treasury management activity undertaken during 2022/23 complied with the CIPFA Code of Practice and relevant legislative provisions.
- 2.4 The investment strategy is to invest any surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest. The Council's borrowing strategy permits borrowing for cash flow purposes and funding current and future capital expenditure over whatever periods are in the Council's best interests.

## **3. ANALYSIS**

### **Economic Review**

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

### **Performance of Council Funds**

- 3.2 The treasury management transactions undertaken during 2022/23 and the details of the investments and loans held as at 31<sup>st</sup> March 2023 are shown in detail in **Appendix A section 3.0 to 3.2**.

### **Risk Management**

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

### **Non-Treasury Investments**

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

### **3.4 of Appendix A.**

## **4. COMPLIANCE**

- 4.1 Compliance with specific investment and debt limits are indicated in **table 10** and **11** of **Appendix A**.

## **5. TREASURY MANAGEMENT INDICATORS**

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

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

- 6.1 Comments to be added after Overview and Scrutiny (Performance and Growth) meeting on 7<sup>th</sup> June 2023.

### **List of Appendices;**

#### **Appendix A**

- Economic review (source: Link Group)
- Borrowing and Investment as at 31<sup>st</sup> March 2023
- Risk Management
- Non-treasury Investments
- Treasury Management Indicators

#### **Appendix B**

- Capital Prudential Indicators

#### **Appendix C**

- Glossary

### **CONTACT OFFICERS**

Oliver Colbert, Financial and Treasury Accountant

☎ 01480 388067

Sharon Russell-Surtees, Chief Finance Officer

☎ 01480 388524

## Treasury Management Outturn Performance Review

### 1.0 Introduction

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

The Council's treasury management strategy for 2022/23 was approved at a meeting on 23<sup>rd</sup> February 2022. The Council does borrow and invest substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remain central to the Council's treasury management strategy.

Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year and, as a minimum, a semi-annual and annual treasury outturn report.

The Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Authority's Capital Strategy, complying with CIPFA's requirement, was approved by full Council on 23<sup>rd</sup> February 2022.

### 2.0 External Context

#### 2.1 The UK Economy

*(This commentary has been provided by Link Group, the council's new treasury advisors from March 2023)*

Against a backdrop of stubborn inflationary pressures, the easing of Covid restrictions in most developed economies, the Russian invasion of Ukraine, and a range of different UK Government policies, it is no surprise that UK interest rates have been volatile right across the curve, from Bank Rate through to 50-year gilt yields, for all of 2022/23.

Market commentators' misplaced optimism around inflation has been the root cause of the rout in the bond markets with, for example, UK, EZ and US 10-year yields all rising by over 200bps in 2022. The table below provides a snapshot of the

conundrum facing central banks: inflation is elevated but labour markets are extraordinarily tight, making it an issue of fine judgment as to how far monetary policy needs to tighten.

Table 1: Economic Indicators

	<b>UK</b>	<b>Eurozone</b>	<b>US</b>
<b>Bank Rate</b>	4.25%	3%	4.75%-5%
<b>GDP</b>	+0.1%q/q Q4 (4.1%/y/y)	+0.1%q/q Q4 (1.9%/y/y)	2.6% Q4 Annualised
<b>Inflation</b>	10.4%/y/y (Feb)	6.9%/y/y (Mar)	6.0%/y/y (Feb)
<b>Unemployment Rate</b>	3.7% (Jan)	6.6% (Feb)	3.6% (Feb)

Quarter 2 of 2022 saw UK GDP deliver growth of +0.1% quarter/quarter, but this was quickly reversed in the third quarter, albeit some of the fall in GDP can be placed at the foot of the extra Bank Holiday in the wake of the Queen’s passing. Quarter 4 GDP was positive at 0.1% quarter/quarter. Most recently, January saw a 0.3% month/month increase in GDP as the number of strikes reduced compared to December. In addition, the resilience in activity at the end of 2022 was, in part, due to a 1.3% quarter/quarter rise in real household disposable incomes. A big part of that reflected the £5.7bn payments received by households from the government under the Energy Bills Support Scheme.

Nevertheless, CPI inflation picked up to what should be a peak reading of 11.1% in October, although hopes for significant falls from this level will very much rest on the movements in the gas and electricity markets, as well as the supply-side factors impacting food prices. On balance, most commentators expect the CPI measure of inflation to drop back towards 4% by the end of 2023. As of February 2023, CPI was 10.4%.

The UK unemployment rate fell through 2022 to a 48-year low of 3.6%, and this despite a net migration increase of around 500k. The fact remains, however, that with many economic participants registered as long-term sick, the UK labour force shrunk by around 500k in the year to June. Without an increase in the labour force participation rate, it is hard to see how the UK economy will be able to grow its way to prosperity, and with average wage increases running at over 6% the MPC will be concerned that wage inflation will prove just as sticky as major supply-side shocks to food (up 18.3% year/year in February 2023) and energy that have endured since Russia’s invasion of Ukraine on 22 February 2022.

Bank Rate increased steadily throughout 2022/23, starting at 0.75% and finishing at 4.25%.

In the interim, following a Conservative Party leadership contest, Liz Truss became Prime Minister for a tumultuous seven weeks that ran through September and October. Put simply, the markets did not like the unfunded tax-cutting and heavy spending policies put forward by her Chancellor, Kwasi Kwarteng, and their reign lasted barely seven weeks before being replaced by Prime Minister Rishi Sunak and Chancellor Jeremy Hunt. Their Autumn Statement of the 17th of November gave rise to a net £55bn fiscal tightening, although much of the “heavy lifting” has been

left for the next Parliament to deliver. However, the markets liked what they heard, and UK gilt yields have reversed the increases seen under the previous tenants of No10/11 Downing Street, although they remain elevated in line with developed economies generally.

As noted above, GDP has been tepid throughout 2022/23, although the most recent composite Purchasing Manager Indices for the UK, US, EZ and China have all surprised to the upside, registering survey scores just above 50 (below suggests economies are contracting, and above suggests expansion). Whether that means a shallow recession, or worse, will be avoided is still unclear. Ultimately, the MPC will want to see material evidence of a reduction in inflationary pressures and a loosening in labour markets. Realistically, that is an unlikely outcome without unemployment rising and wage settlements falling from their current levels. At present, the bigger rise in employment kept the ILO unemployment rate unchanged at 3.7% in January. Also, while the number of job vacancies fell for the ninth consecutive month in February, they remained around 40% above pre-pandemic levels.

Our economic analysts, Capital Economics, expect real GDP to contract by around 0.2% quarter/quarter in Quarter 1 and forecast a recession this year involving a 1.0% peak-to-trough fall in real GDP.

The £ has remained resilient of late, recovering from a record low of \$1.035, on the Monday following the Truss government's "fiscal event", to \$1.23. Notwithstanding the £'s better run of late, 2023 is likely to see a housing correction of some magnitude as fixed-rate mortgages have moved above 4.5% and affordability has been squeezed despite proposed Stamp Duty cuts remaining in place.

