

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, 5 JUNE 2024** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1. MINUTES (Pages 5 - 16)

To approve as a correct record the Minutes of the Overview and Scrutiny Panel (Performance and Growth) meetings held on 3rd April 2024, 7th May 2024 and 22nd May 2024.

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. OVERVIEW AND SCRUTINY WORK PROGRAMME (Pages 17 - 30)

- 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

4. EXCLUSION OF PRESS AND PUBLIC

To resolve:-

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

5. CCTV SHARED SERVICE AGREEMENT (Pages 31 - 190)

To comment on the CCTV Shared Service Agreement Report.

Executive Councillor: S Taylor

Contact Officer: N Howard 07917 102211

6. RE-ADMITTANCE OF PRESS AND PUBLIC

To resolve:

that the press and public be readmitted to the meeting.

7. COMMUNITY INFRASTRUCTURE LEVY GOVERNANCE REVIEW (Pages 191 - 252)

The Panel is invited to comment on the Community Infrastructure Levy Governance Review.

Executive Councillor: T Sanderson

Contact Officer: C Burton 01480 388274

8. CORPORATE PERFORMANCE REPORT 2023/24 QUARTER 4 (Pages 253 - 358)

The Panel is invited to comment on the Corporate Performance Report 2023/24 Quarter 4 and its associated recommendations.

Executive Councillor: S Ferguson

Contact Officer: D Buckridge 01480 388065

9. CORPORATE PLAN TARGETS 2024/25 (Pages 359 - 372)

The Panel is invited to comment on the 2024/25 targets and intervention levels for the Council's operational performance indicators contained within the report.

Executive Councillor: S Ferguson

Contact Officer: D Buckridge 01480 388065

10. FINANCE PERFORMANCE REPORT 2023/24 QUARTER 4 (Pages 373 - 392)

The Panel is invited to comment on the Finance Performance Report 2023/24 Quarter 4.

Executive Councillor: B Mickelburgh

Contact Officer: K Sutton 01480 387072

11. TREASURY MANAGEMENT OUTTURN REPORT 2023/24 (Pages 393 - 424)

To comment on the Treasury Management Outturn Report 2023/24.

Executive Councillor: B Mickelburgh

Contact Officer: O Colbert 01480 388067

28 day of May 2024

Michelle Sacks

Chief Executive and 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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Please contact Mrs Beccy Buddle, Democratic Services Officer (Scrutiny), Tel No. 01480 388008/e-mail 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, 3 April 2024.

- PRESENT: Councillor C M Gleadow – Chair.
- Councillors A Blackwell, S Cawley,
S J Corney, I D Gardener, J E Harvey,
A R Jennings, Dr M Pickering, R A Slade and
N Wells.
- APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors S A Howell and R Martin.
- IN ATTENDANCE: Councillors S Conboy, T Sanderson and S Wakeford.

72. MINUTES

The Minutes of the meeting held on 6th March 2024 were approved as a correct record and signed by the Chair.

73. MEMBERS' INTERESTS

Councillor A Jennings declared a non-registerable interest in minute 23/76 as a member of the Priory Centre Delivery Group .

Councillor R Slade declared an other registerable interest in minute 23/76 as a member of St Neots Town Council.

Councillor N Wells declared a disclosable pecuniary interest in minute 23/76 as a resident of the Broadway, St Ives.

Councillor A Blackwell declared an other registerable interest in minute 23/78 as a member of Huntingdon Town Council.

Councillor S Corney declared an other registerable interest in minute 23/78 as a trustee of the Ramsey Community Centre.

Councillor I Gardener declared an other registerable interest in minute 23/78 as Chair of Grafham Parish Council.

Councillor I Gardener declared an other registerable interest in minute 23/78 as Cambridgeshire County Councillor for Alconbury and Kimbolton.

Councillor I Gardener declared an other registerable interest in minute 23/78 as a member of the Cambridgeshire Fire

Authority.

Councillor J Harvey declared a non-registerable interest in minute 23/78 as her children played cricket at Huntingdon Cricket Club.

74. OVERVIEW AND SCRUTINY WORK PROGRAMME

The Panel received and noted the Overview and Scrutiny Work Programme and the current Notice of Key Executive Decisions (a copy of which has been appended in the Minute Book) which had been prepared by the Executive Leader for the period 1st April 2024 to 31st July 2024.

75. RESPONSES TO QUESTIONS ARISING FROM PREVIOUS MEETINGS

The responses to questions arising from previous meetings were noted.

76. MARKET TOWNS PROGRAMME SPRING UPDATE

By means of a report by the Regeneration and Housing Delivery Manager, (a copy of which was appended in the Minute Book), the Market Towns Programme Spring Update was presented to the Panel.

In response to an enquiry from Councillor Pickering, the Panel heard that the planning application for the Priory Centre was primarily the same as the application presented during the public engagement events but had some amendments to reflect comments received during the engagement events. The Panel heard that the application had been submitted and a link to the application on the portal would be circulated once the application became live. It was also confirmed that the application allowed for a scope of budget scenarios depending on the funding available once the project was underway.

The Panel were assured, in response to questions from Councillor Corney and Councillor Jennings, that deadlines for funding from both the CPCA and the FHSF had been extended and would allow projects allocated those funding streams to be completed. The Panel were further assured that the team continued to maximise multiple funding sources to allow the fullest flexibility for projects, with timescales for projects being adjusted to reflect this. It was also confirmed that project dates would be included within the next report to allow for transparency and clarity.

Following a request from Councillor Slade for a location plan of the digital screens, the Panel heard that procurement had been completed on the project and the team were working with

partners to implement the plans. It was advised that a location plan would be sought and provided as an update to the Panel. In response to a further question on the matter from Councillor Corney, the Panel heard that sessions would be held by the contractors for District Councillors to be fully appraised on the project and that there was an aim for the project to be fully implemented by March 2025.

Councillor Pickering expressed his delight that the Old Falcon development was moving forward, and the Panel heard that it would be a long term project for the final development but that any potential for a short term cosmetic improvement would be updated to the Panel as it was developed.

In response to a further question from Councillor Slade, the Panel heard that a robust communications plan was in place with the County Councillor who are managing the project, the team would assess this plan and liaise with Members directly should it prove necessary.

Following a question from Councillor Cawley, the Panel were advised that funding granted to Huntingdon Town Council would assist them in their purchase for additional space for the Cromwell Museum and that the Town Council would then be looking at further funding opportunities to facilitate refurbishment of the space to be incorporated within the museum's portfolio.

The Panel were advised, in response to a further question from Councillor Cawley, that the Shop Fronts Grant Scheme was currently only available to shops within the four market towns due to restrictions within the funding streams, however alternatives were being investigated to allow a similar scheme to be developed for Key Service Areas within the district. Following a further question from Councillor Corney, the Panel were advised that applications to the scheme thus far had not experienced significant delays where planning permission had been required.

In addition Councillor Jennings enquired about the location of the Kebab Van and whether this would be moving to the Market Square, in response to this, Councillor Wakeford stated that he would investigate with both Licensing and the Market Towns team and provide a response back to the Panel at a later date.

Following the discussion, it was

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.

77. UK SHARED PROSPERITY AND RURAL ENGLAND PROSPERITY FUND UPDATE

By means of a report by the Regeneration and Housing Delivery Manager, (a copy of which was appended in the Minute Book), the UK Shared Prosperity and Rural England Prosperity Fund Update was presented to the Panel.

Following an enquiry from Councillor Gardener on the progress and implementation of the Electrical Vehicle Charging Scheme, the Panel heard that whilst there were updates on project deliveries within the Appendix to the report, the Electrical Vehicle Strategy was still in the implementation process but that progress would be reported back to the Panel in due course.

Councillor Jennings enquired how the team would be managing the success of projects where the measure was stated to improve perception. Following which the Panel were assured that work was underway on how to better demonstrate and articulate project success and that this measure would be developed into a more tangible measure and that this would be further elaborated in a future report.

Following a question from Councillor Gleadow, the Panel were assured that the budget risks relating to the programme for staff had been assessed and that were felt to be sufficient.

In response to an enquiry from Councillor Cawley, the Panel heard that details on the Huntingdon Business Accelerator were available and would be distributed to Members following the meeting to allow further communication with interested parishes and businesses.

Following questions from Councillor Blackwell and Councillor Gardener, the Panel heard that it was hoped that active travel could be developed in rural areas to connect and improve routes between villages, towns and points of interest. It was also stated that the funding mentioned within the report was designed to develop feasibility studies for up to five areas which in turn would allow those applicants to mobilise and bid for funding to fulfil the project as it becomes available.

Following the discussion, it was

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.

78. COMMUNITY INFRASTRUCTURE LEVY SPEND ALLOCATION

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

Following a question from Councillor Corney regarding why so many applications had been unsuccessful in the funding round, the Panel were advised that applications need to demonstrate the need for growth within their community. It was observed that during previous funding rounds, the Parish Forum had provided the opportunity for preliminary discussions on applications and that work would be undertaken to ensure applicants were educated about the requirements for a successful application.

In response to an observation from Councillor Corney, the Panel were advised that applicants, upon submitting their application, should receive a confirmation email confirming the submission.

Councillor Harvey enquired about the review of the CIL process which had been discussed at a previous meeting of the Panel and why funding was ongoing during that process. The Panel heard that the review was proving to be a lengthy process and having been appraised that several applications were ready for funding, it had been decided to progress with the current round.

Further to a question from Councillor Slade, the Panel were advised that the St Neots Fire Station application outcome was due to the monetary amount being requested rather than the percentage of the project.

In response to a question from Councillor Jennings about further delays to the foot and cycleways within Riverside Park, St Neots, the Panel heard that more detailed information would be sought and relayed back to the Panel.

The Panel were reassured, following a question from Councillor Harvey, that funding could be offered subject to certain qualifications being met and that this applied to both smaller and larger projects.

Following the discussion, it was

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.

79. CELEBRATION OF HUNTINGDONSHIRE, LINKED TO HUNTINGDONSHIRE FUTURES

By means of a report and a presentation by the Assistant Director (Strategic Insights and Delivery), (copies of which are appended in the Minute Book), the Celebration of Huntingdonshire, linked to Huntingdonshire Futures was presented to the Panel.

Following questions from Councillors Harvey and Gleadow, the Panel heard that there had been excellent engagement with local communities and parishes and that this was intrinsic in developing the Strategy and moving forward.

Concern was expressed by Councillor Slade about the timescales involved in applying for funding, however the Panel were assured that processes were being developed to ensure that the process would be as straightforward and swift as possible.

After further questions from Councillors Harvey and Gardener it was confirmed that several channels of communication, including a webpage, would be used to ensure parishes and communities were aware of the process.

80. REVISED 2024/25 BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2025/26 TO 2028/29

By means of an Appendix by the Head of Finance, (a copy of which was appended in the Minute Book), the revised 2024/25 Budget and Medium Term Financial Strategy was presented to the Panel.

The revised Town and Parish Precept values were brought to the Panel's attention, following which the Panel noted the amendments made to the document.

Chair

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 Tuesday, 7 May 2024.

PRESENT: Councillor C M Gleadow – Chair.
Councillors S J Corney, J E Harvey,
S A Howell, A R Jennings, R Martin,
Dr M Pickering and N Wells.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors A Blackwell, S Cawley, I D Gardener and R A Slade.

IN ATTENDANCE: Councillor S Wakeford.

81. MEMBERS' INTERESTS

Councillor S Corney declared an other registerable interest in Minute 23/82 as a trustee of the Ramsey Community Centre.

Councillor S Corney declared a non-registerable interest in Minute 23/82 as a ward member for Bury.

Councillor J Harvey declared a non-registerable interest in Minute 23/82 as her children played cricket at Huntingdon Cricket Club.

Councillor S Howell declared a non-registerable interest in Minute 23/82 as a ward member for Yaxley.

Councillor R Martin declared a non-registerable interest in Minute 23/82 as a ward member for Sawtry.

82. COMMUNITY INFRASTRUCTURE LEVY SPEND ALLOCATION

Pursuant to Minute No 23/78 of the meeting of the Overview and Scrutiny (Performance and Growth) Panel on 3rd April 2024, Members gave further consideration to the proposed Community Infrastructure Levy Spend Allocation, which had been approved by the Cabinet on 19th April 2024, but which had been called-in by Councillors Cawley, Corney, Gardener, Harvey and Martin. The Panel's deliberations were assisted by a report by the Elections and Democratic Services Manager (a copy of which is appended in the Minute Book).

Following a question from Councillor Wells, the Panel heard that the CIL process was being redeveloped, and that this would be

brought back to the Panel at a future date.

Councillor Martin noted that the information contained within the additional Appendix 3 was helpful when considering each application. It was confirmed to the Panel that the purpose of CIL was to unlock growth, applications were welcome to help develop and support communities and that some projects were the result of negotiations at a developer stage.

It was observed by Councillor Corney, that when CIL reports had previously been presented to the Panel, there had been the opportunity to discuss each large project application individually, as well as the main body of the report.

The Panel heard that in order to provide applicants with a timely answer, the team processed applications regularly, in the event of an unsuccessful application, or a change of circumstances, applicants were welcome to reapply and also to use feedback to reshape their bid if necessary. Following a question from Councillor Jennings, it was confirmed that feedback was provided within the reports submitted and that further feedback could be provided if requested by the applicant.

Further to a question by Councillor Gleadow, it was confirmed to the Panel that should an applicant make the team aware of time constraints or a threat to funding for their application, exceptional circumstances could be applied and an emergency discussion and decision could be made.

Councillor Harvey enquired about how growth was assessed in urban and rural areas, following which, the Panel heard that several factors were considered including the size of the settlement and the growth involved versus the size of the ask. In addition, Neighbourhood Plans and impact on surrounding areas were also considered to result in an evidence led approach. Following a further question from Councillor Harvey, the Panel were assured that applications were considered on a case by case basis.

Following the general discussion on the Community Infrastructure Levy Spend Allocation, the Panel then discussed each application in turn as per the Cabinet recommendations.

Hilton Pavilion (Appendix A)

The Panel had no comments to discussion in relation to this application.

Sawtry Pavilion (Appendix B)

Following a question from Councillor Martin, the Panel heard that the Elizabeth II Trust was a national trust that supports and protects that area and that their involvement would be required

for any development of the site.

The Guardroom Community Hub, Bury (Appendix C)

Councillor Martin observed that the application was looking to achieve a lot for the community within the project, and that this would unlock growth in a developing area. It was enquired whether there would be a limit on funding due to the commerciality of the project. The Panel heard that where viability of the project could be demonstrated, and that the proposed infrastructure would support business as well as the viability of the business and community development it would be considered. The Panel heard that in this instance, the Business Plan had not demonstrated the economic output but that they were welcome to reapply in future funding rounds once the project was further developed. The Panel heard that applications need to satisfy the requirement that long-term community investment and benefits would be achieved.

Councillor Martin observed that the Panel had not had the opportunity to discuss individual applications at the previous meeting, by enabling this discussion Overview and Scrutiny would have been able to add their comments on each application for Cabinet to assist in their consideration of the recommendations within the report. It was confirmed to the Panel that determination on the recommendations had been achieved following discussion of the item and using the rationale within the report.

Councillor Corney observed that the parish of Bury had seen substantial growth through new developments, tripling in size, the proposal in question has been part of that development but that the building had only recently been offered to the Parish Council.

Following an enquiry by Councillor Harvey, the Panel heard that funding could be awarded subject to a successful planning application which could be submitted following the CIL application.

St Neots Community Fire Station Modernisation and Extension Project (Appendix D)

The Panel had no comments to discussion in relation to this application.

Sports Provision, Abbey College, Ramsey (Appendix E)

Councillor Corney observed that District Councillors were often unaware of applications coming forward within their ward.

Folksworth Multi Use Games Area (MUGA) (Appendix F)

The Panel had no comments to discussion in relation to this application.

New Workshop and storage for Warboys New Parish Centre (Appendix G)

The Panel had no comments to discussion in relation to this application.

King George V Pavilion Works, Huntingdon (Appendix H)

Councillor Wells observed that the Council's Playing Pitch Strategy was to increase and improve playing facilities across the district.

Extension to a footpath in Colne (Appendix I)

The Panel had no comments to discussion in relation to this application.

Community Centre Extension, Ramsey (Appendix J)

Councillor Corney left the room for the discussion.

The Panel had no comments to discussion in relation to this application.

Councillor Corney re-entered the room.

MAGPAS internal re-fit and purchase of an aviation tank (Appendix K)

The Panel had no comments to discussion in relation to this application.

Having fully debated the report, the Panel in conclusion have affirmed that the original decision of Cabinet held on 19th April 2024 may stand with regard to the Community Infrastructure Levy Spend Allocation.

Chair

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, 22 May 2024.

PRESENT: Councillor C M Gleadow – Chair.

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

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

1. ELECTION OF CHAIR

A proposal to elect Councillor S Corney to the Chair of the Committee was moved and seconded. On being put to the vote the proposal was declared to be LOST.

A proposal to elect Councillor C Gleadow to the Chair of the Committee was then moved and seconded, whereupon it was

RESOLVED

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

Councillor C Gleadow in the Chair.

2. MEMBERS' INTERESTS

No declarations of interests were received.

3. APPOINTMENT OF VICE-CHAIR

A proposal to appoint Councillor I Gardener to the Vice-Chair of the Committee was moved and seconded. On being put to the vote the proposal was declared to be LOST.

A proposal to appoint Councillor S Howell to the Vice-Chair of the Committee was then moved and seconded, whereupon it was

RESOLVED

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

Chair

Overview and Scrutiny Work Programme 2024-25

Performance and Growth Agenda Items			
Meeting Date	Pre-Scrutiny	Scrutiny Review	Task and Finish Groups Working Groups
5 th June 2024	<ul style="list-style-type: none"> • Corporate Performance Report (2023/24) Quarter 4 • Finance Performance Report (2023/24) Quarter 4 • Treasury Management Outturn Report 2023/24 • CCTV Services – Shared Services Extension • CIL Governance • Corporate Plan – 2024/25 Targets 		
10 th July 2024	<ul style="list-style-type: none"> • Market Towns Programme – Summer Update • Local Authority Housing Fund Round 3 	<ul style="list-style-type: none"> • Place Strategy Update • Huntingdonshire Futures – Update on Grants 	
Unscheduled/Pending Further Details	<ul style="list-style-type: none"> • Huntingdonshire Priority Landscape 		<ul style="list-style-type: none"> • Huntingdonshire Place Strategy • Business Development

Environment, Communities and Partnerships Agenda Items

Meeting Date	Pre-Scrutiny	Scrutiny Review	Task and Finish Groups Working Groups
6 th June 2024		<ul style="list-style-type: none"> • Cambridgeshire County Council Adults and Health Committee Representative Nomination • Annual Climate Strategy Update • Rural UK Shared Prosperity Project – EV Charging Approach • Local Area Energy Plan • Home Energy Support 	
11 th July 2024	<ul style="list-style-type: none"> • DFGs Request for Release of Funding 	<ul style="list-style-type: none"> • Garden Waste Subscription Service Update 	
Unscheduled/ Pending Further Details		<ul style="list-style-type: none"> • Local Lettings Plan • SEUK Update 	<ul style="list-style-type: none"> • Engagement with Parish Councils and development of relationship • Hydrogen Vehicles • Environmental impacts on planning – renewable energy, green spaces

Task and Finish Groups

Performance and Growth

Review of External Appointments to Outside Organisations
Membership: Cllrs S Cawley, S J Corney, I D Gardener and S A Howell
Progress: Summer 2022: Terms of Reference have been established. Questionnaire has been sent to all relevant boards and organisations. Regular meetings are established from September. September 2022: Evidence and information gathering underway. November 2022: Information gathering completed. February 2023: Report presented to O&S Panel and Cabinet March 2023: Cabinet response to the report received by the Panel. July 2023: Communication to be sent to all Councillors who are representatives on outside organisations to advise the new reporting progress. January 2024: Group met to discuss progress and anticipated plan to move forward. Next steps: Regularly review and monitor implementation of recommendations.

Environment, Communities and Partnerships

Climate Working Group
Members: Cllrs T D Alban, J Kerr, C Lowe and D Shaw Lead Officer: Neil Sloper
Progress: November 2022: Initial Meetings held to establish Terms of Reference for the group. April 2023: Regular meetings established. Evidence and information gathering to be progressed. Group to be involved in the Electric Vehicle Charging Strategy Development. January 2024: Meetings held to discuss proposed work plan for the group and to discuss HVO Fuels project Next Steps: Meetings to be scheduled to allow involvement in proposed works.
Climate Sub Group Electric Vehicle Charging Strategy
Members: Cllrs T D Alban, J Kerr, C Lowe and D Shaw Lead Officer: George McDowell
Progress: February 2022: Initial meeting held May 2023: Regular meetings established. Residents survey agreed. July 2023: Meeting to review the outcome of the survey. September 2023: Meeting to review applications for the EV pilot scheme November 2023: Meeting to update on progress December 2023: Meeting to finalise report detail March 2024: Final report circulated through the March cycle of meetings

Disabled Facilities Grants Group
Members: TBC
Lead Officer: Claudia Deeth
Progress: February 2024: Councillors invited to express their interest in being involved with the project. Next Steps: Initial meeting to be scheduled to establish Terms of Reference for the group.

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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 2024
For Period: 1 June 2024 to 30 September 2024

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: Sarah.Conboy@huntingdonshire.gov.uk
Councillor L Davenport-Ray	Executive Councillor for Climate & Environment	73 Hogsden Leys St Neots Cambridgeshire PE19 6AD E-mail: Lara.Davenport-Ray@huntingdonshire.gov.uk
Councillor S Ferguson	Executive Councillor for Customer Services	9 Anderson Close St Neots Cambridgeshire PE19 6DN Tel: 07525 987460 E-mail: Stephen.Ferguson@huntingdonshire.gov.uk

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Councillor B Mickelburgh	Executive Councillor for Finance & Resources	<p>2 Grainger Avenue Godmanchester Huntingdon Cambridgeshire PE29 2JT</p> <p>Tel: 07441 392492 E-mail: Brett.Mickelburgh@huntingdonshire.gov.uk</p>
Councillor B Pitt	Executive Councillor for Community & Health	<p>17 Day Close St Neots Cambridgeshire PE19 6DF</p> <p>Tel: 07703 169273 E-mail: Ben.Pitt@huntingdonshire.gov.uk</p>
Councillor T Sanderson	Deputy Executive Leader and Executive Councillor for Planning	<p>29 Burmoor Close Huntingdon Cambridgeshire PE29 6GE</p> <p>Tel: 01480 436822 E-mail: Tom.Sanderson@huntingdonshire.gov.uk</p>
Councillor S Taylor	Executive Councillor for Leisure, Waste & Street Scene	<p>66 Wren Walk Eynesbury St Neots Cambridgeshire PE19 2GE</p> <p>Tel: 07858 032076 E-mail: Simone.Taylor@huntingdonshire.gov.uk</p>

Councillor S Wakeford	Executive Councillor for Jobs, Economy and Housing	4 Croft Close Brampton Huntingdon Cambridgeshire PE28 4TJ Tel: 07762 109210 E-mail: Sam.Wakeford@huntingdonshire.gov.uk
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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).

A 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.

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 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

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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
CCTV Operations - Shared Services Extension ##	Cabinet	18 Jun 2024		Neil Howard, CCTV Operations Manager Tel: (01480) 388381 Email: neil.howard@huntingdonshire.gov.uk	3	Councillor S. W Ferguson - Executive Councillor for Customer Services	Performance & Growth
L Governance	Cabinet	18 Jun 2024		Clara Kerr, Chief Planning Officer Tel: (01480) 388430 Email clara.kerr@huntingdonshire.gov.uk		Councillor T Sanderson - Deputy Executive Leader and Executive Councillor for Planning	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 Summer Update	Cabinet	16 Jul 2024		Pamela Scott, Regeneration and Housing Delivery Manager Tel: (01480) 388486 Email: pamela.scott@huntingdonshire.gov.uk		Councillor S Wakeford - Executive Councillor for Jobs, Economy and Housing	Performance & Growth
Annual Scrutiny Update on Action Plan Delivery	Cabinet	16 Jul 2024		Karen Sutton, Director Finance and Corporate Services Tel: (01480) 387072 Email: karen.sutton@huntingdonshire.gov.uk		Councillor B. Mickelburgh Executive Councillor for Finance & Resources	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
Market Towns Autumn Update	Cabinet	10 Sep 2024		Pamela Scott, Regeneration and Housing Delivery Manager Tel: (01480) 388486 Email: pamela.scott@huntingdonshire.gov.uk		Councillor S Wakeford - Executive Councillor for Jobs, Economy and Housing	Performance & Growth

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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of the Local Government Act 1972.

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**Public
Key Decision - Yes**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Community Infrastructure Levy Governance Review

Meeting/Date: Overview & Scrutiny (Performance and Growth) – 5 June 2024

Executive Portfolio: Executive Councillor for Planning

Report by: Chief Planning Officer

Ward(s) affected: All Ward(s)

RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on the Cabinet report including recommendations and attached Community Infrastructure Levy (CIL) Governance Review at Appendix 1.

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Public
Key Decision – Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Community Infrastructure Levy Governance Review

Meeting/Date: Overview & Scrutiny (Performance & Growth) –
5 June 2024
Cabinet – 18 June 2024

Executive Portfolio: Executive Councillor for Planning

Report by: Chief Planning Officer

Ward(s) affected: All or list individual Ward(s)

Executive Summary:

The purpose of this report is to set out the first stage of a new Community Infrastructure Levy (CIL) governance process regarding the prioritisation and spending of CIL collected by the Council in its role as a CIL Charging Authority. CIL is used to help support the delivery of infrastructure required for new developments and their communities.

This report and associated appendix is the culmination of stage 1 of this work considering a range of options and recommendations for a new governance approach that will align with current national and local planning legislation and policy, along with the Council's Corporate Plan, Huntingdonshire Futures Places Strategy and key council strategies. Key lessons from best practice examples from elsewhere have also been considered. The next transitional stage will move towards a new way of working as highlighted in the attached Governance Review report at Appendix 1.

The new governance will support the delivery of the:

- Huntingdonshire Local Plan to 2036 and Infrastructure Delivery Plan, to fund infrastructure directly linked to supporting or mitigating the impact of new development
- Huntingdonshire District Council Corporate Plan 2023 – 2028 across our three priorities, specifically priority 2 – Creating a better Huntingdonshire for future generations and our approach to deliver across the three pillars of 'Do, Enable, Influence':
- Strategic strategies and policies, including our Huntingdonshire Futures Places Strategy, Climate Strategy, Market Town Investment Strategies, Sports and Leisure Facilities Strategy and Healthy Open Spaces Strategy

The report sets out the options considered and the recommended approach to the next stages. It also recommends one CIL funding round be started in the 2024/25 financial year.

Recommendation(s):

The Cabinet is

RECOMMENDED

to support the introduction of a new process for the allocation of CIL funding, including:

1. To agree the new CIL Governance arrangements based on the “Statement of Intent” as set out within the report and associated appendix.
2. Delegate authority to the Corporate Director (Place) and the Chief Planning Officer in consultation with the Executive Councillor for Planning to develop, publicise and implement the new governance arrangements as soon as practicable including a transitional CIL round in 24/25 financial year.
3. Delegate authority to the Chief Planning Officer to make changes to the documentation required under recommendation 2 above associated with the new CIL Governance arrangements including the application form to improve understanding of requirements and submission of information.
4. To agree the suggested increase in threshold for smaller funding applications from £50,000 to £100,000 – requests for CIL funding allocations over £100,000 being subject to decision by Cabinet.
5. Delegating authority to the Corporate Director (Place) and the Chief Planning Officer in consultation with the Leader and Executive Councillor for Planning for allocation of CIL funding for smaller funding applications requesting £100,000 or less CIL funding, including those from non-parished areas.
6. Delegate authority for the Chief Planning Officer to take forward steps to develop a programme to work more closely with town and parish councils to align local and strategic priorities; and to develop a more programme-led, evidence-based approach including working with partner organisations – such programme being presented to Cabinet on an annual basis for agreement.

1. PURPOSE OF THE REPORT

- 1.1 This report provides and update on the first stage of the review of CIL Governance arrangements for the spending of Community Infrastructure Levy (CIL) receipts. It sets out an initial 'Statement of Intent' for approval and outlines the delegation required for the next steps in the process.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 Huntingdonshire District Council implemented CIL in May 2012. CIL governance was originally agreed by Cabinet in October 2012 and subsequently updated in December 2015 working with the Huntingdonshire Growth & Infrastructure (HG & I) group, which made recommendations to Cabinet. The most recent review was approved by Cabinet in October 2020 and are the current governance arrangements.
- 2.2 Local authorities must spend the levy on infrastructure needed to support the development of their area. This helps to deliver across the priorities in the Council's Corporate Plan 2023 - 2028 specifically Creating a better Huntingdonshire for future generations by:
- Improved housing - 27. Maintain the level of new housing delivery, which meets the needs of Huntingdonshire residents, including the type of home and tenure (open market and social housing).
 - Forward-thinking economic growth - 39. Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies
- 2.3 Up to 5% of CIL receipts each financial year may be retained for administration costs. 15% - 25% of CIL receipts – the 'meaningful proportion' – are passed to parish/town councils in line with the CIL Regulations 2010 (as amended) and the Localism Act 2011 and the total amount transferred to parish/town councils has increased each year in line with receipt increases. The remaining 70-80%, the strategic proportion, is available for Huntingdonshire District Council as the charging authority to spend on the provision, improvement, replacement, operation, or maintenance of infrastructure to support the growth/development of its area.
- 2.4 To date the Council has allocated £27,403,445.80 CIL funding to 52 projects throughout the district. The total cost of the projects funding was allocated to is circa £102 million. This has contributed to delivering infrastructure across the priorities in the Council's Corporate Plan 2023 – 2028 to meet Local Plan growth.
- 2.5 In 2021 the Council participated in 'road testing' a self-assessment of Good Governance for Developer Contributions with the Planning Advisory Service (PAS). This highlighted the current approach as being at Level 2: Organised but Inconsistent. There have also been a number of significant new corporate policy and strategy documents adopted by the Council since the current CIL governance was adopted, including the Place Strategy, Climate Strategy and Market Town Investment Strategies along

side an update of the Local Plan. These updates along with a 'monitor and manage' approach to the existing system have made it timely to review the current CIL governance arrangements. Additionally, it is noted that various comments have been made by Members, including via Scrutiny, that a review of the governance arrangements would be welcomed, in order to provide improved clarity regarding the process and ensure it was fit for purpose.

- 2.6 An independent review of the Councils existing arrangements has been undertaken on the Councils behalf. This review has considered the processes in place for the administration of strategic CIL allocations; the considerations outlined in the current governance process and the principles put forward in the Planning Advisory Service CIL guidance; highlighting areas of best practice from other councils that could be applied in Huntingdonshire; and potential approaches which balance the need to meet longer-term, corporate infrastructure priorities with a flexibility to meet local priorities.
- 2.7 The objective of stage 1 of this work which this report relates to is to agree:
- A 'Statement of Intent' which includes a number of key principles to guide a new approach
 - How the Council can move towards a more proactive and 'programme-led' approach towards allocating CIL
 - And how it can achieve greater alignment between using CIL to meet both district and local priorities.

The next stage of the work will be a transitional stage towards a new way of working, and will include the following activities:

- Amend the project proposal and assessment forms to reflect the 'Statement of Intent'
 - Undertake 1 funding round in 24/25 based on the new principles and forms
 - Secure additional resource needed for implementation
 - Inform partners of new approach.
- 2.8 At a later stage more detailed arrangements can be put in place, including refining the current governance as required, producing an interim priority programme to inform CIL spend prior to the production of a new IDP, and designing the detailed new arrangements for aligning local & district priorities.
- 2.9 This report outlines the findings and recommendations from the first stage of that work. The report is attached at Appendix 1.

3. OPTIONS CONSIDERED/ANALYSIS

- 3.1 A scoping exercise of the current CIL governance arrangements has been undertaken and options for a new approach to the administration of CIL for Cabinet to consider has been put forward. This report presents the findings and recommendations from that exercise. The options considered are detailed at in the report at Appendix 1 section 5 and Figures 4 and 5 along with the recommendations.

- 3.2 It is considered that Option 2: Priority programme is the most appropriate means of allocating CIL “*through a Strategic Priority Programme (SPP), which sets out the priority projects the Council wishes to fund through CIL and then receives and assesses applications against these and other criteria.*” This option provides the optimum balance between being proactive as to which projects are a priority, whilst retaining some flexibility to allocate funds against them through a ‘bidding’ and assessment process. It crucially makes a strong link between the use of CIL and new development, through requiring an understanding of the infrastructure required to support allocated sites or growth locations, and plan CIL allocations, working more closely with other stakeholders to identify what infrastructure is required to support plan-led new development and proactively plan accordingly.
- 3.3 The Strategic Priority Programme will be developed over time as outlined in Appendix 1 para 5.2.1 and shown in Figure 10.
- 3.4 A ‘statement of intent’ has been developed to clarify the key principles that will form the Council’s new approach to CIL, which state that:
- The primary use of CIL is to fund infrastructure that is directly linked to supporting or mitigating the impact of growth and new development.
 - CIL funded projects can also contribute towards achieving the outcomes identified in the Council’s Corporate Plan and Place Strategy
 - CIL should be used in a way which leverages other sources of funding for greater impact.
 - The use of CIL should be considered alongside other developer contributions to maximise site-specific benefits (e.g. Affordable housing).
 - A new approach to allocating CIL should follow a programme-led, evidence-based approach.
 - A new approach to CIL should recognise the Importance of working with partners to deliver infrastructure.
 - There should be greater alignment between local and district-wide priorities.
- 3.5 Section 6 highlights the actions to be taken to deliver the proposed new arrangements and highlights that not all can be implemented with immediate effect and what the transitional arrangements would be.
- 3.6 CIL is restricted in the infrastructure it can support, as outlined in para 8.4 below, in that affordable housing, which is a recognised priority for the Council, is not currently part of the definition of infrastructure for the purposes of CIL. In order to consider a more strategic approach to the use of CIL, considering outcomes that deliver more value, the new proposal outlines the opportunity to use CIL for infrastructure on new developments with viability challenges in order to unlock growth, so there is less pressure on the S106 for infrastructure, such as a strategic road junction, which can then enable affordable housing to be prioritised and increased. There

could also be opportunity to work with a Town and Parish Councils to gain agreement on how we work in partnership to support this delivery further utilising their meaningful proportion, which has a wider legal definition for its use.

- 3.7 The recommendations to the report also set out a number of areas of delegation to enable the work to progress in a timely manner. This includes the proposed increase in delegation level for applications for the allocation of CIL funding for smaller infrastructure projects rising from the existing £50,000 or less CIL funding to £100,000 or less CIL funding, including those from non-parished areas. The delegation in all other parts would remain the same, namely delegating authority to the Corporate Director (Place) and the Chief Planning Officer in consultation with the Leader and Executive Councillor for Planning. This has been proposed as it is believed this will reduce the level of 'local' small infrastructure projects needing to be considered by Cabinet and so enable use of Cabinet time more effectively on larger projects of strategic nature. This approach will enable more timely decision making giving certainty to Towns/Parishes who may also be bidding for external funding and need to demonstrate match funding to deliver locally important projects.
- 3.8 A summary showing how the governance process is proposed to change is shown in Appendix 1 section 2.1.
- 3.9 Town and Parish Councils will still receive their meaningful proportion of CIL receipts in line with the CIL Regulations 2010 (as amended). This equates to 15-25% of CIL payments received in relation to a planning permission and its locality depending on whether a Neighbourhood Plan has been 'made' or not. The Town and Parish Councils can decide on how this is spent as long as it is to support the development of the local council's area, or any part of that area, by funding:
- (a) the provision, improvement, replacement, operation or maintenance of infrastructure; or
 - (b) anything else that is concerned with addressing the demands that development places on an area.
- In doing so this enables them to prioritise funding projects that may not be supported by the District Council Strategic CIL or consider how they could work with the District Council to support strategic priorities in their town or parish for funding.

4. COMMENTS OF OVERVIEW & SCRUTINY

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

5. KEY IMPACTS / RISKS

- 5.1 The key impact from not reviewing the governance process will be the potential for certain infrastructure projects not being delivered due to CIL funding not being available or allocated appropriately and in a timely manner. Detail on the analysis of the options considered and their

associated risks is shown in Appendix 1 at Figures 4 and 5 and paras 5.2 and 5.3 of that document.

- 5.2 Subject to the recommendations in this report being support, the key risk elements are likely to include, but not limited to:

Budget Management Risk: It will be important to ensure spend is within appropriately set cost parameters for each step of the programme. This will be considered against the overall programme funding profile with oversight by the Chief Planning Officer where necessary. Funding will be from the CIL Admin 'pot' as permitted within the CIL Regulations 2010 (as amended).

Programme timescale risk: This is an ambitious programme of change and delivery with tight timescales. The work will be regularly reviewed with the Chief Planning Officer and any changes to the programme and milestones agreed.