## 2.2 Equity Markets

As for equity markets, the FTSE 100 started 2023 strongly, rising to a record high of 8,014 on 20th February, as resilient data and falling inflation boosted earnings. But global equities fell sharply after concerns over the health of the global banking system emerged early in March.

The fall in the FTSE 100 was bigger than the drop in the US S&P 500. Indeed, at around 7,600 now, the FTSE is 5.2% below its record high on 20th February, while the S&P 500 is only 1.9% lower over the same period. That's despite UK banks having been less exposed and equity prices in the UK's financial sector not falling as far. It may be due to the smaller decline in UK interest rate expectations and bond yields, which raise the discounted value of future earnings, compared to the US.

## 2.3 Global

**USA.** The flurry of comments from Federal Reserve (Fed) officials over recent months suggest there is still an underlying hawkish theme to their outlook for interest rates. Markets are pricing in a further interest rate increases of 25-50bps, on top of the current interest rate range of 4.75% - 5%.

In addition, the Fed is expected to continue to run down its balance sheet once the on-going concerns about some elements of niche banking provision are in the rear-view mirror.

As for inflation, it is currently at c6% but with the economy expected to weaken during 2023, and wage data already falling back, there is the prospect that should the economy slide into a recession of any kind there will be scope for rates to be cut at the backend of 2023 or shortly after.

**EU.** Although the Euro-zone inflation rate has fallen below 7%, the ECB will still be mindful that it has further work to do to dampen inflation expectations and it seems destined to raise rates to 4% in order to do so. Like the UK, growth has remained more robust than anticipated but a recession in 2023 is still seen as likely by most commentators.

## 2.4 Regulatory changes

### IFRS 9 Fair Value of Assets

Following the consultation undertaken by the Department of Levelling Up, Housing and Communities (DLUHC) on IFRS 9, the Government has extended the mandatory statutory override for local authorities to reverse out all unrealised fair value movements resulting from pooled investment funds to 31st March 2025. Local authorities are required to disclose the net impact of the unrealised fair value movements in a separate unusable reserve throughout the duration of the override in order for the Government to keep the override under review and to maintain a form of transparency. This regulation applies to the CCLA Property Fund.

### IFRS 16 Leases

IFRS16 which will have the effect of bringing currently off-balance sheet leased assets onto the balance sheet, has been delayed until 2024/25.

## 3.0 Local Context

On 31<sup>st</sup> March 2023, the Council had net investing of £21.16m arising from its revenue income and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors are summarised in Table 2 below.

Table 2: Balance Sheet Summary

	<b>31.3.23 Actual £m</b>
General Fund CFR	72.3
Less: *Other debt liabilities	(0.5)
<b>Total CFR</b>	<b>71.8</b>
External borrowing	(34.4)

Internal borrowing	(17.8)
Balance Sheet Resources <sup>(1)(2)</sup>	(74.9)
<b>Investments</b>	<b>(55.3)</b>

<sup>(1)</sup>Includes debtors, stock, cash, reserves, less overdraft, creditors, provisions, long term liabilities, unusable reserves.

<sup>(2)</sup>This is an estimate as the actual figure is not yet available.

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

The treasury management position as at 31<sup>st</sup> March 2023 and the change during the year is shown in Table 3 below.

Table 3: Treasury Management Summary

	30.3.22 Balance £m	Movement £m	31.3.23 Balance £m	31.3.23 Rate % <sup>(1)</sup>
Long-term borrowing	38.92	(4.56) <sup>(2)</sup>	34.36	2.83
Short-term borrowing	0.00	0.00	0.00	
<b>Total borrowing</b>	<b>38.92</b>	<b>(4.56)</b>	<b>34.36</b>	<b>2.83</b>
Long-term investments	4.00	0.00	4.00	3.98
Short-term investments	21.00	19.00	40.00 <sup>(3)</sup>	3.96
Cash and cash equivalents	28.07	(16.55)	11.52	3.78
<b>Total investments</b>	<b>53.07</b>	<b>2.45<sup>(4)</sup></b>	<b>55.52</b>	<b>3.92</b>
<b>Net Investing</b>	<b>(14.15)</b>	<b>(7.01)</b>	<b>(21.16)</b>	

<sup>(1)</sup>Weighted average

<sup>(2)</sup>The borrowing from PWLB to fund loan to Places for People has been repaid, as Places for People repaid the loan to them.

<sup>(3)</sup>This does not include loans to local organisations, as these are not considered investments. This is DMO deposits.

<sup>(4)</sup>This is a net movement, investments made were £398.89m and investments returned £396.44m.

The movement in borrowing is as a result of Places for People repaying the loan from the council in full on 30<sup>th</sup> September 2022, the borrowing from PWLB used to finance the loan was repaid on 5<sup>th</sup> October 2022 (see table 4). In addition there has been a move away from use of MMFs and deposits (cash and cash equivalent) to DMO (Short-term investments), in anticipation of potential market stresses.

### 3.1 Borrowing Strategy during the period

At 31<sup>st</sup> March 2023, the Council held £34.36m of loans, a decrease of £4.56m from 31<sup>st</sup> March 2022. The main decrease resulted from the council repaying PWLB borrowing related to the People for Places loan. Outstanding loans on 31<sup>st</sup> March are summarised in Table 4 below.

Table 4: Borrowing Position

	30.3.22 Balance £m	Net Movement £m	31.3.23 Balance £m	31.3.23 Weighted Average Rate %	31.3.23 Weighted Average Maturity (years)
Public Works Loan Board	38.88	(4.54)	34.34	2.83%	21.4
Salix	0.04	(0.02)	0.02	0.00%	2.9
Short-term	0.00	0.00	0.00	0.00%	0.0
<b>Total borrowing</b>	<b>38.92</b>	<b>(4.56)</b>	<b>34.36</b>	<b>2.83%</b>	<b>21.4</b>

<sup>(1)</sup>There has been no short-term borrowing in 2022/23

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

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

Although it was anticipated that the Council's CFR would increase due to the capital programme. However some schemes have been delayed, and also schemes that have gone ahead have been funded by grants, with the result that no new loans have been taken out.



Table 5: Loan Schedule

Long-dated Loans borrowed	PWLB Reference	Amount £	Rate %	Period (Years)
PWLB 1	495152	5,000,000	3.91	34.75
PWLB 2	495153	5,000,000	3.90	35.75
PWLB 3	502463	83,196	2.24	0.35
PWLB 12	506436	5,000,000	2.78	14.52
PWLB 13	508696	7,291,685	2.49	15.96
PWLB 15	509389	11,963,000	2.18	16.25
Salix		26,320	0.00	2.89
<b>Total borrowing</b>		<b>34,364,201</b>	<b>2.83</b>	<b>21.41</b>

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

### 3.2 Treasury Investment Activity

The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. The investment position is shown in table 6 below.

Table 6: Treasury Investment Position

The weighted average interest rate for the investment portfolio up to 31.03.2023 was 3.85% (31.03.2022 0.82%).