Programme resources risk: It is recognised that additional resource will be required, in the short-term as a minimum, to take forward the proposed new governance process. Programme management will be established with the additional support through the outlined consultancy support.

Engagement with partners: The Council has a positive and proactive approach to partnership working, supported through the Corporate Plan and Places Strategy. It is recognised that partners, both internal and external, are experiencing many resourcing and priority pressures and so a structure programme of engagement will be established to look at bringing this into all partners business as usual work, recognising the corporate priority for this work. Any issues will reported back to the Chief Planning Officer.

Legislation changes: The government has announced that CIL could be replaced by a new Infrastructure Levy, as outlined in the Levelling-up and Regeneration Act 2023. This sets out a legislative framework for the new planning levy but further technical consultations are expected before the full detail of this is known and the potential impact on future financial receipts.

- 5.3 A risk register will be established for the work if recommendations are approved.

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 6.1 The proposed new CIL governance arrangements will take time to implement. To ensure certain elements can be introduced immediately, some interim arrangements are proposed. This would include for the first year, amongst other things:

- The Project Proposal Form for use by applicants being amended to reflect the 'statement of intent'
- The CIL guidance being updated to include defined criteria elements
- A Project Initiation Document being prepared to secure addition resources to implement the work programme, the budget for which is proposed to be met through the use of the CIL Admin pot

- A communication framework is designed and implemented to 're-launch' the new approach and interim arrangements and any changes relevant with partner organisations, service providers and community groups.
- A single funding round to commence within the 2024/25 financial year
- The development of a programme of closer engagement with Town and Parish Councils alongside the Neighbourhood Planning team work to demonstrate the benefits of aligning priorities and funding, this could include providing additional support in the development of parish-level infrastructure plans (for example through a template Infrastructure Investment Plan that town and parish councils can use to prioritise infrastructure), and producing web-based guidance for town and parish councils.

6.2 Moving forward from the above, the programme of work will develop further to include a new Infrastructure Development Plan supporting the emerging new Local Plan, including a range of evidence-based items to support its development. From this a business plan and programme will be produced which will aid the prioritisation of infrastructure funding support across the district. An indicative work programme is shown at Figure 10 in Appendix 1.

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

[\(See Corporate Plan\)](#)

7.1 This will help to deliver across a range of the Council's Corporate Plan priorities specifically Creating a better Huntingdonshire for future generations by:

- Improved housing - 27. Maintain the level of new housing delivery, which meets the needs of Huntingdonshire residents, including the type of home and tenure (open market and social housing).
- Forward-thinking economic growth - 39. Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies

8. LEGAL IMPLICATIONS

8.1 Regulation 59 (1) of the Community Infrastructure Levy Regulations 2010 (as amended) requires a charging authority to apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area. It may also, under Regulation 59 (3), support infrastructure outside its area where to do so would support the development of its area.

8.2 Passing CIL to another person for that person to apply to funding the provision, improvement, replace, operation and maintenance of infrastructure is also permitted under Regulation 59 (4).

8.3 Section 216 (2) of the Planning Act 2008 as amended by Regulation 63 of the Community Infrastructure Regulations 2010 (as amended) states that infrastructure 'includes *[and is therefore not limited to]*:

- (a) roads and other transport facilities
- (b) flood defences
- (c) schools and other educational facilities
- (d) medical facilities
- (e) sporting and recreational facilities
- (f) open spaces.'

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

8.5 The Council enters into contract arrangements with any organisation that is allocated CIL funding. A template contract has been reviewed with the Council's legal team and continues to be engaged with new contracts as they are developed.

9. RESOURCE IMPLICATIONS

9.1 Resources required are for officer time and include:

- a) Existing resources of the Implementation Team, which is part of the Planning Service.
- b) Additional resources as outlined in the report, funded through the CIL Admin pot as part of the CIL receipts, in line with the CIL Regulations 2010 (as amended)
- c) Other sections within the Council - preparation of funding applications in line with the Infrastructure Delivery Plan, Corporate Plan and Strategic Priority Programme

10. HEALTH IMPLICATIONS

10.1 Huntingdonshire District Council is committed to supporting residents through a positive and ongoing working relationship with local communities. Delivery of certain infrastructure projects could support the health and wellbeing of our new, and existing, communities such as through health facilities or sports development. Such capital initiatives that support development would also directly contribute to positive health outcomes.

11. ENVIRONMENT AND CLIMATE CHANGE IMPLICATIONS

11.1 The Council has a duty to ensure that we continue to promote environmentally positive and sustainable projects supporting positive place-making. The new arrangements can play an important role in influencing the applications for CIL funding to tackle climate change at the same time as enabling sustainable growth within their infrastructure proposals.

11.2 Climate Strategy, which was adopted by the Council in February 2023, will be considered as part of the assessment criteria.

12. REASONS FOR THE RECOMMENDED DECISIONS

- 12.1 The proposed process is considered the best option available to ensure that CIL funds are allocated appropriately to fund infrastructure that is directly linked to supporting or mitigating the impact of new development and in line with Council priorities, whilst ensuring best value is achieved and allowing some flexibility where appropriate.

13. LIST OF APPENDICES INCLUDED

Appendix 1 – CIL Governance Review Report

14. BACKGROUND PAPERS

Section 216 of Planning Act 2008 Huntingdonshire Infrastructure Delivery Plan

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

Huntingdonshire Infrastructure Delivery Plan – Infrastructure Schedule

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

Huntingdonshire Infrastructure Delivery Plan Addendum

<http://www.huntingdonshire.gov.uk/media/2861/infrastructure-delivery-plan-addendum.pdf>

Community Infrastructure Levy Spend Allocation July 2019

<https://democracy.huntingdonshire.gov.uk/moderngov/documents/s104976/Community%20Infrastructure%20Levy%20Spend%20Report.pdf>

Community Infrastructure Levy Governance October 2020

<https://democracy.huntingdonshire.gov.uk/moderngov/documents/s112140/Community%20Infrastructure%20Levy%20Governance%20report.pdf>

Infrastructure Funding Statement 2022-23

<https://democracy.huntingdonshire.gov.uk/moderngov/documents/s131501/4.%20Infrastructure%20Funding%20Statement%20Report.pdf>

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HUNTINGDONSHIRE
COUNCIL

DISTRICT

CIL GOVERNANCE REVIEW

DATE: May 2024

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1 GLOSSARY

Chargeable Development

A chargeable development is the development for which planning permission is granted in accordance with Regulation 9 of the Community Infrastructure Levy Regulations 2010 (as amended – hereafter to be referred to as the CIL Regulations). Most buildings that people normally use are liable to pay CIL. But buildings into which people do not normally go and buildings into which people go only intermittently for the purpose of inspecting or maintaining fixed plant or machinery, will not be liable to pay CIL. Structures which are not buildings, such as pylons and wind turbines, will not be liable to pay CIL. CIL is not charged on changes of use that do not involve an increase in floorspace, where the existing floorspace has been in lawful use for a continuous period of at least six months within 3 years ending on the day planning permission first permits the chargeable development.

Community Infrastructure Levy (CIL)

CIL is a set charge, based on the gross internal area floorspace (GIA) of buildings, on most new developments to help fund ‘the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of the area’.

Developer Contributions

Developer contributions is a collective term mainly used to refer to the Community Infrastructure Levy (CIL) and Planning Obligations (commonly referred to as ‘Section 106’ or ‘S106’ obligations after Section 106 of the Planning Act). These are planning tools that can be used to secure financial and non-financial contributions (including affordable housing), or other works, to provide infrastructure to support development and mitigate the impact of development¹.

Development

The legal definition of ‘development’ is provided in section 55(1) of the Town and Country Planning Act 1990 (as amended) (the Act) which states: “development” means the carrying out of building, engineering, mining or other operations in, on, or under land, or the making of any material change in the use of any buildings or other land.

Development Plan

The current [Huntingdonshire Development Plan](#) comprises the Huntingdonshire Local Plan to 2036, Neighbourhood Plans adopted by the Council and the Cambridgeshire and Peterborough Minerals and Waste Plans. It is supported by a series of other supplementary [Planning Policy Documents](#).

Growth

Within the context of this report, “growth” refers to the increase in the number of new homes and associated infrastructure within Huntingdonshire. This growth typically encompasses the construction of new homes. It may also involve population growth and economic expansion. In

¹ <https://www.local.gov.uk/pas/topics/developer-contributions>

essence, growth in this context denotes the expansion and evolution of a place's built environment to accommodate changing demographic, economic, and social needs.

Infrastructure

The Planning Act 2008 provides a wide definition of the infrastructure which can be funded by the levy, including, but not limited to, transport, flood defences, schools, hospitals, and other health and social care facilities. This definition allows the levy to be used to fund a very broad range of facilities giving local communities flexibility to choose what infrastructure they need to deliver their Development Plan.

Local Plan

A plan for the future development of a local area, drawn up by the local planning authority in consultation with the community. In law this is described as the development plan documents adopted under the [Planning and Compulsory Purchase Act 2004](#). The [National Planning Policy Framework \(NPPF\)](#) Glossary states that a local plan can consist of either strategic or non-strategic policies, or a combination of the two².

New development

New development refers to the new homes or employment land from site allocations, windfall development or planning applications in or supported by the adopted Local Plan, as well as development supported by planning but outside of adopted policies (such as through government guidance and / or other site-specific material considerations).

Plan-Led (growth or development)

Refers to the new homes or employment land from site allocations, windfall development or planning applications in or supported by the adopted Local Plan

Section 106

Planning obligations under S106 of the Town and Country Planning Act 1990 (as amended) are a legal agreement between local planning authorities, landowners, developers and potentially other affected third parties. This can impose financial and non-financial obligations on a person or persons with an interest in the land and become binding on that parcel of land. Planning obligations are used to make acceptable development which would otherwise be unacceptable in planning. S106 agreements are time limited and spend is defined in the agreement and must meet a number of legal 'tests', to ensure the contribution relates to the planning of the development.

Strategic

in the context of this report the term 'strategic' refers to actions, decisions or approaches (e.g. the spending of CIL) which are taken in an informed, proactive way against a strategy or plan to achieve long-term goals or objectives in accordance with the approved governance process.

² <https://www.gov.uk/guidance/national-planning-policy-framework/annex-2-glossary>

Strategic CIL

The term(s) strategic CIL or strategic 'pot' refers to the portion of CIL for which bids are made with the approval route subject to financial thresholds (the other two 'pots' being the meaningful proportion (15-25%) passed to Town or Parish Councils, and the admin 'pot' (up to 5%), retained for administration purposes).

Supplementary Planning Document (SPD)

The [National Planning Policy Framework \(NPPF\)](#) states that SPDs are documents which add further detail to the policies in the development plan. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design, landscape and water matters. Supplementary planning documents are capable of being a material consideration in planning decisions but are not part of the development plan³.

³ <https://www.gov.uk/guidance/national-planning-policy-framework/annex-2-glossary>

2 EXECUTIVE SUMMARY

2.1 Executive Summary

Background

The Community Infrastructure Levy (CIL) is a levy-based, non-negotiable charge on (most) types of development and has been charged in Huntingdonshire since 1st May 2012. CIL allows the District Council to generate funding to deliver a range of District-wide and local infrastructure projects that support the cumulative impacts of growth, and provide certainty for future development, and benefit local communities.

There is an acknowledgement that the use of CIL needs to be more plan-led and strategic in approach to meet the growth aspirations of the district, as outlined in the current and emerging Local Plan, and other corporate documents such as the Corporate Plan and Place Strategy.

Any changes to the governance of CIL must be robust and transparent enough to withhold the various forms of scrutiny on spending decisions on developer contributions, for example in light of the requirement to publish an Infrastructure Funding Statement, any audit requirements, and from external bodies such as the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Office for Local Government (OfLOG).

The Council therefore sought external advice to undertake a scoping exercise of the current CIL governance arrangements and put forward options for a new approach to the administration of CIL for the Cabinet to consider. This report presents the findings and recommendations from that exercise.

Issues and Opportunities

A set of themes emerged from engagement with officers and members, particularly around the 'strategic intent' of CIL, including:

- That CIL should be linked to growth and supporting new development.
- That CIL should be linked to strategic priorities.
- A preference for maximising & leveraging other types of funding when allocating CIL.
- The importance of partnership working, with more strategic thinking about how we work with partners to prioritise and fund infrastructure.
- Over time HDC could move towards a more programme / business case-led approach to spending CIL.
- Move towards a different way of working with the parishes to encourage alignment between local and district priorities. Encourage parishes to think about match-funding.
- CIL could be targeted towards infrastructure that can unlock other benefits (e.g. increased Affordable housing)
- Recognising the role of the "meaningful proportion" which town and parish councils benefit from in any event.

Recommendations

The recommendations are based on engagement with officers and members, as well as to ensure any new approach aligns with the current national and local planning legislation and policy, and local corporate policy and strategy context. Key lessons from best practice examples from elsewhere have also been considered.

The key principles that are proposed to form a 'statement of intent' for the Council's new governance and approach to CIL, state that:

- The primary use of CIL is to fund infrastructure that is directly linked to supporting or mitigating the impact of growth and new development.
- CIL funded projects can also contribute towards achieving the outcomes identified in the Council's Corporate Plan and Place Strategy
- CIL should be used in a way which leverages other sources of funding for greater impact.
- The use of CIL should be considered alongside other developer contributions to maximise site-specific benefits (e.g. Affordable housing).
- A new approach to allocating CIL should follow a programme-led, evidence-based approach.
- A new approach to CIL should recognise the Importance of working with partners to deliver infrastructure.
- There should be greater alignment between local and district-wide priorities.

It is also recommended that over time the Council should move towards a more programme-led, evidence-based approach towards allocating CIL spend through producing a 'Strategic Priority Programme', which would set out the priority projects the Council wishes to fund through CIL, and then receives and assess applications against these and other criteria. This will also help develop a pipeline of strategic projects which have wider than immediate local benefit, and allow for longer term strategic planning.

It is also recommended that there should be greater alignment between local and district-wide priorities by working more closely with parishes. Through this the Council would work in a different way with parishes and neighbourhood forums to encourage them to think about how CIL is used in a more informed way, considering things like match-funding, combining the meaningful proportion with strategic CIL, and ensuring their spending decisions are based on evidence.

Delivery Plan

A number of activities can be undertaken immediately after securing the approvals sought in this report to ensure no momentum is lost from the progress made to this point. This would include amending the current Project Proposal form to reflect the 'Statement of Intent' which can be used in the next CIL bidding round. It is recommended that to ensure there is sufficient officer capacity to implement these interim arrangements, only one funding round is undertaken in 2024/25.

It is proposed that a Project Implementation Document is prepared in order to secure the additional resource required to implement the Work Programme. It is recommended that this work is funded through the CIL Admin 'pot', through which up to 5% of the CIL collected in that year can be spent on administrative expenses incurred during that year.

Once the principles for a new approach are agreed it is recommended that partner organisations and relevant internal service providers are informed of the new approach, the interim arrangements and any changes to the process that are relevant.

At a later stage the governance process, as amended for the interim stage, would require further review and amendment in order to reflect any further changes to the approach in relation to the updated evidence / Business Plan / Priority Programme and closer alignment with Parish councils.

A summary of the changes between the current and new approach is provided below.

Current approach	New approach	Reason for change
Offers a lot of flexibility in how CIL is allocated	The use of CIL will be more plan-led and strategic	To meet the growth aspirations of the District, as well as withhold various forms of scrutiny.
Spend has not been strongly linked to plan-led new development, and spread across a number of local projects	Establish a clear link between the use of CIL and new development	Ensure CIL meets its stated role to deliver infrastructure to support residential and economic growth
All governance undertaken by the Council	More proactive engagement with external stakeholders	Infrastructure essential for sustainable communities is delivered by other stakeholders and so the council may have a role to play in funding those.
CIL has been used in a reactive rather than proactive way	The spending of CIL should follow a programme-led, evidence-based approach	Will allow the Council to take more informed and considered decisions to support the Local Plan and other corporate strategies.
Assessment form & report relies on subjective information to support recommendations	A new project proposal form to reflect the 'statement of intent' and include more subjective assessment criteria	To ensure robust and transparent decision-making .
CIL is allocated during 2 bidding rounds per year, with	TBC.	Detailed process and governance issues will be

a threshold of £50k per project for member approval		resolved once the key principles of a new approach are agreed.
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2.2 Recommendations and Decisions Sought

Through consideration of the contents of this report, Cabinet are asked to:

1. Agree the key principles that form a 'statement of intent' for the Council's new approach to CIL, which states that:
 - The primary use of CIL is to fund infrastructure that is directly linked to supporting or mitigating the impact of new development.
 - CIL funded projects can also contribute towards achieving the outcomes identified in the Council's Corporate Plan and Place Strategy
 - CIL should be used in a way which leverages other sources of funding for greater impact.
 - The use of CIL should be considered alongside other developer contributions to maximise site-specific benefits (e.g. Affordable housing).
 - A new approach to allocating CIL should follow a programme-led, evidence-based approach.
 - A new approach to CIL should recognise the Importance of working with partners to deliver infrastructure.
 - There should be greater alignment between local and district-wide priorities.

2. Agree that over time the Council should move towards a more programme-led, evidence-based approach through producing a Strategic Priority Programme (as recommended in section 5.2.1).

3. Agree that there should be greater alignment between local and district-wide priorities by working more closely with towns and parishes (as recommended in Section 5.2.2).

4. Agree the approval process:
 - Approve the recommendations 1, 2 and 3 above; and approve that this report and recommendations are taken through Overview and Scrutiny Committee and Cabinet for approval on June 18th.

5. Agree, subject to the approvals above, the next steps in the programme, specifically:

- To amend the Project Proposal and Officer Assessment Forms to reflect the 'Statement of Intent'.
- To Undertake one Funding Round in 2024/25.
- Develop an engagement framework on the new approach.

3 INTRODUCTION

3.1 Background to this Commission

In October 2020, the current approach for the administration of CIL was agreed. This was done through a Cabinet decision, creating a system where CIL funds are allocated to three different "pots". Up to 5% is retained for administration purposes, and a "meaningful proportion" of 15-25% is passed to town and parish councils.

The remaining CIL forms a 'strategic' pot, for which bids are made with the approval route subject to financial thresholds. To this end a new set of delegations, an application form and associated guidance for Strategic CIL were introduced.

Alongside the current Corporate Plan 2023 – 2028 and the Huntingdon Futures Work, other new corporate policy and strategy documents are emerging, including a Place Strategy, Climate Strategy and Market Town Investment Strategies, and an update of the Huntingdonshire Local Plan 2036 is underway.

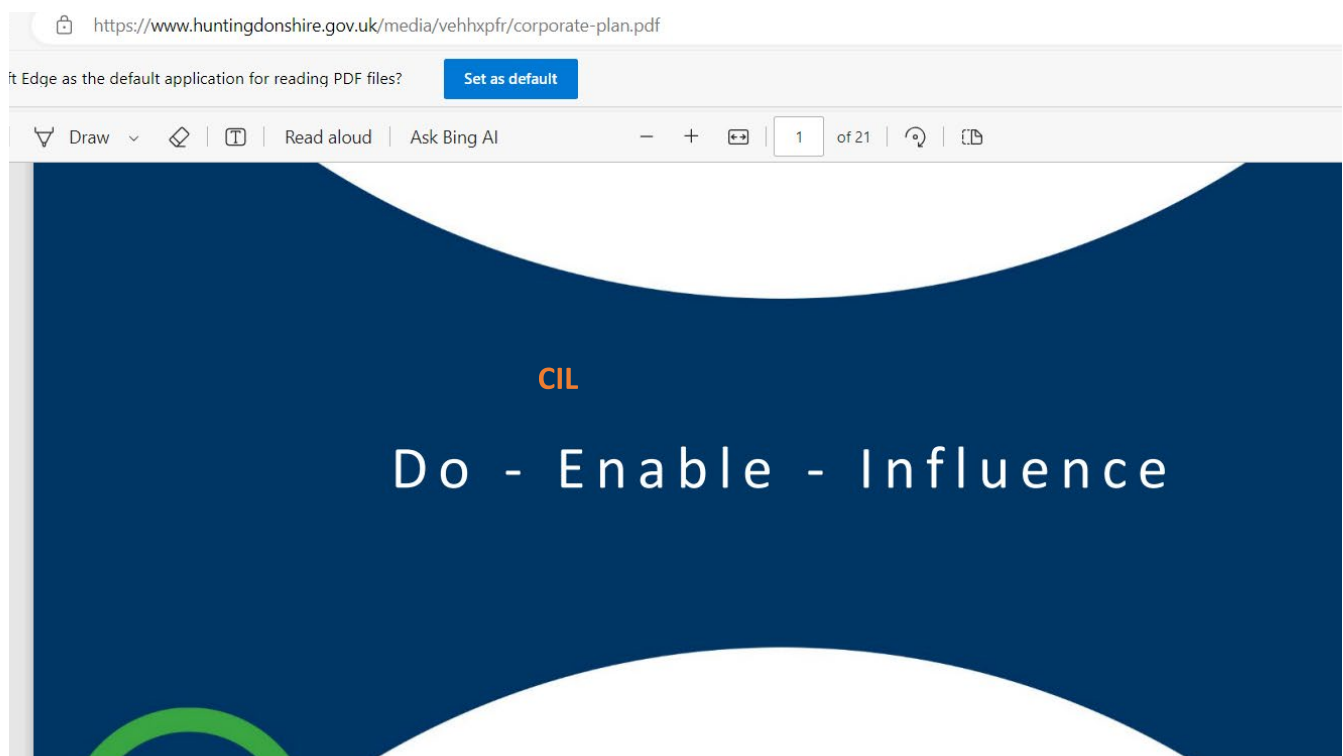


Figure 1: Huntingdonshire DC's key policy and strategy documents

There is now an acknowledgement that the use of CIL needs to be more plan-led and strategic to meet the growth aspirations of the district, by a framework which can enable informed decisions to be made that balances 'local' benefits (such as village hall improvements) with projects which support a wider area (such as Hinchingsbrooke Country Park). While there is a general understanding of infrastructure needs across various items, such as highways, there is a lack of a "pipeline" of projects to understand current needs or potential projects. The IDP needs to be

updated alongside the review of the Local Plan, making it challenging to allocate CIL strategically to projects outside the scheduled funding rounds.

Any changes to the governance of CIL must be robust and transparent enough to withhold the various forms of scrutiny on spending decisions on developer contributions, for example in light of the requirement to publish an Infrastructure Funding Statement, any audit requirements, and from external bodies such as the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Office for Local Government (OfLOG).

The Council therefore sought external advice to undertake a scoping exercise of the current CIL governance arrangements and put forward options for a new approach to the administration of CIL for the Cabinet to consider.

3.2 Contents of this Report

This report provides an overview of this commission and includes the following:

- An overview of the current national and local policy and regulatory context for developer contributions, as well as an overview of the current governance framework for CIL in Huntingdonshire (Section 4.1)
- A series of recommendations, including a proposed 'statement of intent' containing the key principles for a new approach to CIL, and an options analysis with recommendations for the preferred option for some areas of CIL (Section 5)
- And a Delivery Plan, including a summary of the tools, resources and processes required to implement a new approach. (Section 6).

4 THE CURRENT SITUATION

4.1 Summary of the National and Local Policy Context.

The **Community Infrastructure Levy (CIL)** is a levy-based, non-negotiable charge on (most) types of development and has been charged in Huntingdonshire since 1st May 2012. CIL is a set charge, based on the gross internal area floorspace (GIA) of buildings, on most new developments to help fund **‘the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of the area’**. CIL is intended to be a mechanism to capture contributions from all developments, including from smaller scales of development and their cumulative impact on infrastructure over time, which had previously been below the threshold to secure developer contributions.

The Levelling Up and Regeneration Act gained royal assent in October 2023. Whilst the Act provides the framework for significant changes to the planning system, its timetable for coming into force is unknown. Any changes to CIL will require additional consultation before they are adopted.

The Huntingdonshire Local Plan to 2036 guides decisions on future development proposals in the area to address the land use needs and opportunities of Huntingdonshire's communities from 2011 up to 2036. In January 2023 the Council agreed to the preparation of a full update to the Local Plan and undertook ‘Issues and Options’ consultation in Spring 2023. The forward timetable includes consultation on ‘Further Issues and Options’ from July 2024, Preferred Option in Summer / Autumn 2025 and submission for Examination in 2027.

The Developer Contributions SPD sets out the Council’s approach for securing developer contributions from new developments that require planning permission. It states that in Huntingdonshire planning obligations will be used to secure **significant site related community infrastructure on strategic sites of 200 units or above**. CIL will also apply to these developments to enable contributions to District wide and local community infrastructure.

CIL allows the District Council to generate funding to deliver a range of District-wide and local infrastructure projects that support cumulative growth, and provide certainty for future development, and benefit local communities. **CIL is intended to be used for projects that align with infrastructure priorities linked to growth**, the Local Plan and other key corporate documents. It is not intended to be used for maintenance or revenue projects, or new small-scale projects that mainly have a local benefit that do not align with infrastructure priorities set by the Local Plan and other key council documents.

4.2 Current approach towards Infrastructure Funding

HDC CIL funding is currently divided into three ‘pots’, as illustrated on Figure 2 below.

- One is the ‘Meaningful Proportion’ that is passed in accordance with the legislation to Town and Parish Councils to spend.
- The second is the ‘Strategic’ proportion that is allocated by the Council.
- The final small third pot, defined in legislation, is to cover the administration of running the Charging Authority.

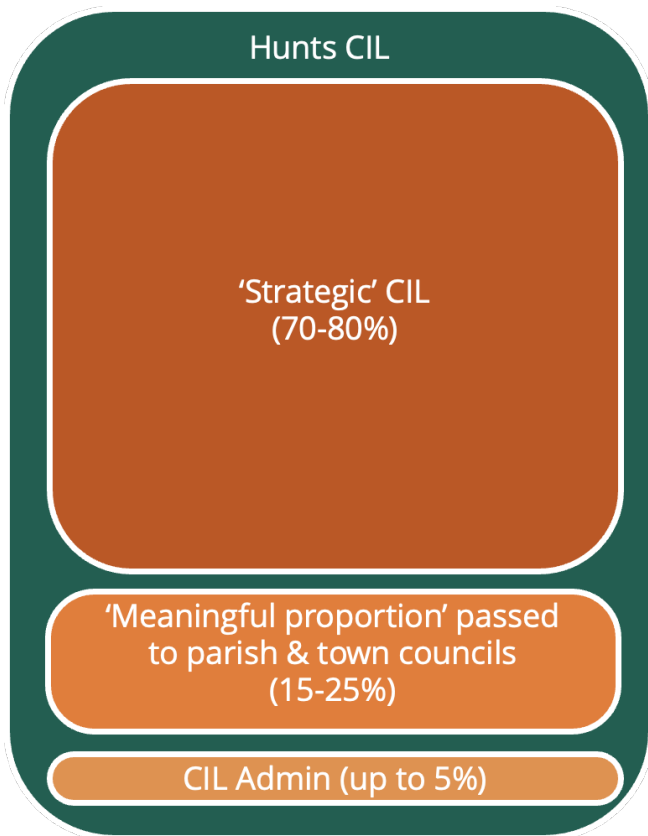


Figure 2: the CIL 'Pots'

The process for allocation of the 'strategic' proportion is intended to enable HDC to have control of the allocation of CIL funds from the strategic pot to **support the delivery of cumulative growth** within the district.

The process provides flexibility to ensure the appropriate distribution of funding is considered, linked to growth and corporate priorities. It states that proposals seeking £50,000 or less be agreed by Corporate Director (Place) and the Chief Planning Officer in consultation with the Leader and Executive Councillor for Strategic Planning.

Where more than £50,000 funding is being sought, Cabinet is required to approve the allocation.

Under current governance arrangements up to two funding rounds are held annually. The Council may allow for other allocations to be made outside of the rounds if it is considered that exceptional circumstances exist.

The 'meaningful proportion' is passed over to parish and town councils, and is able to fund infrastructure but can also fund 'anything else that is concerned with addressing the demands that development places on an area', CIL is an important, but not the only, source of funding to meet these local demands (such as community chests), but does come with regulatory requirements as defined in the Planning Act.

4.3 HDCs Strategic Framework

Policy context & the new strategic framework

Huntingdonshire Local Plan and other policy and strategy documents set out the Council’s commitment to supporting the development of infrastructure that enables district-wide and localised growth, as well as improving the supply of new and affordable housing, jobs, and vital community facilities.

Corporate approach to infrastructure

HDC’s corporate approach to infrastructure delivery is contained in the Council’s Corporate Plan which sets out the Council’s vision and priorities to 2028 (see Figure 3 below for current priorities).

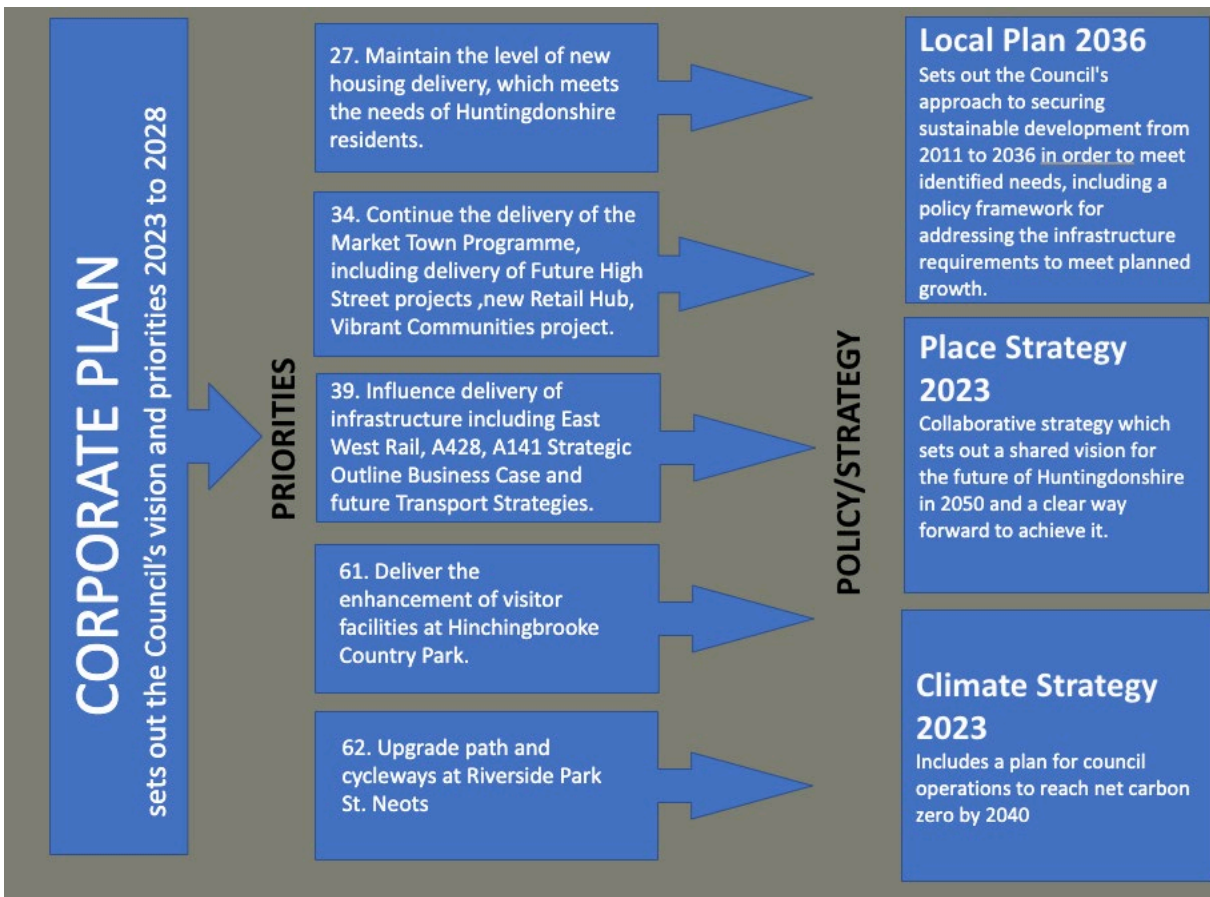


Figure 3: HDC Current strategic framework & its approach to infrastructure

4.4 Current infrastructure priorities

The Huntingdonshire Infrastructure Funding Statement (IFS) reports annually on how contributions have been spent up to the end of March of the previous financial year, and information on the monetary and non-monetary contributions sought and received from developers for the provision of infrastructure to support growth in the area.

The infrastructure list contained within the Infrastructure Funding Statement from 2022/23⁴ document provides a list of all the current and planned infrastructure that could be delivered to support growth. The IFS provides a list of project types of infrastructure which HDC intends will be or may be wholly funded by CIL.

⁴ <https://www.huntingdonshire.gov.uk/media/otmdnn1k/infrastructure-funding-statement-2022-23.pdf>

5 RECOMMENDATIONS

This section provides a series of key recommendations for HDCs strategy and governance of CIL. These recommendations are based on feedback from the members and officers, as well as to ensure any new approach aligns with the current national and local planning legislation and policy, and local corporate policy and strategy context. Key lessons from best practice examples from elsewhere have also been considered.

In setting out these recommendations we have included:

- A number of key principles for a new approach. These can be considered as a ‘statement of intent’ from the Council where we understand there has been consensus on key issues, and on which more detailed process and governance should be based.
- Options as to how HDC could approach some areas. We provide below an overview of these options, the strengths, weaknesses, opportunities and threats for each, and an analysis of the risks associated with each. A recommended option for each has been made for consideration.

5.1 Key Principles for a new approach

The following statements provide a ‘statement of intent’ for the Council’s new approach towards CIL, along with the reasoning for each.

The primary use of CIL is to fund infrastructure that is directly linked to supporting or mitigating the impact of growth and new development.

The Planning Act (2008) and CIL Regulations (2010) both make a clear link between the use of CIL to support the development of its area, with the accompanying CIL guidance stating that CIL should be used to “fund the infrastructure needed to deliver the relevant plan”.

The current planning context is set by the Local Plan to 2036 (2019) and the Developer Contributions SPD (2011). The Developer Contributions SPD sets out how CIL and S106 will operate alongside each other, with it stating that CIL has a particular role in “delivering infrastructure projects that support residential and economic growth”⁵.

The current policy context (which responds to issues such as the viability of development as well as local and national policy and guidance) means that S106 contributions covering all potential infrastructure needs are only secured on a small number of applications, and apart from a small number of categories such as affordable housing, green spaces and wheeled bins, only on development of over 200 units. (for example, 17 S106 applications were signed in 22/23, including Deeds of Variation and Unilateral Undertakings). This means that CIL is the primary mechanism for securing funding for infrastructure from the majority of development sites.

⁵ HDC Developer Contributions SPD (2011)

Over recent years it appears that the link between the use of CIL and new development has been weakened (as evidenced by projects funded by CIL as detailed in Infrastructure Funding Statements). Given the policy context described above, and the need to ensure that the current (and any new) Local Plan is deliverable, there should be a clearer link made between the use of CIL and infrastructure to support new development.

It is important to also define what is meant by 'new development', as this can be interpreted in different ways. New development refers to the new homes or employment land from site allocations, windfall development or planning applications in or supported by the adopted Local Plan, as well as development supported by planning but outside of adopted policies (such as through such as government guidance and / or other site-specific material considerations).

In defining what is meant by infrastructure, there is an inherent flexibility within CIL and so it is considered there to be little value in providing an alternative or more restricted definition of infrastructure than is provided in the relevant regulations.

It also must be considered that CIL on its own will not be able to fund all the infrastructure required to support new development. Therefore, it should be used alongside other types of funding, and its use prioritised against a clear set of criteria, linking its use to new development to ensure it is being used effectively to support growth.

CIL funded projects can also contribute towards achieving the outcomes identified in the Council's Corporate Plan and Place Strategy

The Local Plan is one document alongside other key corporate plans and strategies which also includes the Corporate Plan, Place Strategy 2023 and Climate Strategy 2023. The current administration has clearly set out its key objectives for the current term, specifically by

- Enhancing employment opportunities and supporting businesses
- Supporting the needs of residents
- Improving the housing situation
- Strengthening our communities
- Tackling climate change and caring for the environment

Whilst the primary purpose of CIL is to support plan-led, new development, the use of CIL should also consider how the projects it is funding will contribute to and align with this wider policy context.

Infrastructure linked to growth can also support these objectives as well as the vision and priorities set out in the Corporate Plan, as along with other key Council strategies, for example in relation to the delivery of strategic transport projects such as the A428 and A141 which are part of both the Corporate Plan and for plan-led development.

As part of a new approach the framework to prioritise the use of CIL should consider both the link to supporting plan-led, new development, as noted above, as well as how it will achieve wider Council objectives.

CIL should be used in a way which leverages other sources of funding for greater impact.