	30.3.22 Balance £	Net Movement £m	31.3.23 Balance £m	31.3.23 Weighted Income Return <sup>(1,2)</sup> %	31.3.23 Weighted Average Maturity days
Banks & building societies (unsecured)	5,067,000	(3,946,000)	1,121,000	0.10%	1
Government (incl. local authorities)	21,000,000	19,000,000	40,000,000	3.96%	22
Money Market Funds	23,000,000	(12,600,000)	10,400,000	3.68%	1
Loans to other organisation	6,975,200	(4,895,200)	2,080,000	4.24% <sup>(3)</sup>	1,936
Other Pooled Funds					
- <i>Property funds</i>	4,000,000	0	4,000,000	3.98%	>365
<b>Total investments</b>	<b>60,042,200</b>	<b>(2,441,200)</b>	<b>57,601,000</b>	<b>3.85%</b>	

<sup>(1)</sup>Weighted Income return is based on the rate of return and the investments held as at 31/03/2023.

<sup>(2)</sup>Returns as at 31/03/2022, Banks and Building Societies 0.01%, Government 0.32%, MMFs 0.44%, Loans 2.54%, Property Fund 3.62%.

<sup>(3)</sup>This includes the annual average rate for the Urban and Civic loan, 4.28%, which is a variable (monthly) rate.

### 3.3 Risk Management

Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

Given the increasing risk and low returns from short-term unsecured bank investments, the Council has maintained a diversified portfolio of asset classes as shown in table 6 above.

The progression of risk and return metrics are shown in Table 7 below.

**Table 7: Investment Benchmarking – Treasury investments managed in-house**

	<b>Portfolio Risk Score<sup>(1)</sup></b>	<b>Average Credit Rating</b>	<b>Weighted Average Maturity (days)</b>	<b>Rate of Return</b>
				<b>%</b>
30.09.2022	n/a	AA-	15	0.82
31.03.2023	1.04	AA	17	3.92

<sup>(1)</sup>This is a new measure from Link, will be used as a comparative from the next report, it works on a scale of 1 to 7, with 7 highest risk.

£4.0m of the Council's investments are held in externally managed strategic pooled property funds – CCLA Property Fund where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price stability. This fund generated a total return of £159,012 (3.98%), for period of 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023 which is used to support services in year.

Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three- to five-year period total returns will exceed cash interest rates. In light of their performance over the medium-term and the Council's latest cash flow forecasts, investment in these funds has been maintained.

### 3.4 Non-Treasury Investments

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

The Authority also held £70.8m of such investments in:

- directly owned property £70.7m
- shareholding in subsidiaries £0.1m (not yet active)

Table 8: Property held for investment purposes in £'000

Property	Actual <sup>(1)</sup>	31.3.2023 Actual <sup>(1)</sup>	
	31 <sup>st</sup> Mar 2022	Gains or (losses)	Value in accounts
Existing Portfolio	33,603	(3,337)	30,266
Unit 8 Stonehill	2,150	331	2,481
80 Wilbury Way	1,775	98	1,873
Shawlands Retail Park	5,523	532	6,055
1400 & 1500 Parkway, Fareham	4,150	(113)	4,037
Units 21a, 21b,23a,b,c Little End Road, St Neots	3,290	31	3,321
Rowley Centre, St Neots	3,303	3,148	6,451
Tri-link, Wakefield	14,200	548	14,748
Alms Close	1,522	(75)	1,447
<b>TOTAL</b>	<b>69,516</b>	<b>1,162</b>	<b>70,679</b>

<sup>(1)</sup>The valuations are still subject to review and audit

These investments generated £5.36m (2021/22 £4.85m) of investment income for the Authority for 2022/23, an increase of 10% on 2021/22. This is a yield of 7.58% (2021/22 6.98%), maintaining a yield above treasury investments.

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

Table 9: Proportionality of Investments in £'000

	2021/22 Actual £000s	2022/23 Actual £000s	2022/23 Budget £000s	2023/24 Budget £000s	2024/25 Budget £000s
Gross service expenditure	87,203	79,968 <sup>(1)</sup>	64,256	79,968	75,040
Net Investment income;					
Commercial Property	1,776	4,018	2,930	2,595	3,122
Service Investments	295	258	276	242	240
Proportion	2.38%	5.35%	4.99%	3.55%	4.48%

<sup>(1)</sup>The forecast has been used as the actual is not yet available.

### 3.5 ESG

Two products have been identified as possible investment opportunities for the council, that take into account ESG factors. Standard Chartered Bank offer a Sustainable Fixed Term Deposit, this deposit is linked to sustainable assets, and is referenced to the UN Sustainable Development Goals, funds are used to address issues such as climate change, health and education. The deposits have third party verification and the framework is reviewed annually.

The second potential product is the Barclays Green Deposit, a notice account. The funds are used for a range of products aimed at the transition to a lower carbon economy. The deposits are linked with Barclays' Green Bond Purchasing Programme, which covers projects including energy efficiency, renewable energy, green transport, sustainable food, and greenhouse gas emissions.

Both products are under review and the aim is to look at investing once the volatility in the market linked to US bank failures has passed, since both products will be linked to a single counterparty.

### 3.6 Business Continuity

In order to maintain the level of knowledge within the council relating to treasury, one of the finance business partners has undertaken to increase his knowledge of the treasury function. As a result of this he attended the initial meeting, in March, with the council's new treasury advisors (Link Group), and is booked on a CIPFA course Introduction to Treasury Management. He will also be involved in the update to the treasury management practices process notes.

## 4.0 Compliance

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

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 10 below.

Table 10: Debt Limits

	31.3.23 Actual £m	2022/23 Operational Boundary £m	2022/23 Authorised Limit £m	Complied?
General	10.02	70.00	80.00	Yes
Service Loans	0.083	15.00	20.00	Yes
CIS	24.26	30.00	35.00	Yes
<b>Total debt</b>	<b>34.36</b>	<b>115.00</b>	<b>135.00</b>	

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

Table 11: Investment Limits

	31.3.23 Actual £m	2022/23 Limit £m	Complied?
<b>Deposit Accounts</b>			
NatWest <sup>(1)</sup>	1.12	22.00	Yes
Barclays	0.001	4.00	Yes
<b>Government and LAs</b>			
Debt Management Office (DMO) - HMG	40.00	unlimited	Yes
<b>Money Market Funds</b>			
Aberdeen Liquidity Fund	1.50	4.00	Yes
BlackRock Institutional sterling liquidity Fund	1.50	4.00	Yes
CCLA Public Sector Deposit Fund	1.50	4.00	Yes
Federated Short Term Prime Fund	1.40	4.00	Yes

HSBC	1.55	4.00	Yes
Insight Liquidity Funds	0.85	4.00	Yes
Invesco	1.20	4.00	Yes
Legal & General Sterling Liquidity Fund	0.90	4.00	Yes
<b>Total</b>	<b>51.52</b>		
<b>Long-term Investments</b>			
CCLA Property Fund	4.00	5.00	Yes

<sup>(1)</sup>This is the council's transactional bank, therefore the limit was higher than other counterparties, the limit has been reduced to £4m in 2023/24

## 5.0 Treasury Management Indicators

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

### Security

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

Table 12: Credit Ratings<sup>(1)</sup>

	31.3.23 Actual	2022/23 Target	Complied?
Portfolio average credit rating	AA	A-	Yes

<sup>(1)</sup>Credit ratings (Fitch, investment grade) are in descending order AAA, AA+, AA, AA-,A+,A,A-,BBB+,BBB,BBB-.