CIL funding is rarely, if ever sufficient on its own to fund the projects which will support growth and contribute to HDC corporate objectives. Therefore, it must be used alongside other sources of funding. CIL can therefore lead to greater impact by leveraging CIL funding with other sources such as government funding streams (e.g. Shared Prosperity Fund, or mainstream grants), funds from other public bodies (e.g. funding for Integrated Care Systems or from National Highways), or even through combining with funding available to town and parish councils, providing additionality to existing sources of funding.

CIL can also be used to address funding gaps of existing projects to ensure that essential infrastructure needs are met or be prioritised for projects that have the potential to attract additional funding sources, enhancing the capacity of the funding available.

By combining with other funding sources, CIL could support plan-led development by contributing to the delivery of larger-scale or a greater number of projects, leading to greater impact on the community.

There may be other types of infrastructure (such as new electricity supply) which are critical to enable new development, (or essential or desirable, depending on the circumstances), that are funded entirely by other sources of funding (such as directly from central Government). The council may have a 'convenor' role rather than 'funder' in these circumstances.

The use of CIL should be considered alongside other developer contributions to maximise site-specific benefits (e.g. Affordable housing).

There may be site-specific circumstances where due to viability challenges, the Council is not able to secure all the infrastructure it requires through a S106 agreement. Under these circumstances the council should consider using CIL where it could unlock other site-specific benefits, such as the delivery of affordable housing.

In situations where there are demonstrable and evidenced viability challenges for new development, whilst CIL cannot be used to directly offset or reduce a developers S106 contributions towards infrastructure, by targeting the use of CIL towards funding infrastructure in particular locations, it may reduce the burden on the S106 'ask' for this infrastructure, and so potentially create the 'headroom' within overall project viability to secure more contributions towards affordable housing or other priorities whilst not reducing the overall ask of the development.

The current Developer Contributions SPD states that the Council will seek S106 agreements for specific infrastructure in addition to CIL on a number of large-scale developments. The new Local Plan provides an opportunity to proactively reconsider the interaction between S106 and CIL, for example by prioritising S106 for affordable housing on specific development sites, and where the infrastructure on such sites can be secured through alternative sources of funding, such as CIL and other means. This approach is compatible with a more programme-led approach to allocating funding, considering what infrastructure is required across the area, and how CIL and other sources of funding will support the delivery of this infrastructure.

A new approach to allocating CIL should follow a programme-led, evidence-based approach.

By taking an evidence-led, programme-based approach to CIL allocation, the Council can be proactive rather than reactive in its infrastructure spending decisions. It will allow the Council to engage in more informed and considered longer-term strategies around investing in infrastructure to support planned growth in line with the Local Plan, whilst aligning the allocation of CIL funding with its broader corporate objectives.

Taking an evidence-led approach will allow the council to identify and prioritise funding for infrastructure based on thorough analysis and evidence of current and future infrastructure requirements across the district, considering what infrastructure is needed to support the delivery of the Local Plan. Adopting an evidence-led approach to CIL allocation also promotes transparency and accountability in decision-making processes. By clearly agreeing the prioritisation framework within which decisions are made and ensuring that the rationale behind funding decisions is set out, local authorities can enhance trust and confidence in how CIL funds are managed and allocated.

To undertake a more programme-led approach towards infrastructure planning will require more up to date evidence on infrastructure needs than currently exists and establishing a 'pipeline' of infrastructure projects that are needed to meet these needs. Over the medium-term this evidence will be provided through a new Infrastructure Delivery Plan (IDP), to be developed as part of the evidence base for the new Local Plan (currently scheduled to be commissioned in 2025 with a draft in 2026). Some interim arrangements (as well as the resources to implement these), will therefore be required to move the process towards this new position.

In order to provide more informed spending decisions and aid better longer-term planning, a new evidence-led approach could undertake income projections for CIL, so you can plan in advance how you will allocate expected funds against projects in your infrastructure planning evidence or programme. This information could be shared with town and parish councils, so those organisations will also know expected income and can also improve their longer-term planning.

An approach of 'benefits realisation' in project planning can help identify project outcomes at the outset and monitor project delivery, accordingly, including through regular and reliable reporting into your governance structures on projects.

It is recommended that a new IDP is developed in the form of an 'Infrastructure Delivery Strategy', which was included in the Levelling Up and Regeneration Act. Whilst further guidance on Infrastructure Delivery Strategies is to follow, previous guidance suggests that they should be in two parts, one an assessment of infrastructure needs and requirements, and the second a prioritised CIL spending Plan.

A new approach to CIL should recognise the Importance of working with partners to deliver infrastructure.

In order to move towards a strategy for the use of CIL which delivers on the principles set out above will require a commitment to working in partnership with the stakeholders within and outside the Council who are responsible for planning, funding and delivering infrastructure.

This partnership engagement will need to happen at the evidence-gathering stage to understand infrastructure needs and requirements across various types of infrastructure, as well as at the planning and programming phase to ensure that the Council can maximise the use of CIL alongside other sources of funding available to other partners.

Key partners will include the County Council (where they are the statutory provider for infrastructure such as education and highways), the Integrated Care Board for the delivery of primary care, National Highways, neighbouring districts, utility providers and others.

The Council will need to be transparent in its new approach towards allocating CIL and engage other partners in the design of its detailed process and any new formal governance arrangements to manage the engagement with these stakeholders. Again, this will mean a material difference from current governance and ways of working, and so is likely to require additional resource to implement. Any changes to the governance of CIL must be robust and transparent enough to withhold the various forms of scrutiny on spending decisions on developer contributions, for example in light of the requirement to publish an Infrastructure Funding Statement, any audit requirements, and from external bodies such as the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Office for Local Government (OfLOG).

There should be greater alignment between local and district-wide priorities.

The projects funded through the meaningful proportion of CIL and the priorities raised through neighbourhood plans reflect the specific needs of the residents, community groups and businesses within a particular area. By aligning these with district-wide priorities, there is the opportunity to ensure infrastructure funding is meaningful and relevant to the community as well as the district as a whole.

Through closer working with the town and parish councils, it can also increase the level of engagement and ownership in the planning and funding process. Residents may be more likely to support and understand funding decisions if they are seen to address their concerns and feel engaged in the process more directly.

Working more closely with town and parish councils and neighbourhood planning forums in the allocation of CIL could also lead to more informed choices about which projects to prioritise and allocate resources to, by involving local stakeholders in the planning and funding process for district wide as well as the meaningful proportion of CIL passed to parish and town councils.

Aligning infrastructure priorities at district and local level also helps allocate resources more efficiently and can add value to existing sources of funding, whether strategic or the meaningful proportion of CIL, or other locally controlled funds such as grants or crowdfunding. This is also likely to require additional resource to implement, especially recognising the geographical scale of the district and the number of town and parish councils.

5.2 Options Analysis

Within some of the key principles above, there are options as to how the Council could implement them. During the engagement process it was agreed that this report should set out these options with a recommendation as to the preferred option, to allow an informed decision to be made.

Each of these options is set out below using a strengths, weaknesses, opportunities, and threats approach, along with a conclusion and recommendation. In defining these options and informing the SWOT analysis, we have drawn on lessons from elsewhere with case studies supporting each option, with more detail provided in Appendix B.

The two areas where options have been suggested are:

- How the Council can move towards a more programme-led, evidence-based approach, and
- The ways in which it could align local with district-wide priorities.

5.2.1 Over time move towards a more programme-led, evidence-based approach.

A key principle for a new approach to CIL is to move towards a more evidence-led, programme-based approach towards prioritising and allocating CIL. This is to ensure the funding available is used effectively by allocating it on an up to date and robust understanding of need, with decisions made within a framework against agreed priorities. A more programme-led approach would allow the Council to spend in a more proactive way, considering in a balanced way short-term as well as longer-term needs.

We identify a number of options as to how this can be achieved, based on the feedback from the engagement process and a consideration of the case studies discussed during this stage.

The options below relate to the 'strategic' CIL pot, and do not apply to the meaningful proportion nor the CIL administration pot.

The options are:

Do Nothing

Continue with the current system of local bid proposals and strategic bid proposals, assessed against criteria including the IDP, Local Plan and corporate objectives.

Option 1: Priority-led

A number of infrastructure 'priorities' are agreed on an annual basis, based on infrastructure need and the infrastructure requirements of sites coming forward from the Local Plan. Funding proposals are then assessed against these priorities. This is the approach followed by Sevenoaks District Council, as described in Section 8.1 of Appendix B below.

Option 2: Priority-programme

Strategic CIL funds are allocated through a Strategic Priority Programme, which sets out the priority projects the Council wishes to fund through CIL, and then receives and assess applications against

these and other criteria. This is the approach followed by Elmbridge District Council, as described in Section 8.3 of Appendix B below.

Option 3: Business Plan-led

The Council and other partners produce an annual Infrastructure Business Plan, identifying the infrastructure needs, priority projects, funding available from various sources, and an agreed programme of projects to be funded. This is the approach followed by Chichester District Council, as described in Section 8.2 of Appendix B below.

The SWOT analysis for each of these options is provided in Figure 4 below.

	Do-nothing	Option 1: Priority-led	Option 2: Priority-programme	Option 3: Business Plan-led
Strengths	Offers a lot of flexibility in how CIL funds are allocated.	Retains flexibility to allocate against agreed priorities. Provides more opportunity to proactively decide on priorities for the year.	Provides a balance between being strategic and flexible as to how CIL is allocated. Can provide a strong link to plan-led, new development. Provides more transparency and certainty on how CIL will be allocated.	Provides the ability to plan and prioritise CIL spend. Can provide a strong link to plan-led, new development. Allows proactive consideration of various funding sources, including income projections from various sources to inform future planning of spend.
Weaknesses	Not strongly linked to plan-led new development. Funds are spread across a lot of smaller projects. Allocations are more reactive rather than proactively managed. Recommendations are subjective rather than objective.	Still relies on a bidding process rather than being proactive and strategic.	Would require additional officer resource in order to establish and implement the process.	Would need additional officer-level governance to prepare and agree the Business Plan. Does not offer much flexibility once the Business Plan has been approved.
Opportunities	System could be improved by amending thresholds or reducing bidding rounds. Income projections of future CIL revenue could be calculated to inform future spending plans.	Current bidding process could be retained, with updates to the assessment criteria to ensure more objectivity.	Offers an opportunity to work with partners to identify priority projects. Offers an opportunity to ensure the assessment of bids is more objective than subjective. Income projections of future CIL revenue could be calculated to inform future spending plans.	Provides an opportunity for more formalised partnership working.
Threats	Is resource intensive to manage the bidding process. There has been underspend in the local pot. May lead to risks of delivery on plan-led new development.	Uncertainty as to the number and type of projects that come forward. Relies on the quality of the proposals coming forward.	Would rely on the existing IDP to inform the priority programme until a new IDP is available as part of the plan-making process. Would require a change to governance and process which may take some time to fully embed, with a need for continual improvement.	Will require significant officer resource and data to implement and maintain. Relies on good quality data for project costs, funding sources and income projections.
Recommendation	Discounted option. The current system does not provide a strong link between the infrastructure required to support plan-led, new development and how CIL has been used.	Considered option. Would allow for a more proactive approach as to how CIL is intended to be used. It retains flexibility as to how funds are allocated against a set of agreed priorities.	Recommended option. This option provides a good balance between being proactive as to which projects are a priority whilst retaining some flexibility to allocate funds against them.	Considered option. This option, whilst being comprehensive in its approach towards considering the amount and types of funding available, is also the most 'fixed' and does not allow for some flexibility that we understand the council wishes to retain.

	<p>It does not allow a proactive approach as to where the Council wishes to spend CIL and relies on proposals coming forward.</p>		<p>It provides the opportunity to link the use of CIL to plan-led, new development, through an understanding of the infrastructure required to support sites or new development and plan CIL allocations accordingly.</p>	<p>It is also considered to be the most resource intensive.</p>
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Figure 4: SWOT Analysis for a more evidence-led, programme-based approach

Recommendation and reasoning.

Over time the Council should move towards a more programme-led, evidence-based approach through producing a Strategic Priority Programme.

As described in Figure 4 above, Option 2 is the preferred option as it is considered that this option provides the optimum balance between being proactive as to which projects are a priority, whilst retaining some flexibility to allocate funds against them through a 'bidding' and assessment process.

It also provides the opportunity to make a strong link between the use of CIL and new development, through requiring an understanding of the infrastructure required to support allocated sites or growth locations, and plan CIL allocations accordingly.

It enables working more closely with other stakeholders to identify what infrastructure is required to support plan-led new development and proactively plan accordingly.

It also offers the opportunity to consider other available funds for each project and how CIL can address any funding gaps.

A suggested process for the formulation of a Strategic Priority Programme is provided in Appendix C below.

Risks and consequences of a new approach

Under this option there are a number of risks and consequences that must be considered:

- This approach relies on an up to date understanding of infrastructure need, and what projects are in the 'pipeline' to meet that need across the area. This evidence in the form of the existing IDP is from 2019, with an updated IDP not expected to be completed until 2026. Therefore, an interim position on this evidence may be required in developing a Strategic Priority Programme.
- Taking a more evidence-led approach will require engagement and input with a range of partners, including but not limited to the County Council. Allocating CIL based on evidence may also mean some CIL is allocated to other organisations, such as the County Council for education.
- This new approach will require additional technical work to establish and implement a Strategic Priority Programme and programme management capacity to operate a new process. Whilst the use of the CIL admin pot will be prioritised for some of this additional capacity, other resource may be required.
- It may also require additional governance and resources to manage and agree any programme or priorities, both with internal service providers and external stakeholders. This additional or amended governance would need an appropriate amount of due diligence – including from a legal perspective – to ensure a new approach is robust, transparent, and resistant to challenge.

An overview of the process and tools required to deliver this approach is provided in section 6 below.

5.2.2 There should be greater alignment between local and district-wide priorities.

Another element of a new approach, in addition to collaborating with our infrastructure partners, is to work towards aligning district-wide with local priorities, as this can ensure local as well as district-wide infrastructure needs are met, that resources and funding can go further, and can lead to better, more locally informed spending decisions.

Figure 5 below outlines the options as to how this can be achieved, based on the discussions from the workshop and case study examples. The options are:

Do Nothing

Continue with the current process and governance.

Option A: Introduce a new 'local' CIL pot.

Under this option a 'fourth' CIL pot would be created, taken from the strategic CIL pot, with a limit of £0.5m or no more than 5% of Strategic CIL per year, with a maximum of £100k per project for projects considered to be 'locally significant' (the definition of which will need to be defined as part of the design of this element, should it be adopted). This would be in addition to the strategic CIL pot and the meaningful proportion passed to town and parish councils, and it is proposed that it would incorporate delegation to the Corporate Director (Place) and the Chief Planning Officer in consultation with the Leader and Executive Councillor for Strategic Planning.

Option B: Work more closely with town and parish councils to align local and strategic priorities.

The Council would work in a different way with town and parish councils and neighbourhood forums to encourage them to think about how the meaningful proportion of CIL can be used in a more informed way, considering things like match-funding with other funding sources (such as community chest, lottery funding), combining the meaningful proportion with strategic CIL, and ensuring their spending decisions are based on evidence.

This would be achieved through providing additional guidance on CIL spend an infrastructure planning as part of neighbourhood planning, and through working with existing officers who assist town and parish councils, and neighbourhood plans to seek to align priorities and spend.

Under this option, there would be no change to the three current CIL 'pots'.

The SWOT analysis for each of these options is provided in Figure 5 below.

	Do-nothing	Option A: Introduce a new Local CIL pot	Option B: Work more closely with parishes to align local and strategic priorities.
Strengths	<p>Retains the current proportion of CIL in the strategic CIL pot.</p> <p>Retains the current level of flexibility in how strategic CIL funds are allocated.</p> <p>Allows town and parish councils to have full control over how the meaningful proportion is spent.</p>	<p>Will provide a 'ring-fenced' proportion or amount of Strategic CIL to meet local needs, in addition to the 'meaningful proportion'.</p> <p>It will provide a degree of flexibility in how local needs and priorities will be met in addition to the 'meaningful proportion'.</p>	<p>Retains the current proportion of CIL in the strategic CIL pot.</p> <p>Closer alignment between local and district-wide priorities means CIL can be directed at projects which will have local as well as district-wide benefits.</p> <p>The spend of the 'meaningful proportion' may be more evidence-led.</p>
Weaknesses	<p>Does not capitalise on the opportunity to make CIL go further by combining strategic and CIL from the meaningful proportion.</p> <p>Town and parish councils may not be spending CIL on projects which address infrastructure needs in their areas.</p>	<p>It will mean a smaller proportion of strategic CIL is available to fund infrastructure to support plan-led, new development.</p> <p>It will add a significant burden on officer resources as it is an additional funding pot to manage.</p> <p>A significant amount of resource will be required to establish this new approach in terms of process and governance, to ensure it is legally sound, and as robust and transparent as existing processes.</p>	<p>Will require additional resources and time to engage and work with town and parish councils and neighbourhood planning Forums.</p> <p>May restrict town and parish councils from spending all of their 'meaningful proportion' on their own priority projects.</p>
Opportunities	<p>Opportunity to increase engagement with internal and external infrastructure providers.</p>	<p>Provides members with an opportunity to fund projects which primarily have local benefit which may not be funded through strategic CIL.</p>	<p>Offers an opportunity to leverage more funding by combining strategic and the meaningful proportion of CIL passed to parish and town councils.</p> <p>Income projections of future CIL revenues could be shared with Parish and Town Councils to aid better spending plans.</p> <p>Offers an opportunity to encourage town and parish councils and forums to look at their local infrastructure needs and how they can be met through CIL and other means.</p> <p>As more neighbourhood plans are adopted, the scope to add value by aligning priorities increases.</p>
Threats	<p>Funding may continue to be used on projects which offer little impact on the wider district.</p> <p>The number of neighbourhood plans is likely to increase over time and so more CIL will go to town and parish councils, impacting on the level of CIL available for strategic projects.</p>	<p>The number of neighbourhood plans is likely to increase over time and so more CIL will go into the local pot as well as to town and parish councils, impacting on the level of CIL available for strategic projects.</p> <p>A new 'pot' would require governance and process to be as robust (including legally) as the existing Strategic CIL pot and meaningful proportion to ensure any funding awarded is resistant to challenge.</p>	<p>Maybe some 'push-back' from town and parish councils if seen as a threat to their autonomy over the funds allocated to them.</p> <p>Puts pressure on the capacity and capability of town and parish councils to produce evidence, agree priorities and administer spend.</p>
Recommendation	Discounted option.	Discounted option.	Recommended option.

	<p>This option has been discounted as continuing the current approach will not lead to a closer alignment between district and local priorities. Whilst some local needs are met through CIL, it may not maximise the funding available.</p>	<p>This option has been discounted as it will lead to a reduction in the amount of CIL available to allocate to projects needed to support new development.</p>	<p>This option provides the greatest opportunity to align local and district-wide infrastructure priorities.</p> <p>It offers the potential to make CIL funding go further through identifying opportunities to fund projects through strategic and the meaningful proportion of CIL.</p> <p>It has the potential to add value to neighbourhood planning by ensuring priorities are evidence-led.</p>
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Figure 5:SWOT Analysis for greater alignment between local and district-wide priorities

Recommendation and reasoning.

There should be greater alignment between local and district-wide priorities by working more closely with town and parish councils.

This option provides the greatest opportunity to align local and district-wide infrastructure priorities, by proactively working with town and parish councils and neighbourhood planning forums on infrastructure planning matters.

It offers the potential to make CIL funding go further by working more proactively with town and parish councils to identify specific projects to fund projects through strategic CIL and the 'meaningful proportion' and has the potential to add value to neighbourhood planning by ensuring priorities are evidence-led. Income projections This potentially further increases as more neighbourhood plans are adopted.

Risks and consequences of a new approach

Under this option there are a number of risks and consequences that must be considered:

- Changing the way of working with town and parish councils will take time and resource to implement and maintain. Tools and guidance will need preparing and support provided to these organisations.
- Town and parish councils currently have the 'agency' to spend the 'meaningful proportion' of CIL on what they see as their own priorities. Suggesting they fund projects (either fully or in part) with what they may see as the Council's or other infrastructure providers responsibility may take time and effort and comes with its own risks. However, as seen by East Suffolk District Council this can be achieved, as described in Section 8.4 of Appendix B.

5.3 Risks and consequences of alternative approaches

It is accepted that whilst the options above are recommendations, the Council may wish to select the other options. Figure 6 below provides a summary of the risks and consequences associated with these other options, to ensure that the Council makes its decision in an informed way.

Options	Key risks
Options for a more evidence-led, programme-based approach	
Do-nothing	<ul style="list-style-type: none">• CIL funds may not be allocated in a way which responds to the evidence nor done so in a strategic way (that is to say, spent in an informed, proactive way against a strategy or plan).• This would put the delivery of homes and jobs as planned through the Local Plan at risk, by restricting the ability of CIL to fund the infrastructure required to support new development.

Option 1: Priority-led	<ul style="list-style-type: none"> • The priorities by which projects would be assessed would be fixed for a given period and so the flexibility in awarding projects would be restricted outside of these criteria. • The importance of agreeing these criteria would be paramount.
Option 3: Infrastructure Business Plan	<ul style="list-style-type: none"> • This option would require significant resource to establish and new governance to implement and manage. • It is intended to offer little flexibility to allocate funds outside of the Business Plan. • As it would respond to evidence, and require working in partnership with other organisations, then some CIL may be passed over to outside service providers.
Options for aligning district with local priorities	
Do-nothing	<ul style="list-style-type: none"> • This option would restrict the opportunity to make CIL go further by not proactively working with town and parish councils to align their priorities with that of the Council. • This would in turn restrict the ability to maximise the funding available to provide infrastructure to support plan-led new development.
Option A: A new local CIL pot	<ul style="list-style-type: none"> • This option would reduce the size of the strategic CIL 'pot' available to fund the infrastructure required to support new development. This would put the delivery of new homes and jobs as planned through the Local Plan at risk. • This option would put pressure on existing officer resources as it would be another funding 'pot' to manage. • A new 'pot' would require processes and governance to be as robust and transparent as for the existing strategic CIL 'pot' and the meaningful proportion, and so an equivalent amount of due diligence (including from a legal perspective), to ensure it is robust and

	resistant to any challenge for what is likely to be a significant amount of time.
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Figure 6: Risks and Consequences of a new approach

5.4 Summary of changes between the current and new approach

In Figure 8 below we outline the key features of the current process and how they will be different under a new approach.

Current approach	New approach	Reason for change
Offers a lot of flexibility in how CIL is allocated	The use of CIL will be more plan-led and strategic	To meet the growth aspirations of the District, as well as withhold various forms of scrutiny.
Spend has not been strongly linked to plan-led new development, and spread across a number of local projects	Establish a clear link between the use of CIL and new development	Ensure CIL meets its stated role to deliver infrastructure to support residential and economic growth
All governance undertaken by the Council	More proactive engagement with external stakeholders	Infrastructure essential for sustainable communities is delivered by other stakeholders and so the council may have a role to play in funding those.
CIL has been used in a reactive rather than proactive way	The spending of CIL should follow a programme-led, evidence-based approach	Will allow the Council to take more informed and considered decisions to support the Local Plan and other corporate strategies.
Assessment form & report relies on subjective information to support recommendations	A new project proposal form to reflect the 'statement of intent' and include more subjective assessment criteria	To ensure robust and transparent decision-making .
CIL is allocated during 2 bidding rounds per year, with a threshold of £50k per project for member approval	TBC.	Detailed process and governance issues will be resolved once the key

		principles of a new approach are agreed.
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Figure 8: Summary of changes between current and new approach.

6 DELIVERY PLAN

This section provides further details as to how the recommendations in the previous sections will be implemented, including:

- The options for approving this report and its recommendations.
- The tools and processes which will need to be established to implement a new approach.
- And a programme illustrating the resources and tasks to deliver it.

6.1 Approval process

It is understood that a Cabinet decision will be required on the contents of this report. The proposed process for approvals is outlined below.

Proposed Approval Route

In consultation with elected members:

- Approve the key principles that form a 'statement of intent' for the Council's new approach to CIL,
- Approve the recommended options as to how the Council should move towards a more programme-led, evidence-based approach through producing a Strategic Priority Programme (as recommended in section 5.2.1)
- Approve that there should be greater alignment between local and district-wide priorities by working more closely with town and parish councils (as recommended in Section 5.2.2)

The recommendation on the approved option will then be taken through Overview and Scrutiny Committee and Cabinet on June 18th as shown on Figure 9 below.

Date	Meeting	Purpose
w/c 6 th May	SLT / Member engagement	Discuss & understand the suggested approach with members. Further comments from members to be sent.
w/c 27 th May	Publication ahead of O&S.	
5 th June	O&S Meeting	Approval ahead of Cabinet
18 th June	Cabinet	Cabinet approval

Figure 9 ; Preferred Approval Route

6.2 Delivery Plan

This section provides an overview of the activities required to implement the new approach as recommended. This includes some interim arrangements which can be implemented now and a number of additional tasks for which additional resource would be required.

Interim Arrangements

A number of activities can be undertaken immediately after securing the approvals sought in this report to ensure no momentum is lost from the progress made to this point. This would include amending the current Project Proposal form to reflect the 'Statement of Intent' which can be used in the next CIL bidding round. It is recommended that to ensure there is sufficient officer capacity to implement these interim arrangements, communicate the changes with all ward councillors and town and parish councils and ensure a reasonable bidding window is available only one funding round is undertaken in 2024/25.

Amend the Project Proposal form.

As an immediate next step, the current Project Proposal Form will be amended to reflect the 'Statement of Intent' outlined in Section 5.1, and the suggested criteria as described below. This is to ensure that the new approach can be adopted as part of the next Funding Round.

The first set of criteria to prioritise funding is proposed to ensure that funding is prioritised towards funding that is required to support new development (though it is recognised that some critical infrastructure items are funded through other means, or by other providers – e.g. utility companies as part of their agreed funding programmes from Government for capital projects). It is further proposed that the existing categories in the Infrastructure Delivery Plan are retained. These categories are:

- **Critical infrastructure** is that which must happen in order for development to proceed. It most commonly involves connections to transport and utility networks. It is usually triggered by the commencement of development activity.
- **Essential infrastructure** is that which is necessary to mitigate impacts arising from the development, for example provision of education and health facilities. It is usually triggered at occupation of a development site, either a specific phase or the whole site. It enables development to come forward in a way that is both sustainable and acceptable in planning terms.
- **Desirable infrastructure** is that which is required for sustainable growth and to achieve good place making objectives but the absence of which is unlikely to prevent development in the short to medium term.

Other criteria to be considered are

-
- Strategic fit
 - Alignment with the Corporate Plan 'five journeys'
 - Alignment to the Place Strategy
 - Alignment with the Climate Change Strategy
 - Evidence of funding from other sources (with a higher score awarded for more and secured funding)
 - Definition of project outcomes and how these will be monitored and reported. These can be taken from project business cases, feasibility studies or other existing project information. Any monitoring or reporting on whether the project achieved these outcomes would sit outside the CIL allocation process and scope if the current Implementation Team Outcomes could include:
 - Community impact: such as the impact of the project on the community or other stakeholders, such as improving quality of life, health benefits, job creation.
 - Environmental considerations: such as enhancing natural habitats or promoting sustainability:
 - Functional improvements such as enhance capacity, efficient or safety.
 - Quality improvements: for example, by upgrading outdated facilities.
 - Evidence of deliverability (with a higher score awarded for evidence of deliverability in the short-term), for example through clear evidence of start and end dates for the project, how it is being managed and delivered, or whether planning permission or other consents have been granted or is required.
 - Whether town and parish councils are prepared to pool their CIL monies to fund projects of benefit to them
 - Risk
 - Existing infrastructure capacity and level of maintenance
 - Evidence of need.

In developing the criteria above, it will be made as objective rather than subjective, for example through a scoring mechanism. The Officer Assessment Form will also be reviewed, to include other information such as the number of new homes the project will support (by locality and taken from the Annual Monitoring Report).

Develop a Project Initiation Document to secure the additional resource needed for implementation.

It is proposed that a Project Implementation Document is prepared in order to secure the additional resource required to implement the Work Programme below. This would include:

- A Brief, setting out the activities to be undertaken (based on this Delivery Plan)
- A Work Programme setting out the timescales and milestones associated with the activities (based on the Work Programme below)
- The project management and governance arrangements within which the activities will be delivered.
- The resources required to deliver. This is proposed to be through a 'mixed economy' of the existing Implementation Team, through working with other Council teams, and external specialist expertise (either on an interim or consultancy basis)

- The budget and source of funding, which is proposed to be through the CIL Admin 'pot'.

It is recommended that this work is funded through the CIL Admin 'pot', through which up to 5% of the CIL collected in that year can be spent on administrative expenses incurred during that year. For 2022/23 the Council spent 1.88% (or £201,897) of the total CIL received on administrative expenses, and so there is 'headroom' within the 5% for additional funding (albeit this would come from the wider CIL pot). As this budget is from the CIL Admin 'pot', then the decision for allocating it could be made by the Chief Planning Officer (Head of Service) without other approvals.

Stakeholder Engagement

Once the principles for a new approach are agreed it is recommended that a comms strategy / framework for engagement is designed and implemented in order to 're-launch' the new approach, the interim arrangements and any changes to the process that are relevant with partner organisations and relevant internal service providers. It is recommended that this should be delivered as separate project with resource and input from the Council comms team.

Once a new approach is implemented there may be an advantage to hold (or re-establish) more regular, structured meetings with key stakeholders such as the County Council, the Combined Authority, National Highways, NHS. This could be through any governance that may be established as part of the Infrastructure Delivery Plan/Strategy work ahead or part of the Local Plan review.

Updated infrastructure evidence / Business Plan / Programme

Subject to the approved option towards a more programme-led approach, there will need to be additional evidence to support a new approach.

For Option 1 and Option 2 this would be reliant on the existing IDP until such time that a new IDP is available. This is currently scheduled to be in draft form in 2026.

Should Option 3 be the preferred option, a new Infrastructure Business Plan would need to be produced, which will require the following information and evidence:

- It will require an understanding of the infrastructure needed to support housing and employment growth in the Local Plan, to be taken from the existing IDP until a new IDP is available. This will need to include project costings to inform a cashflow model.
- It will be informed by the housing trajectory, to understand the phasing of development sites to come forward.
- It will require the input from other stakeholders in order to understand the infrastructure needs and requirements to support the development trajectory, potentially in a new governance group.
- It will require a clear framework for prioritisation of funds, based on the criteria outlined above.
- It will require an understanding of different funding sources, and funding projections where available to allow cashflow projections.
- The above will feed into a cash-flow and spending plan based on the prioritised projects and funding projections.

- And the above will require resource to manage, produce and coordinate, and is likely to be updated each year from its creation.

Closer alignment with district and Local priorities

The activities required to implement closer alignment will depend on the approved option, but an outline of the delivery for each is provided below.

Option A: new 'local' CIL pot

Establishing a new 'local' pot will require an amendment to the current bidding process and governance, and agreement as to how the pot would be defined (e.g. it could top-sliced from strategic CIL, or allocated up to an annual limit), and how 'local' is defined in order to differentiate it from the strategic pot. (e.g. on a ward basis).

Option B: closer engagement with town and parish Councils

Closer engagement with town and parish councils will require working alongside the neighbourhood planning teams and Parish Clerks to demonstrate the benefits of aligning priorities and funding, this will include providing additional support in the development of parish-level infrastructure plans (for example through a template Infrastructure Investment Plan that town and parish councils can use to prioritise infrastructure), and producing web-based guidance for town and parish councils.

Governance Process

At a later stage the governance process as amended for the interim stage would require further review and amendment in order to reflect any further changes to the approach in relation to the updated evidence / Business Plan / Priority Programme and closer alignment with town and parish councils.

Following feedback from the workshops a new approach would need to consider:

- The frequency of funding rounds, whereby moving to a single funding round may provide more clarity for those applying and reduce the pressure on officer resources managing the process. Suitable exemptions would need to be built in to allow consideration for proposals outside of this window.
- Consider including a 'gateway' process or the ability for an applicant to resubmit to provide a stronger case / more information.
- A review of the thresholds for decision-making regard to delegations.

An indicative process responding to this feedback is provided in Appendix D.

6.3 Work Programme

Figure 10 below shows the programme required to deliver the elements above. A high-level estimate is that to deliver this programme, in addition to the existing Implementation Team, the **'mixed economy'** element would require approximately 2 days a week of additional officer time at an officer grade over a 6-month period. The **'additional resource'** element may be better suited

to a consultancy assignment given the specialist nature of the tasks. An approximate cost would be dependent on the agreed brief, but the programme below would suggest a contract duration of up to 12 months. This currently excludes the production of the Infrastructure Delivery Plan, which could be following this in line with the current Local Plan review timetable.

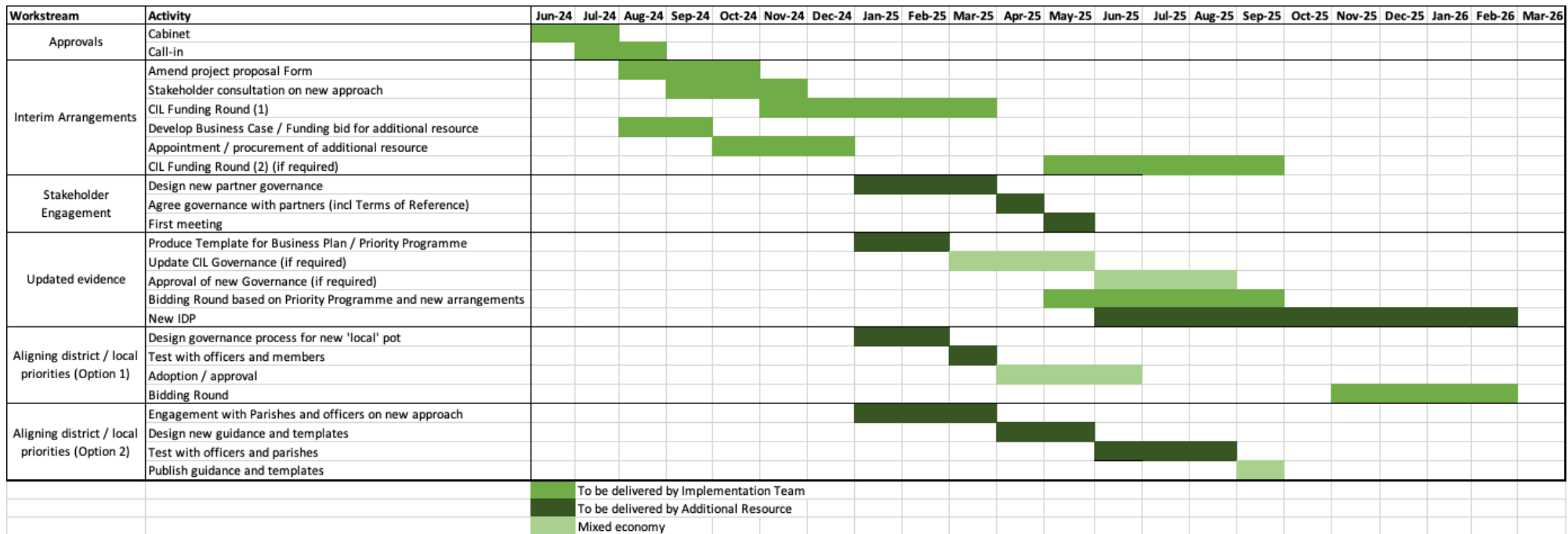


Figure 10: Work Programme

7 APPENDIX A – POLICY & LEGAL FRAMEWORK

7.1 Policy & Legal Framework

An Overview of CIL & S106

Community Infrastructure Levy (CIL) is a levy-based, non-negotiable charge on (most) types of development and has been charged in Huntingdonshire since 1st May 2012.

CIL is a set charge, based on the gross internal area floorspace (GIA) of buildings, on most new developments to help fund **‘the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of the area’**.

The charging authority must pass 15% of CIL receipts, capped in line with the Regulations, to the Parish Council for the area where a CIL liable development takes place, rising to 25% if the Parish has a Neighbourhood Plan in place. This ‘meaningful proportion’ of CIL can also fund **‘anything else that is concerned with addressing the demands that development places on an area’**.

CIL is intended to be a mechanism to capture contributions from smaller scales of development, which were historically missed under the previous S106 only system, and their cumulative impact on infrastructure over time.

Planning obligations under S106 of the Town and Country Planning Act 1990 (as amended) are a legal agreement between local planning authorities, landowners, developers and potentially other affected third parties.

This can impose financial and non-financial obligations on a person or persons with an interest in the land and become binding on that parcel of land. Planning obligations are used to make acceptable development which would otherwise be unacceptable in planning.

S106 agreements are time limited and spend is defined in the agreement and must meet a number of legal ‘tests’, to ensure the contribution relates the planning of the development.

7.2 Local Policy & Guidance

Local Plan

The Huntingdonshire Local Plan to 2036 guides decisions on future development proposals in the area to address the land use needs and opportunities of Huntingdonshire’s communities from 2011 up to 2036.