### Liquidity

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

Table 13: Cash Availability

	30.3.23 Actual £m	2022/23 Target £m	Complied?
Total cash available within 3 months	51.52	10	Yes

### Interest Rate Exposures

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

Table 14: Interest Rate Risk

Interest rate risk indicator	31.3.23 Actual	2022/23 Limit	Complied?
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£375,656 (Net Income)	£600,000 (Expenditure)	Yes
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£375,656 (Net Expenditure)	£600,000 (Expenditure)	Yes

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at the same amount. The total interest earned in 2022/23 was £1.3m (2021/22 £0.3m) and total interest paid £1.0m (2021/22 £1.1m).

### Maturity Structure of Borrowing

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

Table 15: Borrowing Maturity

Borrowing Maturing	31.3.23 Actual	Upper Limit	Lower Limit	Complied?
Under 12 months	0.2%	80%	0%	Yes
12 months and within 24 months	0.0%	80%	0%	Yes
2 years and within 5 years	0.1%	80%	0%	Yes

5 years and within 10 years	0.0%	100%	0%	Yes
10 years and within 20 years	70.6%	100%	0%	Yes
20 years and above	29.1%	100%	0%	Yes
<b>Total</b>	<b>100%</b>			

### Other Indicators - CIS

The council has adopted voluntary indicators for the Commercial Investment Strategy properties.

Table 16: Other Indicators

<b>Indicator</b>	<b>2022/23 Forecast</b>	<b>2022/23 Actual</b>
Interest Cover Ratio	2.3	2.3
Loan to Value Ratio	128.3%	106.0%
Gross Rent Multiplier	15.1	14.4



### Capital Prudential Indicators

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

The summary of the capital expenditure is shown in the Table 1 below, further detail is available in the capital section of the Finance Performance Report 2022/23.

Table 1: Summary of Capital Expenditure in £000s

	<b>2022/23 Original Budget £000s</b>	<b>2022/23 Current Budget £000s</b>	<b>2022/23 Outturn £000s</b>
Property, Plant and Equipment	11,397	23,583	2,165
Investment Properties	1,178	984	3
Intangible Assets	84	513	60
REFCUS	10,136	15,446	7,441
Infrastructure	20	283	139
Assets Under Construction	0	0	387
Community	443	684	0
Loan	206	306	0
<b>Total</b>	<b>23,464</b>	<b>41,899</b>	<b>10,195</b>

The major variations (out of a total of £31.7m) between the current budget and the outturn include;

- Huntingdon Redevelopment -£16.1m
- Market Towns Programme -£12.3m
- Hinchingsbrooke Country Park Redevelopment -£2.7m
- Estates and Facilities -£1.1m
- Bridge Place Car Park -£0.3m
- ICT projects -£0.5m
- Vehicles and Plant -£0.6m
- Leisure -£0.2m
- St Neots Riverside -£0.4m
- Car Parking -£0.4m
- Operations Projects -£0.6m

- CIL Contributions (Grant Funded) +£0.9m
- A14 Contribution early payment +£2.9m
- Disabled Facilities Grants +£0.2m

Full details of the variances are included in the Capital Outturn report.

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

Table 2: Summary of Capital financing in £000s

	<b>2022/23 Original Budget £000s</b>	<b>2022/23 Current Budget £000s</b>	<b>2022/23 Outturn £000s</b>
Capital Receipts	984	984	662
Capital Grants and Contributions	17,042	33,811	5,095
Minimum Revenue Provision	2,800	2,800	2,556
Internal Borrowing	2,638	4,304	1,882
<b>Total</b>	<b>23,464</b>	<b>41,899</b>	<b>10,195</b>

Debt is only temporary source of finance since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP).

Table 3: Summary of Capital Financing Requirement (CFR)

	<b>2022/23 Original Budget £000s</b>	<b>2022/23 Current Budget £000s</b>	<b>2022/23 Outturn £000s</b>
Opening CFR	70,378	70,378	70,378
Net expenditure	2,638	4,304	1,882
<b>Closing CFR</b>	<b>73,016</b>	<b>74,682</b>	<b>72,260</b>

Note the 2022/23 budget is set before the 2021/22 outturn is known, and as a result underspends in 2021/22 are not taken into account in the CFR balance.

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, loan and investments from third parties also generate capital receipts.

Table 4: Summary of the capital receipts

	<b>2022/23 Original Budget £000s</b>	<b>2022/23 Current Budget £000s</b>	<b>2021/22 Outturn £000s</b>
Asset sales	250	0	0
Housing clawback	450	450	452
Loan Repayments	284	68	209
<b>Sub-Total</b>	<b>984</b>	<b>518</b>	<b>662</b>
Places for People Loan Repayment <sup>(1)</sup>			<b>4,467</b>
<b>Total</b>			

<sup>(1)</sup> Held in the capital receipts reserve for future use.

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**GLOSSARY****Bail in Risk**

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

**Bank Equity Buffer**

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

**Bank Stress Tests**

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

**Bonds**

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

**Call Account**

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

**Capital Financing Requirement (CFR)**

The CFR is a measure of the capital expenditure incurred historically, but has yet to be financed; by for example capital receipts or grants funding. The current CFR balance is therefore financed by external borrowing, and internal borrowing (i.e. use of working capital on the balance sheet – creditors, cash etc)

**Collar (Money Market Fund)**

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

**Counterparty**

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

**Credit Default Swaps (CDS)**

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

**Credit Ratings**

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

**ECB**

The European Central Bank, one of the institutions that makes up the EU. Its main function is to maintain price stability across the Eurozone.

**ESG**

Environmental, society, and governance investing, makes reference to a set of standards for an organisation's behaviour, that can be used by a socially aware investor to make investment decisions. Environmental factors include how an organisation safeguards the environment, social criteria look at how the organisation manages its relationships with the community, employees, suppliers, and customers, and governance deals with leadership, internal controls and audits.

**Federal Reserve (Fed)**

The central bank of the United States.

**Gilts**

Bonds issued by the Government.

**Link Group**

The council's treasury advisors, who took over from Arlingclose in March 2023.

**Liquidity**

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

**LVNAV Money Market Fund**

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

**Minimum Revenue Provision (MRP)**

An amount set aside from revenue to repay debt.

**Money Market Funds**

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

**Public Works Loans Board (PWLB)**

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

**REFCUS**

Revenue Expenditure Funded from Capital Under Statute. Expenditure which would normally be considered revenue expenditure, but has been statutorily

defined as capital expenditure, including the giving of a loan, grant or other financial assistance to any person, whether for use by that person or by a third party, towards expenditure which would, if incurred by the authority, be capital expenditure. Or expenditure incurred on the acquisition, production or construction of assets for use by, or disposal to, a person other than the local authority which would be capital expenditure if those assets were acquired, produced or constructed for use by the local authority.

**SONIA**

Sterling overnight index average interest rate. On each London business day, SONIA is measured as the trimmed mean, rounded to four decimal places, of interest rates paid on eligible sterling denominated deposit transactions.

**Transactional Banking**

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

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

## **HUNTINGDONSHIRE DISTRICT COUNCIL**

**Title/Subject Matter:** Corporate Plan Targets 2023/24  
**Meeting/Date:** Overview & Scrutiny (Performance and Growth)  
**Executive Portfolio:** Executive Councillor for Customer Services  
**Report by:** Chief Operating Officer  
**Ward(s) affected:** All

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### **Executive Summary:**

This paper presents the performance targets set for the Council's operational performance indicators. These key metrics are to be used to track delivery against the outcomes identified within the Corporate Plan.

They are shared with Members now as, at the time of approving the Plan, outturn data was not available to inform target setting. That has now happened and the Panel is invited to comment on the targets that have been set.

The measures used to track the Corporate Plan will be continuously developed with future updates and improvements being shared with the Panel for feedback.

### **RECOMMENDATION**

The Overview and Scrutiny Panel is invited to comment on:

1. The proposed targets and intervention levels for the Council's operational performance indicators.

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

- 1.1 Members of the Panel have been involved in previous meetings in the production of the HDC Corporate Plan for 2023/24 and the Plan was approved by Council on 29<sup>th</sup> March 2023.
- 1.2 A number of the panel expressed a view that they would like to see the proposed targets against which operational activity would be assessed.
- 1.3 At the time of approval, final outturn data for 22/23 was not available, meaning that setting realistic targets at that time was not possible. Now that outturn data is available it has been possible to set targets and intervention levels for all performance indicators (PIs).
- 1.4 For each measure there is:
  - 1.4.1 A target that sets the level of performance which services are aiming to achieve.
  - 1.4.2 An intervention level to allow for natural variation in datasets; but which also recognises clearly where additional resources or spend may be needed to manage performance.

## **2. BACKGROUND**

- 2.1 The Corporate Plan has three priorities, with each priority having outcomes described for it. There are seven outcomes in total.
- 2.2 The Plan set out the concepts of 'do/enable/influence' to describe the activities the Council would deliver to achieve the outcomes set out in the document
- 2.3 A key element of the 'do' aspect of the Plan was to present 26 key operational performance indicators that set out the outputs the Council would measure as indicators of performance. One additional operational performance indicator has been added (collected household waste per person) as a need for this was identified when targets were reviewed.

## **3. ANALYSIS**

- 3.1 The agreed targets and intervention levels are shown in Appendix 1. These have been produced following process that involved relevant Officers proposing targets, challenge by Senior Officers and sign-off from accountable Cabinet Members.
- 3.2 A number of examples of how the data will be presented is shown in Appendix 2.
- 3.3 There are a number of significant improvements to the way that performance will be presented and assessed by this Panel:
  - 3.3.1 All 27 performance indicators have a target and intervention level set - in previous years there have been occasions where

- a measure has had no target set, meaning that assessing performance is problematic.
  - 3.3.2 There are clear links between each PI and outcomes – making it simpler to track what HDC are ‘doing’ against each outcome.
  - 3.3.3 Easier to interpret - all PIs are presented as charts with simple commentary.
  - 3.3.4 More granular data will be presented to O&S - Monthly data will be shown to O&S, not just a quarterly summary.
  - 3.3.5 Easier comparison against past performance and indication of future trends - Previous year data is shown (where possible) and the monthly forecast to year-end shows where forecast performance should be.
  - 3.3.6 Targets, where possible, take into account seasonality – presenting trends over time helping Members to focus on what matters when needed.
  - 3.3.7 Intervention levels set for all PIs – this allows for natural variation in datasets; but also recognises clearly where additional resources or spend may be needed and promotes risk-based decisions being taken.
- 3.4 With a new Corporate Plan, with new priorities and outcomes, it is prudent to revisit the targets set. Appendix 1 sets out the targets and interventions as well as the reasoning for setting the agreed targets.
- 3.5 Summary analysis shows that for the 27 performance indicators:
- 3.5.1 6 PIs have targets more stretching than last year
  - 3.5.2 4 PIs have a target the same as last year
  - 3.5.3 5 PIs have a lower target than last year; but the agreed target remains higher than the outturn for last year
  - 3.5.4 3 PIs have a target that is lower than last year and lower than outturn
  - 3.5.5 9 PIs are new and there was no target available from the previous year
- 3.6 Future plans will improve what the Council does in managing and improving performance. Whilst the performance indicators do align against the outcomes in the Corporate Plan, some do not capture the outcomes that we are seeking as well as we would like. Driving performance over the next 12 months is likely to see a number of these metrics develop and evolve.
- 3.7 As a consequence, this paper is not an endpoint, and further improvements to the performance indicators used will come forward and will be presented to the Panel to encourage further scrutiny and improvement.

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

- 4.1 The comments of the relevant Overview and Scrutiny Panel are being sought on the targets that are being used.

## **5. KEY RISKS**

- 5.1 There are a number of risks when setting targets for operational performance. These are shown below alongside appropriate mitigations:
- 5.1.1 The targets may not be achievable – use of previous data, benchmarking and assessment of the wider operational context has been used to guide the approach
  - 5.1.2 The targets may be too easy to achieve – the balance on stretching services against the need to motivate staff has been considered and the analysis in 3.4 shows a balanced approach to setting targets has been taken
  - 5.1.3 Targets may be influenced by external factors that are hard to control – performance indicators may be amended in future to reduce this risk, for example homelessness presentations are influenced by a range of factors and, whilst the Council measures the total number of presentations, using a metric of preventions per thousand properties may offer better insight.

## **6. WHAT ACTIONS WILL BE TAKEN**

- 6.1 The Panel will see the first report against the Corporate Plan when the Quarter 1 report is published for the 6<sup>th</sup> September meeting.
- 6.2 The Panel will also see, during the meeting in June, a presentation outlining how the full report will be presented and feedback will be sought to help shape the final reporting that will come to the Panel in September.

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

- 7.1 This work is an essential element of the Corporate Plan, it details how key operational performance will be assessed by Officers and Members.