The Local Plan contributes to the achievement of sustainable development and aligns with the principles and policies in the government’s National Planning Policy Framework. In essence, the HDC Local Plan identifies key areas of land for development (known as allocations) to deliver the homes, jobs and services needed in the district, and sets out what the opportunities are for development in the area, including policies against which all planning applications are considered.

Huntingdonshire Developer Contributions SPD 2011

The Developer Contributions SPD sets out the Council’s approach for securing developer contributions from new developments that require planning permission. Financial or other contributions for site related infrastructure improvements may be required to enable planning permission to be granted and are secured through a negotiated planning obligation known as a S106 agreement.

In HDC planning obligations will be used to secure **significant site related community infrastructure on strategic sites of 200 units or above**. CIL will also apply to these developments to enable contributions to District wide and local community infrastructure.

CIL allows the District Council to generate funding to deliver a range of District-wide and local infrastructure projects that support cumulative growth, and provide certainty for future development, and benefit local communities.

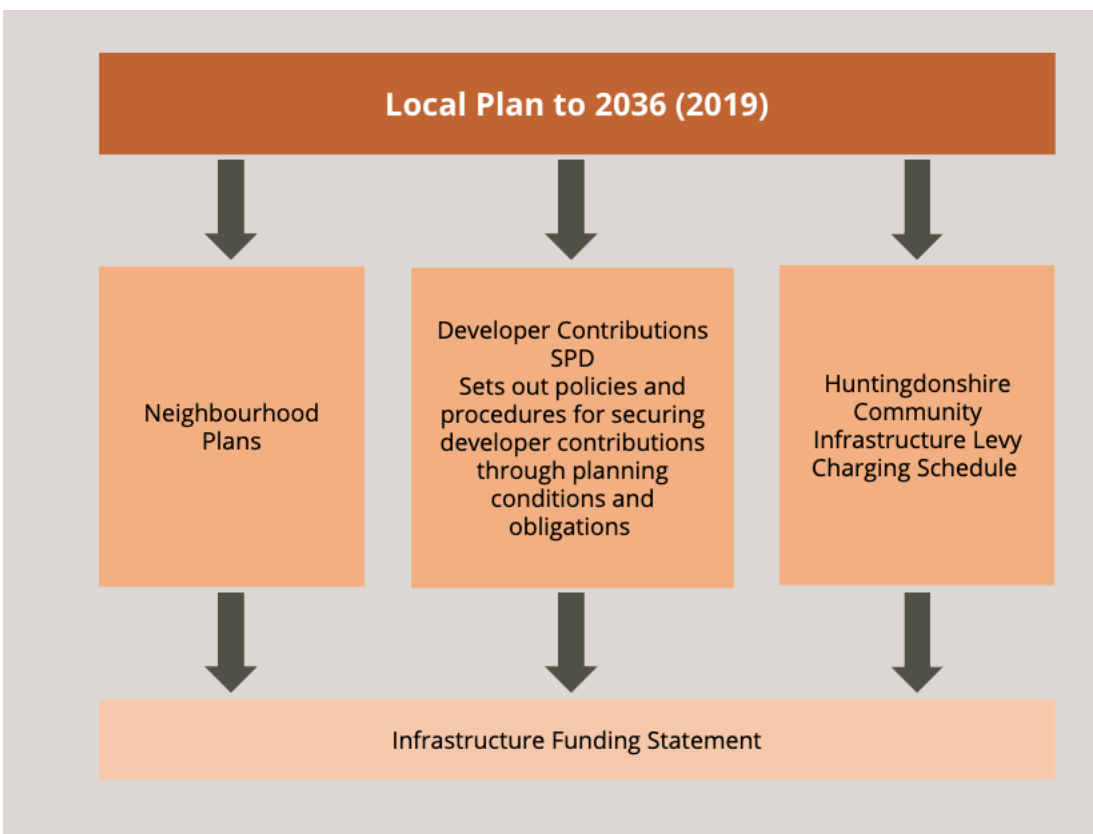


Figure 11: Huntingdonshire District Council’s Planning Framework

The purpose of CIL in HDC

HDC CIL is intended to be used for projects that align with infrastructure priorities linked to growth, the Local Plan and other key corporate documents and should not be used for maintenance or revenue projects, or new small-scale projects which primarily have local benefit that do not align with infrastructure priorities set by the Local Plan and other key council documents.

CIL is intended to be a mechanism to capture contributions from the majority of development – and their cumulative impact over time.

“CIL will generate funding to deliver a range of District-wide and local infrastructure projects that support residential and economic growth, provide certainty for future development, and benefit local communities.” (*Huntingdonshire Developer Contributions SPD, 2011*).

8 APPENDIX B – CASE STUDIES AND LESSONS FROM ELSEWHERE

We provide below a number of case studies which were presented through the workshops and provide examples of how other district councils have approached CIL governance, providing useful lessons for HDC, covering their approach to allocation and spend, and the criteria they use for decision-making.

8.1 Sevenoaks District Council

Key lessons

- **Strategy makes a clear link to infrastructure that supports new development & unlocking allocated sites.**
- **An approach which seeks to maximise the use of other funds.**
- **The frequency of 'bidding' rounds and Board meetings linked to amount of CIL income.**

Approach to governance and spend.

The Sevenoaks CIL Spending Board is responsible for making decisions about infrastructure funding. This board is made up of elected members and council officers. The Chair determines the frequency of meetings.

Decisions about expenditure are based on a set of criteria. These criteria are outlined in the Infrastructure Funding Statement (IFS) and the Infrastructure Delivery Plan (IDP). Projects are evaluated based on how well they align with the priorities outlined in the IFS and IDP.

The Board also considers other factors when making decisions. For example, they look at how well a project can unlock proposed new development or allocated sites. They also consider whether a project can demonstrate strong social, environmental, or economic justification.

Finally, the board looks at the potential for maximising other funding sources to support the proposed infrastructure projects.

Set of Criteria for Decision-Making:

The Board agrees a set of criteria to inform their decision-making, including:

- Alignment with identified infrastructure types in the Infrastructure Funding Statement (IFS) report.
- Correlation with the Infrastructure Delivery Plan (IDP).
- Direct relevance to proposed or allocated developments.

-
- Strong social, environmental, or economic justifications.
 - Absence of prior CIL funding for the project.
 - Endorsement from infrastructure providers.
 - Project urgency.
 - Feasibility within the next five years.
 - Critical need.
 - Clarity on funding plans.

8.2 Chichester District Council – Infrastructure Business Plan

Key lessons:

- **A business-plan approach produced in collaboration with councils, county, and infrastructure commissioners.**
- **It updates the five-year rolling program of infrastructure requirements annually to align with the housing trajectory.**

Approach to governance and spend.

Spend is based on an Infrastructure Business Plan (IBP), a 5-year rolling programme based on

- Infrastructure needs,
- Prioritised projects,
- The growth trajectory,
- Estimated CIL receipts, & additional funding sources.

The IBP is endorsed and monitored by an officer-led Development Plan and Infrastructure Panel (DPIP) (on which County can attend), with the final decision made by Full Council, based on an endorsed IBP.

Set of Criteria for Decision-Making:

The following definitions are used to guide which projects CIL funding should be directed to.

- **Critical Infrastructure:**
 - Essential for enabling growth, acting as prerequisites for future works. Often linked to triggers controlling development commencement.
- **Essential Infrastructure:**
 - Necessary to mitigate impacts from development operations. Linked to triggers controlling site occupation, addressing planning acceptability.
- **Policy High Priority Infrastructure:**

-
- Required for broader strategic or site-specific objectives in planning policy or statutory duties. Less direct relationship with population increases, influenced by individual choices.
 - Desirable Infrastructure:
 - Needed for sustainable growth but optional for short to medium-term development. Supports sustainable growth without immediate impact on development timelines.

8.3 Elmbridge Borough Council

Key lessons:

- **Strategic CIL allocated against a 'strategic priority programme' agreed annually, based on an understanding of the infrastructure required to support the Local Plan.**
- **A 'bidding' process is run annually inviting proposals to be assessed against the Priority Programme.**

Approach to governance and spend.

Strategic CIL funds, which support the future growth of the borough from new development, are allocated to Borough-wide infrastructure projects via the Strategic Priority Programme (SPP) which follows the following annual process:

Draft Priority List:

- Creation of a draft Strategic Priority Programme (SPP) list.

Review and Recommendation:

- Strategic CIL Working Group will review the draft list in June and recommend funding priorities to the Cabinet. Cabinet finalises the SPP for the year.

Project Development:

- Infrastructure providers were notified of priorities and developed relevant projects for Strategic CIL funding application.

Application Review and Decision:

- SCILWG reviews applications in autumn and recommends funding allocations to the Cabinet, which makes final funding decisions.

Ongoing Review:

- SPP reviewed by SCILWG, allowing for new project proposals based on annual priorities.

8.4 East Suffolk Council – The CIL Spending Working Group

Key lessons

- Council works collaboratively with town and parish councils so that CIL can meet both local and strategic objectives through providing written and visual guidance online, and templates for Parish Infrastructure Plans
- The current strategy focuses on infrastructure to support plan-led growth, replacing the previous approach which mainly funded projects which have local benefit.

Approach:

The council employs a structured approach to allocating Community Infrastructure Levy (CIL) funds. The CIL Spending Working Group, a representative body drawn from across council departments, evaluates applications for District CIL funding. This ensures adherence to the established CIL Spending Strategy and rigorously assesses projects based on their alignment with specific criteria.

To be eligible for funding, projects must demonstrably support new housing growth⁶. Additionally, they must demonstrate short-term deliverability, securement of match-funding, and alignment with existing Parish or Neighbourhood Plans⁷.

After evaluation, the Working Group presents its recommendations to the Cabinet for final consideration. This collaborative approach ensures transparency and empowers informed decision-making, ultimately guaranteeing that CIL funds are directed towards impactful community projects that deliver tangible benefits.

Set of Criteria for Decision-making:

Alignment with Local Plans:

- Focus on critical and essential infrastructure identified in Infrastructure Delivery Frameworks attached to Local Plans.

Impact on Growth:

- Support new housing and/or employment growth.

Deliverability:

- Demonstrably achievable within a feasible timeframe.

Collaboration:

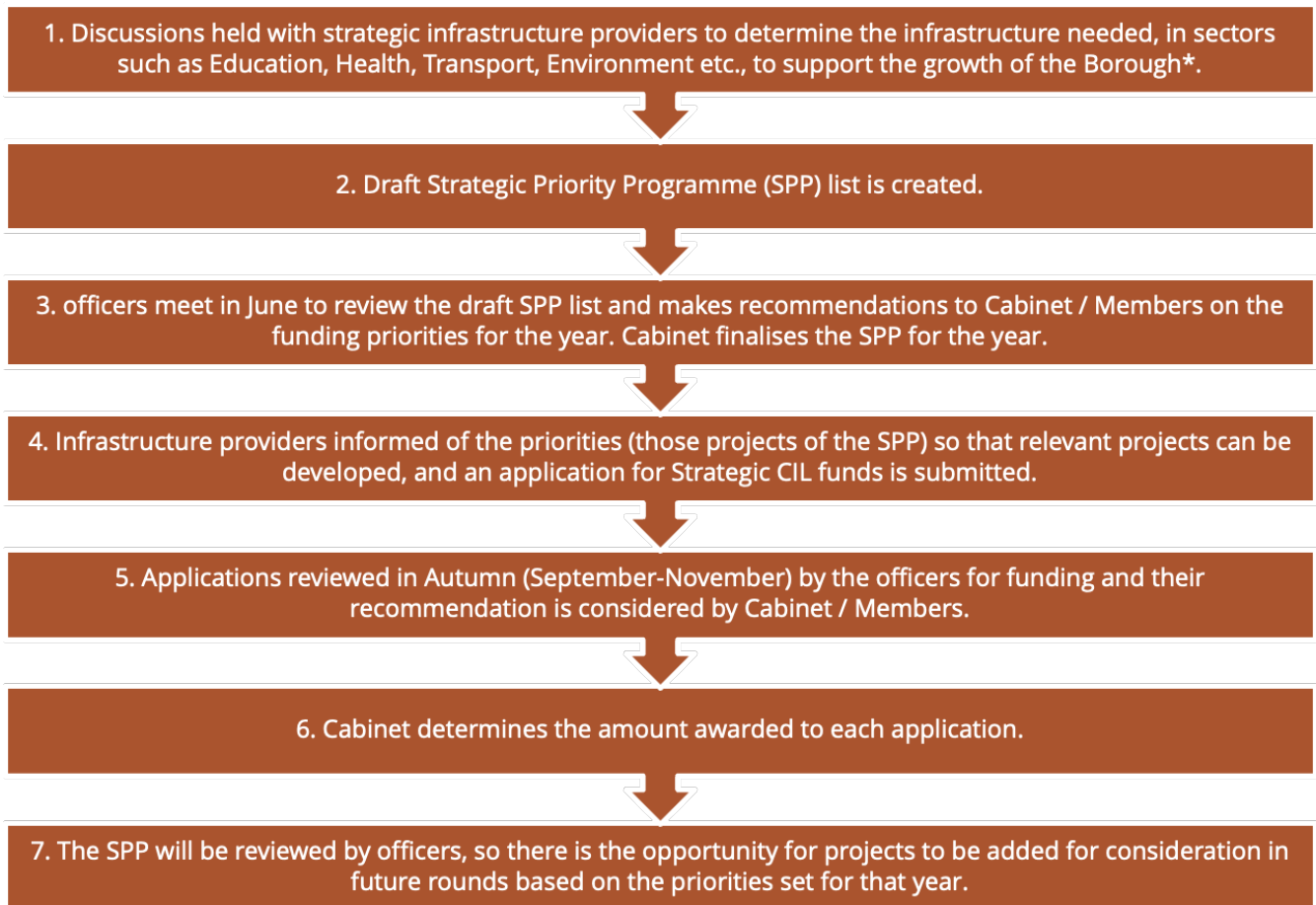
⁶ To be demonstrated by – “how will your project make a difference and benefit people? What additional services are being provided as a result of the project? Which new housing developments in your area will it support?” (<https://www.eastsuffolk.gov.uk/assets/Planning/Community-Infrastructure-Levy/CIL-spending/CIL-bid-application-guidance.pdf>)

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- All avenues for collaborative funding explored to maximise project potential.

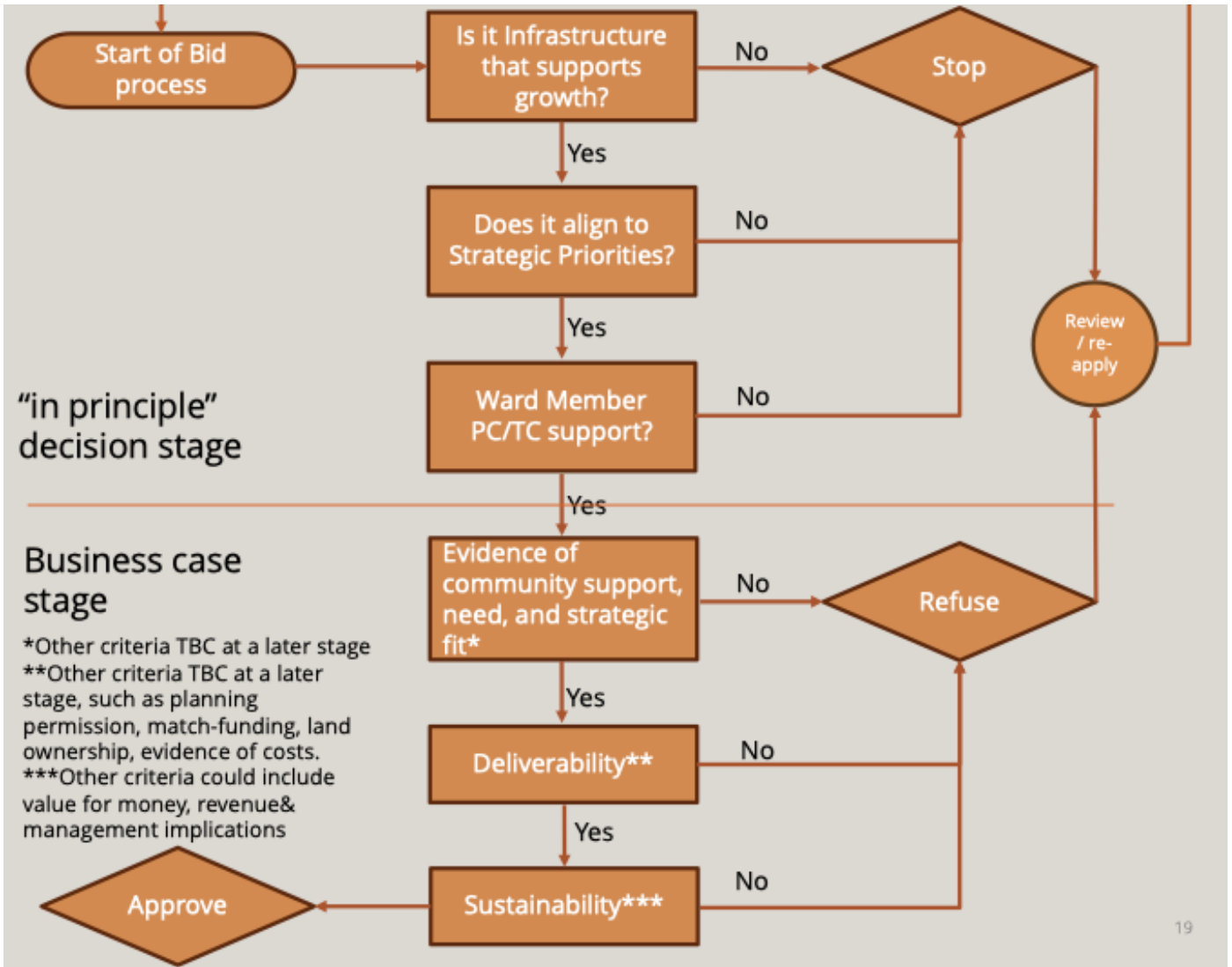
8.5 Conclusion – key lessons for HDC

- Define clear criteria for evaluating projects, including alignment with Infrastructure Funding Statements (IFS) and Infrastructure Delivery Plans (IDP) and the potential to unlock proposed new developments by the focus on critical and essential.
- Emphasise the importance of maximising other funding sources to support infrastructure projects, ensuring effective utilisation of CIL funds.
- Allocate CIL funds based on strategic priorities and needs assessments, focusing on the critical infrastructure necessary for enabling growth.
- Prioritise projects based on their ability to support identified growth objectives, deliverability within feasible timeframes, and collaboration with external stakeholders.
- Delineate between strategic borough-wide infrastructure and projects which mainly have local benefit, ensuring targeted investment in essential infrastructure to mitigate the impacts of development operations.
- Foster collaboration with stakeholders to maximise project potential and ensure alignment with local development aspirations.
- Adopt a structured approach to CIL allocation and spending, focusing on strategic priorities, rigorous project evaluation criteria, and stakeholder collaboration.