## **8. OTHER IMPLICATIONS**

- 8.1 This paper covers the targets for the key operational outputs delivered by Officers that are specified in the Corporate Plan. At future meetings of the Panel other information will be presented allowing the Panel to fully assess the delivery of the priorities and outcomes.
- 8.2 This will cover a range of other qualitative and quantitative information:
- 8.2.1 Actions taken against the initiatives listed in the Corporate Plan
  - 8.2.2 Formalised projects run by the Council that make a direct contribution against the outcomes agreed in the plan
  - 8.2.3 Contextual data over which the Council has little direct impact but on which, through work to influence and enable partners, it is important to monitor progress.

**9. REASONS FOR THE RECOMMENDED DECISIONS**

- 9.1 Reporting on operational performance against an agreed set of key PIs enables the Council to ensure the outcomes in the Corporate Plan are being tracked and managed.
- 9.2 An appropriate process has been followed to produce these targets – involving examining previous performance, benchmarking where possible, seeking input from Officers and accountable Cabinet members – and significant improvements have been made to how the performance is presented to the Panel.

**10. LIST OF APPENDICES INCLUDED**

Appendix 1 – Outcomes in the Corporate Plan – PIs and Targets

Appendix 2 – Examples of Performance Indicator presentation

**APPENDIX 1 - OUTCOMES IN THE CORPORATE PLAN – PIS AND TARGETS**

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
<b>1. Improving quality of life for local people</b>	1. Number of attendances at One Leisure Active Lifestyles programmes (cumulative year to date)	Taylor	N/a - measure changed to remove some activity types	34,673	34,000	30,000	Target remains stretching for the Service. Officers are recruiting additional staff and have additional funding opportunities to explore and pursue. Minor amendments made to data collection mean that there was no comparable target last year. Target set is near to outturn from 23/24.

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
<b>1. Improving quality of life for local people</b>	2. Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions) (cumulative year to date)	Taylor	1,235,600	1,299,902	1,434,043	1,147,678	Target recognises growth plans within the service (up 10% on actuals from last year). Intervention level is appropriate given challenges in wider economy
<b>1. Improving quality of life for local people</b>	3. The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay at hospital due to a Disabled Facilities Grant (DFG) (cumulative year to date)	Ferguson	240	200	200	180	Target is in alignment with actuals from 22/23. Ongoing risks to delivery with impacts from trades not able to complete work in a timely manner. This work covers a significant number of steps

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
							- referral, assessment of means tested application, agreeing solution, contract, agreement with applicant on work/timescales, delivery of work, snagging and sign-off. It is recognised that HDC is a key link in this work, but other partners and services are also delivering work
<b>1. Improving quality of life for local people</b>	4. Average time (in weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants (cumulative year to date)	Ferguson	N/a - new measure	22	22	30	As above



Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
<b>1. Improving quality of life for local people</b>	5. Average number of days to process new claims for Housing Benefit and Council Tax Support (cumulative year to date)	Ferguson	22.0	24.4	22.0	26.0	Target is higher than outturn from last year so will remain challenging within the pressures on the economy. Benchmarking data is not available for this measure but for combined new cases and changes for Housing Benefit only, our Q3 figure of 9 days for that was the same as the all-England median.
<b>1. Improving quality of life for local people</b>	6. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support (cumulative year to date)	Ferguson	5.0	5.6	5.0	7.0	As above

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
<b>1. Improving quality of life for local people</b>	7. Number of homelessness preventions achieved (cumulative year to date)	Ferguson	530	448	480	445	Target is 7% higher than actual last year - and the Panel will note the enhanced efforts to actively prevent homelessness prior to accepting a 'formal' duty. In the dataset is also the numbers in Temporary Accommodation (TA) - enabling Officers and Members to track the 'flow' from prevention into TA to assess the whole system. If we do not prevent; then TA will increase

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
							presenting the fullest picture to Officers and Cllrs
<b>1. Improving quality of life for local people</b>	8. Number of households housed through the housing register and Home-Link scheme (cumulative year to date)	Ferguson	612	751	770	693	This target is informed by new build delivery programme which impacts on homes becoming available and our ability to house households through the Home-Link scheme. The target is over 25% higher than last year's target.

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
<b>1. Improving quality of life for local people</b>	9. Number of households in Temporary Accommodation (snapshot at end of each period)	Ferguson	N/a - new measure	121	135	148	This is a challenge to deliver with the pressures on the system as a whole. Overall, the numbers in TA are low compared to the total households in Huntingdonshire. Latest national benchmark data shows we had 1.5 households per 1,000 in Temporary Accommodation compared to an all-England average of 3.05 per 1,000.

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
<b>2. Creating a better Huntingdonshire for future generations</b>	10. Net change in number of homes with a Council Tax banding (cumulative year to date)	Sanderson	No target stated	1,099	1,111	1,000	The target is the forecast from the latest housing trajectory data in the Annual Monitoring Report (AMR). Recent figures for this measure have been within 5% of the AMR forecasts but there was variance of 39% and 22% below forecast for 18/19 and 19/20 due to change from expected timing in delivery at major development sites which release large numbers of

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
							homes to the District.
<b>2. Creating a better Huntingdonshire for future generations</b>	11. Number of new affordable homes delivered (cumulative year to date)	Wakeford	570	456	506	405	Target is a significant uplift (up 11%) on actuals from last year. Past data shows a variance of around 20% from the projected target is common - this would suggest 405 is not unlikely despite the target of 506. However, HDC has also exceeded target by large margins

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
							in the past. The 364 affordable homes delivered in 21/22 was the second highest in the East and a further 92 were achieved in 22/23 (no comparison data available at present).
<b>2. Creating a better Huntingdonshire for future generations</b>	12. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period) (cumulative year to date)	Sanderson	86.0%	87.0%	80.0%	70.0%	These are statutory PIs, reported nationally, and our targets and intervention levels are in line with other Councils. HDC's performance remains above levels that Govt set to trigger intervention.

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
							<p>Plans are in place to help the service perform better, with additional resource and key support services providing input A key point is that as Officers continue to reduce the historical caseload this clearing of cases will be felt in the % within timescales for a period - as these 'aged' cases are determined and removed. Once removed Officers forecast the % within time will increase.</p>



Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
<b>2. Creating a better Huntingdonshire for future generations</b>	13. Percentage of planning applications processed on target – minor or other (within 8 weeks or agreed extended period) (cumulative year to date)	Sanderson	N/a - new measure	84.00%	80.0%	75.0%	As above
<b>2. Creating a better Huntingdonshire for future generations</b>	14. Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period) (cumulative year to date)	Sanderson	81.0%	91.0%	85.0%	80.0%	As above
<b>2. Creating a better Huntingdonshire for future generations</b>	15. Number of planning applications over 26 weeks old where there is no current extension of time in place (total at end of each period)	Sanderson	N/a - new measure	Not provided	100	110	Being visible on the progress being made on the reduction in historic caseload has not been done before at HDC and is not something other Councils have chosen to do. This level of visibility allows Officers, Cllrs and the public to see the progress being made in

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
							reducing the caseload and ensuring more decisions are made within time limits The target sets a c.45% reduction in historic caseload. With a position at the start of the year 180 applications, with a progression in year, towards an outturn of 100.
<b>2. Creating a better Huntingdonshire for future generations</b>	16. Efficiency of vehicle fleet driving – Energy Efficient Driving Index score for the Waste service (cumulative year to date)	Taylor	N/a - new measure	87.6%	80%	70%	This is a new measure and the target is set at a pragmatic level to allow this be used within the first year of presentation to Cllrs

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
<b>3. Deliver good quality, high value for money services with good control and compliance with statutory obligations</b>	17A. Percentage of household waste reused/recycled/composted (cumulative year to date)	Taylor	60%	56%	58%	55.0%	Performance remains high compared to other Councils and target is higher than outturn for 22/23. In 21/22, we ranked 31st (21st collection only authority) out of 333 LAs nationally - placing HDC in the top 10%. This is a likely national PI for all Councils under recent proposals for OFLOG (a national body collating performance data on Councils) Officers also intend to ensure alongside this

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
							measure they present total volume collected within the commentary to focus attention on driving down waste
<b>3. Deliver good quality, high value for money services with good control and compliance with statutory obligations</b>	<p>17B. Collected household waste per person (kilograms)</p> <p>Note: this indicator was not included in the Corporate Plan but on discussing targets for PI 17 on the recycling/composting/reuse rate for household waste it was suggested that this measure be added to help ensure that focus is on both maximising the recycling/composting of materials that are collected and on minimising the waste generated by households in the district.</p>	Taylor	N/a - new measure	TBC	380 kg/person	400 kg/person	Past data shows more waste was collected from households during the pandemic (421.9 kg/person in 2020/21, 400.6 kg/person in 2021/22). This target would see improvement against 2019/20 (380.9), when the England average was 407.3.

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
<b>3. Deliver good quality, high value for money services with good control and compliance with statutory obligations</b>	18. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations (cumulative year to date)	Taylor	80%	97%	90%	80%	An increase on previous targets set in the Plan, recognising the importance placed on clean streets by residents
<b>3. Deliver good quality, high value for money services with good control and compliance with statutory obligations</b>	19. Number of missed bins (cumulative year to date)	Taylor	5,994	2,768	3,624	3,960	Target level made more stretching - this challenges the crews to miss fewer bins when collecting from households across the district.
<b>3. Deliver good quality, high value for money services with good control and compliance with statutory obligations</b>	20. The number of programmed food safety inspections undertaken (cumulative year to date)	Ferguson	864 + potential 100 new businesses	674	508	384	Targets are lower than actuals from previous year. However, the expectation in 22/23 was higher than normal as we had a

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
							significant 'bounce' into 22/23 from Covid delays that reflected in higher demand from the Food Standards Agency (FSA). This is now working its way out of the system
<b>3. Deliver good quality, high value for money services with good control and compliance with statutory obligations</b>	21. Percentage of calls to Call Centre answered (cumulative year to date)	Ferguson	80%	90%	80%	70%	Target remains stretching for the Service. National datasets are not published, but local benchmarking shows that targets and performance is comparable to other Councils.

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
<b>3. Deliver good quality, high value for money services with good control and compliance with statutory obligations</b>	22. Average wait time for customers calling the Call Centre (cumulative year to date)	Ferguson	N/a - new measure	2:37	5:00	10:00	Benchmarking with other Councils shows our service offer is comparable to this sector. However, we know private sector companies offer much longer wait times than HDC. In 23/24 some service changes are planned that add an element of managed risk
<b>3. Deliver good quality, high value for money services with good control and compliance with statutory obligations</b>	23. Council Tax collection rate (cumulative year to date)	Ferguson	97.54%	97.86%	97.80%	97.50%	Collection rates are excellent, and to raise would be unrealistic. We benchmark in top quartile nationally for collection rates

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
<b>3. Deliver good quality, high value for money services with good control and compliance with statutory obligations</b>	24. Business Rates collection rate (cumulative year to date)	Ferguson	98.61%	99.12%	98.91%	98.61%	Collection rates are good and to raise would be unrealistic. HDC benchmarks in top quartile nationally for collection rates
<b>3. Deliver good quality, high value for money services with good control and compliance with statutory obligations</b>	25. Staff sickness days lost per full time equivalent (FTE) (rolling 12-month total)	Hassall	5.0	8.3	8	10	With no questions asked on sickness in the LGA's Local Government Workforce Survey last year, there is very limited recent benchmark data available. The ONS has reported a public sector rate of 3.6% for 2022 - equivalent to 8.1 days lost/FTE. Prior to 20/21 (15/16=11.7,



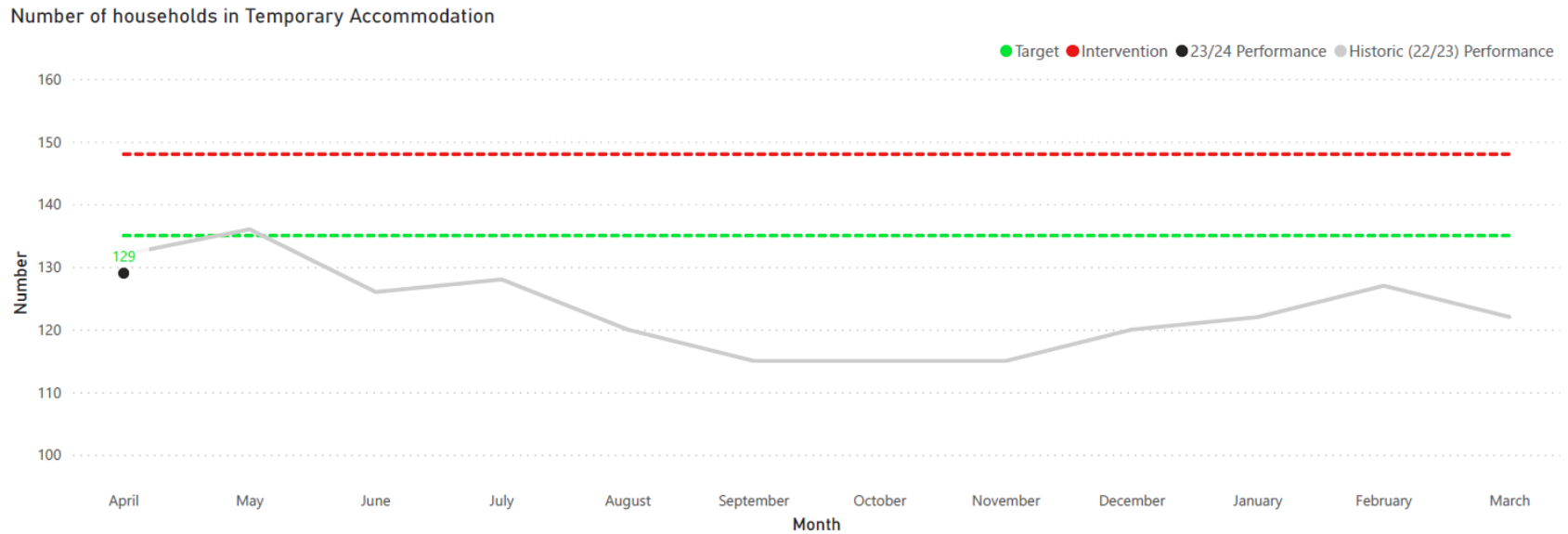
Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
							<p>16/17=10.7, 17/18=10, 18/19=9.2). Pre-Covid HDC target was 9 but benefits of working from home are likely to continue, so 8 is an appropriate target</p> <p>The data is influenced by long term sick which can inflate the average. The Panel will note the Employment Committee's reports explain this detail and further detailed assessment of performance occurs there</p>

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
<b>3. Deliver good quality, high value for money services with good control and compliance with statutory obligations</b>	26. Staff turnover (rolling 12-month total)	Hassall	17.0%	16.9%	13 - 17% (15% +/- 2%)	<10% or >20%	Turnover is a healthy sign of organisational development, but too much may indicate increasing risk of loss of people and skills. We have therefore set a band for our target centred around 15%, with the intervention level reached when turnover is below 10% or above 20%. With no questions asked on sickness in the LGA's Local Government Workforce Survey last year, there is very

Priority	Performance indicator	Portfolio Holder	Last year's target	Last year's performance	Target (Green)	Intervention level (Amber to Red)	Contextual notes
							limited recent benchmark data available.

## Appendix 2 – Examples of presentation of Performance Indicators

The charts below show examples of how the performance indicators will be presented. These are presented to demonstrate how the data will be presented to Councillors. The first example shows a graph for a PI with a static target and the second is for a PI with a target rising through the year.



Latest commentary from service:

The number of households in temporary accommodation (TA) fluctuates depending on homelessness presentations, our ability to prevent homelessness and how quickly we can move households through TA into settled homes. At present through the combination of these factors we are holding the number of households in TA below the 135 maximum target figure.

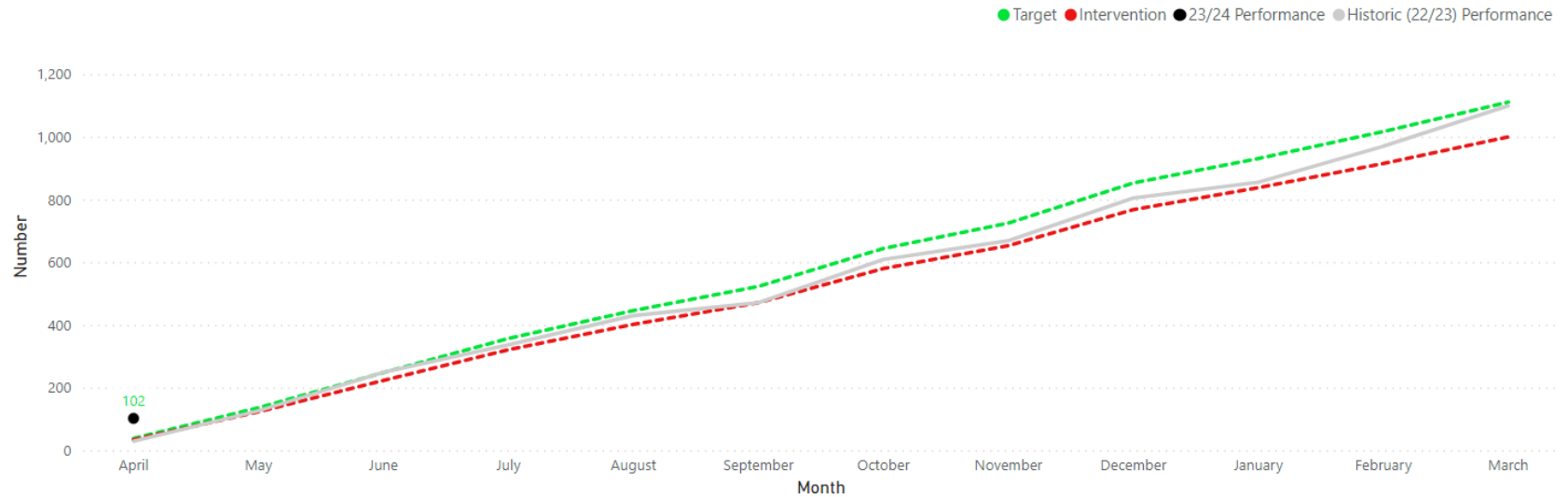
Latest year-end forecast:

135

Latest projected  
outturn status:

G

Net change in number of homes with a Council Tax banding



Latest commentary from service:

Latest year-end forecast:

1,111

There were an additional 102 homes with a Council Tax banding on 30 April 2023 than recorded at 29 March 2023.

Latest projected outturn status:

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## Overview and Scrutiny Work Programme 2022/23

### Performance and Growth

#### In Progress

Topic	Membership & Scope	Lead Officer	Progress
Review of External Appointments to Outside Organisations	Cllrs S Cawley, S J Corney, I D Gardener and S A Howell	TBC	<p><b>Summer 2022:</b> Terms of Reference have been established. Questionnaire has been sent to all relevant boards and organisations. Regular meetings are established from September.</p> <p><b>September 2022:</b> Evidence and information gathering underway.</p> <p><b>November 2022:</b> Information gathering completed.</p> <p><b>February 2023:</b> Report presented to O&amp;S Panel and Cabinet</p> <p><b>March 2023:</b> Cabinet response to the report received by the Panel.</p> <p><b>Next steps:</b> Plan regular review to monitor implementation of recommendations.</p>
Market Towns Programme	TBC	TBC	<p><b>February 2023:</b> DSO to ascertain viability for a working group to be established in line with the existing project or as a standalone.</p>

## Environment, Communities and Partnerships

### In Progress

Topic	Membership & Scope	Lead Officer	Progress
Climate	Councillor T D Alban Councillor J Kerr Councillor C Lowe Councillor D Shaw	Neil Sloper	<p><b>November 2022:</b> Initial Meetings held to establish Terms of Reference for the group.</p> <p><b>April 2023:</b> Regular meetings established. Evidence and information gathering to be progressed. Group to be involved in the Electric Vehicle Charging Strategy Development.</p>
<b>Climate Subgroup</b> Electric Vehicle Charging Strategy Development	Councillor T D Alban Councillor J Kerr Councillor C Lowe Councillor D Shaw	George McDowell	<p><b>February 2022:</b> Initial meeting held</p> <p><b>May 2023:</b> Regular meetings established. Residents survey agreed.</p> <p><b>Next Steps:</b> Further meetings following the outcome of the survey.</p>
Flooding	n/a	Oliver Morley	<p><b>Autumn 2022:</b> The Panel requested an update on how effective the measures which were put in place in July 2021 following a Flooding Task and Finish Report have been.</p> <p><b>Summer 2023:</b> An update will be presented to the Panel.</p>



Roman's Edge Lettings Plan	n/a		<b>TBC:</b> An update will be presented to the Panel.
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