9 APPENDIX C – INDICATIVE PROCESS FOR FORMULATING A STRATEGIC PRIORITY PROGRAMME



10 APPENDIX D: INDICATIVE PROCESS FOR STRATEGIC CIL APPLICATIONS



Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Corporate Performance Report, 2023/24 Quarter 4

Meeting/Date: Overview and Scrutiny (Performance and Growth) Panel, 5 June 2024

Executive Portfolio: Councillor Stephen Ferguson, Executive Councillor for Resident Services and Corporate Performance

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

Ward(s) affected: All

RECOMMENDATION

The Overview and Scrutiny Panel is

RECOMMENDED

- a) to comment on details of delivery of Corporate Plan actions, operational performance measures and projects from the Cabinet report attached
- b) to agree to a workshop being arranged where Panel Members can see a demonstration of the new Contextual Outcome Measures dashboard, receive support in using the dashboard on their own laptops/tablets and discuss the contents of the dashboard

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Corporate Performance Report, Quarter 4 2023/24
Meeting/Date:	Cabinet, 18 June 2024
Executive Portfolio:	Councillor Stephen Ferguson, Executive Councillor for Resident Services and Corporate Performance
Report by:	Business Intelligence & Performance Manager Performance and Data Analyst
Ward(s) affected:	All

Executive Summary:

The purpose of this report is to brief Members on progress with Corporate Plan actions as at the end of Quarter 4 (January to March 2024) and operational performance measure results for 2023/24. The Corporate Performance Report attached also provides updates on corporate project delivery.

The report also introduces a new interactive Contextual Outcome Measures dashboard. This tool has been developed to be used to monitor how outcomes for the district and its residents are changing.

Recommendations:

The Cabinet is invited to consider and comment on progress and performance, as summarised in the Corporate Performance Report attached and detailed in Appendices A, B and C.

1. PURPOSE

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

2. BACKGROUND

- 2.1 The performance data in the attached Corporate Performance Report and its appendices relates to the performance measures and actions selected for 2023/24 in the Corporate Plan adopted in March 2023 and shows the outturn position at year-end.
- 2.3 Performance data has been collected in accordance with standardised procedures.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of Cabinet and 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 delivery against our strategic outcomes and regular reporting should enable Scrutiny to maintain a strategic overview. Their comments will be shared with Cabinet following the Overview and Scrutiny Panel's meeting on 5 June 2024.
- 3.2 Progress on Corporate Plan actions and operational performance measures is reported quarterly. The **Corporate Performance Report** attached summarises progress and performance by outcome. The report is focused on outcomes, with a single page summary followed by tables and pie charts summarising the status of actions, performance measures and projects linked to the outcome. A full list is also provided for each outcome which shows the status reported for each action, performance measure and project linked to that outcome as at Q4.
- 3.3 Further detail is also available in appendices to the Corporate Performance Report. **Appendix A** provides updates on actions from responsible officers, covering both progress against planned delivery and the impact that has had on the outcome. **Appendix B** provides updates on performance measures, showing performance this year broken down by month and how this compares to targets, intervention levels and last year's performance, where possible. This is provided via graphs to make such comparisons simpler and provide a visual indicator of direction of travel. For those who may need to use screen readers to access the information, an accessible table version is available online here: www.huntingdonshire.gov.uk/media/1qllbl3f/g4-accessibility-compliant-pi-spreadsheet.xlsx. **Appendix C** provides details of the status of projects.
- 3.4 The following table summarises overall progress in delivering actions for 2023/24:

Status of Key Actions	Number	Percentage
Green (on track)	37	80%
Amber (within acceptable variance)	7	15%
Red (behind schedule)	2	4%

Note: actions being delivered through projects/programmes are not included in this table as their status is being reported via project reporting mechanisms instead and this avoids any double counting. Percentages may not sum to 100% due to rounding.

- 3.5 Final outturn results for 2023/24 operational performance measures are summarised here:

Year-end performance measure results	Number	Percentage
Green (achieved)	21	75%
Amber (within acceptable variance)	7	25%
Red (below acceptable variance)	0	0%

- 3.6 The statuses of all corporate projects at the end of March are shown in the following table.

Corporate project status	Number	Percentage
Green (progress on track)	12	60%
Amber (progress behind schedule, project may be recoverable)	8	40%
Red (significantly behind schedule, serious risks/issues)	0	0%

Details of all projects can be found in **Appendix C**. Three new projects have been added this quarter - the “Place Strategy” under “Forward-Thinking Economic Growth”, “Local Authority Housing Fund” under “Improving Housing” and the “One Leisure Programme” under “Delivering good quality, high value-for-money services”.

4. MONITORING OUTCOMES - CONTEXTUAL OUTCOME MEASURES DASHBOARD

- 4.1 The Corporate Plan states that, in reporting on our progress and achievements, we will be transparent about what we can be held to account for but will also set out how we will measure success where we have great ambitions but more limited control over results. A set of 75 Contextual Outcome Measures have been identified which we will use to monitor trends over time and how results for Huntingdonshire compare with other areas, to demonstrate where progress is being made and where additional focus may be needed to enable and influence improvements. No targets are set for these indicators due to our limited control over performance, but a preferred direction of travel is stated.
- 4.2 To allow Members, officers, partners and our residents and businesses to access data on these measures, we have set up an online interactive dashboard which can be used to view measures by outcome and compare results over time and against other areas.
- 4.3 The dashboard can be accessed from the link below and includes a simple user guide, as well as instructions on each page. Results are presented in a line graph format, with buttons that allow comparison data and some brief commentary to be toggled on or off. A national average is included to compare against wherever possible and results for most measures can be compared against other lower-tier local authority areas within Cambridgeshire and Peterborough and those in our CIPFA Nearest Neighbours group (areas which are considered statistically similar to Huntingdonshire based on a range of socio-economic indicators such as population density and age).
www.huntingdonshire.gov.uk/council-democracy/council-open-data-and-information/statistics/contextual-outcome-measures-dashboard/
- 4.4 An ‘Insight Matrix’ has also been included to categorise measures based on recent trends (worsening to improving) and comparison with the national average (worse to better). It should be noted that there is a degree of subjectivity in this categorisation and

a range of factors such as rurality and the district's ageing population are likely to need to be considered to help us understand why local results are higher or lower than the national average. Early feedback from officers suggests the dashboard will be a starting point for various questions and discussions about what the results mean for the Council, the district and our communities. The dashboard will become part of our wider evidence base to inform decisions, project development and funding bids, as well as informing the annual review of the Corporate Plan and its action plan.

5. COMMENTS OF OVERVIEW & SCRUTINY PANELS

- 5.1 The Overview and Scrutiny (Performance & Growth) Panel is due to receive this report at its meeting on 5 June 2024. Comments from the Panel will be shared with Cabinet following the Overview and Scrutiny Panel meeting.

6. RECOMMENDATIONS

- 6.1 The Cabinet is invited to consider and comment on progress and performance during Quarter 4 and the status of current projects, as summarised in the **Corporate Performance Report** and detailed in **Appendices A, B and C**.

7. LIST OF APPENDICES INCLUDED

Corporate Performance Report, Quarter 4, 2023/24

Appendix A – Progress on Corporate Plan Actions, Quarter 4, 2023/24

Appendix B – Operational Performance Measure Graphs, Quarter 4, 2023/24

Appendix C – Project Performance, March 2024

CONTACT OFFICERS

Corporate Performance Report

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Project Performance (Appendix C)

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Performance Report

Quarter 4 - 2023/24

Do - Enable - Influence

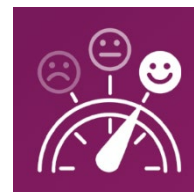


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Status of actions, performance indicators and projects linked to this outcome	23

Outcome 1: Improving the happiness and wellbeing of residents

We want the highest possible quality of life for the people of Huntingdonshire. It will be a place which attracts employers and visitors and somewhere residents are proud to call home. We will be evidence based, responsive and support the foundations of a good life. This includes personal independence, prosperity, social connection, community and good health.



As noted in Appendix A, there were interconnectivities between some Corporate Plan actions under this outcome in 2023/24. This generally leads to progress delivering results across multiple actions but can also mean that good progress in one area can effectively limit progress reported for another action.

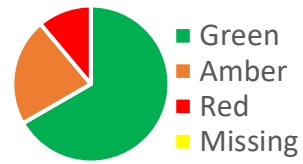
For example, in exploring Preston's Community Wealth Building approach we have identified this as the key model we want to build a new Community Health and Wealth Strategy around. Work to develop our approach is expected to help us generate greater improvements to the quality of life of our residents but has delayed the refresh of our community strategy. The delay in refreshing our Social Value Procurement Policy is due to prioritising resources to undertake more procurement activities than expected but has provided an opportunity to ensure that this policy is aligned with the new Community Health and Wealth Strategy.

Pilot activity under this outcome has informed new actions to be delivered in 2024/25, including new actions in the refreshed Corporate Plan, and allowed us to identify where something we have tried has had less impact than expected or could be improved. For example, testing has allowed us to identify that further refinement to our model for assessing impacts of decisions is needed before this is adopted more widely.

The efforts of our Sports Development, Active Lifestyles and One Leisure Facilities teams continue to enable high levels of participation in sports and fitness activities across the district. While we narrowly missed our annual target for One Leisure facilities admissions, a total of 1.4 million admissions means over 126,500 more admissions were recorded when compared to the year before. Active Lifestyles attendances were up by 45% compared to 2022/23 and the Sports Development team exceeded their target by nearly 8% following significant staff turnover and changes to the sessions they offered.

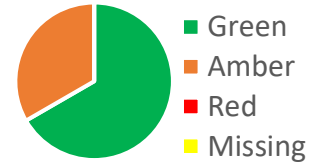
Performance Summary:

Status of actions	Number	%
Green (on track)	6	67%
Amber (within acceptable variance)	2	22%
Red (behind schedule)	1	11%

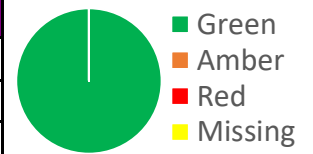


Note: 1 action is being reported on through a project/programme.

Operational PI year-end status	Number	%
Green (achieved)	2	67%
Amber (within acceptable variance)	1	33%
Red (below acceptable variance)	0	0%



Corporate project status	Number	%
Green (progress on track)	1	100%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risks/issues)	0	0%



Action	Direction of Travel	Latest Status
1. Refresh Huntingdonshire's Community Strategy via a new Residents Outcome Strategy – linking Community and Health, building on the Place Strategy findings.	↓	A
3. Run a pilot with new movers to the area which seeks to support positive outcomes from residents' first arrival in Huntingdonshire.	↔	G
4. Listen to local residents and respond to their input on service delivery.	↔	G
5. Formally build assessments of the impact on the Corporate Plan priorities into Council decision making.	↔	A
6. Refresh our Social Value Procurement Policy and work with other local anchor institutions to encourage them to do the same.	↓	R
7. Work via the Integrated Care System to seek to embed an approach which places a focus on activity in the long-term interests of residents in ways of working across system partners.	↑	G
8. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.	↔	G
9. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.	↔	G
10. Explore a campaign which seeks to extol the virtues of spending local and being physically active. Reviewing the benefits that places like Preston, Wigan and East Ayrshire have gained from this approach.	↔	G

Note: action 2 is being reported on through a project/programme (see 'UK Shared Prosperity Fund Programme' under the 'Forward-Thinking Economic Growth' outcome).

Operational Performance Indicator status	Year-End Status
1a. Number of attendances at One Leisure Active Lifestyles programmes	G
1b. Number of attendances at Sports Development activities and programmes	G
2. Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions)	A

Project/Programme	Direction of Travel	Latest Status
Community Health Prevention	↔	G

Outcome 2: Keeping people out of crisis



We will identify the root causes that lead people into crises and find ways to prevent them. We will do this through our own actions. We will also work in partnership with residents, businesses, community groups, charities and our public sector partners.

Progress on delivering actions and projects linked to this outcome has been particularly good, with all reported as having a Green status at the year-end. Highlights include launching a pilot scheme offering targeted support to people at risk of financial crisis, with early intervention opportunities identified by use of data on households or individuals accruing debts owed to the Council. With funding in place and governance requirements met, a package of support has been developed and the first invitations to participate issued. Evaluation and monitoring using a randomised control trial approach will allow us to test the effectiveness of this new approach and different options for providing support.

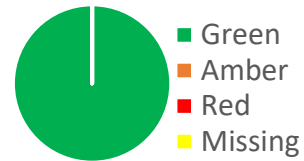
Our work with partners to prevent crisis has enabled the collocation of Citizens Advice and our Residents Advice and Information Team. This allows closer working between these services and better support being offered to those at risk of crisis. Our focus on prevention means support is aimed at tackling causes and underlying vulnerability rather than just symptoms. Plans for active travel feasibility studies and progression of the Active Travel Strategy continue to be on track to build on the work of the Transport Authorities and new funding was received at the end of March to enable improved data sharing with the Police.

A rise in the number of Disabled Facilities Grant (DFG) adaptations completed during the final quarter saw our overall performance rating change from Red to Amber. The average time taken to complete DFGs was also rated Amber at the year-end. A new action to “Work with partners to review the provision of Disabled Facilities Grants and ensure we maximise our ability to prevent crisis and support those who need help” is included in the refreshed Corporate Plan for 2024/25 and the Overview and Scrutiny (Environment, Communities and Partnerships) Panel has agreed to form a Task and Finish Group to support this.

Our Benefits team’s performance during Quarter 4 reduced the average time to process new claims and changes of circumstance. Both were rated Green at the year-end with better results than last year. Our Housing Needs and Resources team also exceeded all their targets and previous year’s results, with high levels of new affordable homes built being a significant factor in these achievements.

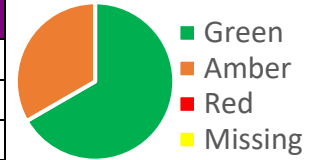
Performance Summary:

Status of actions	Number	%
Green (on track)	5	100%
Amber (within acceptable variance)	0	0%
Red (behind schedule)	0	0%

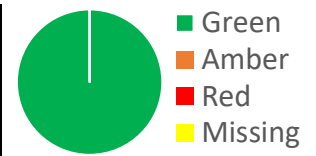


Note: 2 actions are being reported on through projects/programmes.

Operational PI year-end status	Number	%
Green (achieved)	4	67%
Amber (within acceptable variance)	2	33%
Red (below acceptable variance)	0	0%



Corporate project status	Number	%
Green (progress on track)	1	100%
Amber (behind schedule, project may be recoverable)	0	0%
Red (significantly behind schedule, serious risks/issues)	0	0%



Action	Direction of Travel	Latest Status
12. Develop proposals to pilot activity to use Council debt data to target support before people enter crisis.	↔	G
13. Recognise that community sector partners are often the first point of call for those in a community, and as such we will work with community groups to explore appetite and define shared ways of working.	↔	G
15. Work with partners to explore options as to how we use early warning signs as opportunities to seek to offer support, with a view to preventing needs escalating.	↔	G
16. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.	↔	G
17. Work proactively with partners to promote safety and address issues at the earliest opportunity.	↔	G

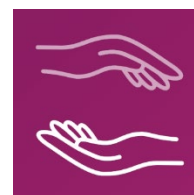
Note: actions 11 & 14 are being reported on through projects/programmes (see 'Financial Vulnerability For Residents Programme' below and 'Community Health Prevention' under 'Improving the Happiness and Wellbeing of Residents')

Operational Performance Indicator status	Year-End Status
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)	A
4. Average time (in weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants	A
5. Average number of days to process new claims for Housing Benefit and Council Tax Support	G
6. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support	G
7. Number of homelessness preventions achieved	G
8. Number of households housed through the housing register and Home-Link scheme	G

Project/Programme	Direction of Travel	Latest Status
Financial Vulnerability For Residents Programme	↔	G

Outcome 3: Helping people in crisis

Where a crisis has already happened, we will work holistically to understand the issues, the cause of these issues and what opportunities exist to address them. We will seek to prevent multiple personal crises becoming entrenched and unmanageable by addressing root causes.



Much of the activity covered by actions linked to this outcome also contributes to the first two outcomes in our Corporate Plan. This is recognised in the refreshed Corporate Plan for 2024/25, which commits us to reporting on the benefits of targeted approaches to support residents to improve their quality of life, support residents at risk of crisis and support residents who are already experiencing crisis.

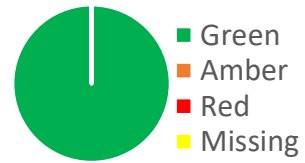
Groups who are in need of help as the result of crisis include those who are homeless, those impacted by the cost-of-living crisis and refugees and other guests in need of support while living in local communities. Large numbers of guests from Ukraine in particular continue to be supported by our Community team, who continue to foster good community relations and provide advice and assistance to both hosts and guests under the Homes for Ukraine scheme. Asylum seekers were also supported while housed by the Home Office at the Dolphin Hotel in St Ives for much of the year.

In line with the impressive results reported for the number of homelessness preventions achieved and the number of households housed through the housing register and Home-Link scheme, the Housing Needs and Resources team were able to keep numbers of households in Temporary Accommodation (TA) consistently below our target limit at the end of every month of the year.

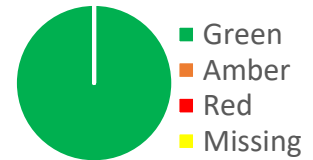
The TA measure is a snapshot of the number in TA at points in time so results can vary considerably depending on numbers of people presenting as homeless and our ability to support them or find alternative homes through existing or new affordable housing stocks. A new record high number of affordable homes built this year (see PI 11 under the 'Improving Housing' outcome) has helped the team to manage demand and keep the number in TA below target. Delivery of new affordable homes is unlikely to remain at this level so our future ability to provide support or offer alternatives will be limited and targets may need to be changed to reflect this. However, the Council's efforts to prevent crisis and the adoption of a Community Wealth Building approach are expected to help manage the number of people at risk of homelessness and/or in need of TA.

Performance Summary:

Status of actions	Number	%
Green (on track)	5	100%
Amber (within acceptable variance)	0	0%
Red (behind schedule)	0	0%



Operational PI year-end status	Number	%
Green (achieved)	1	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%



Action	Direction of Travel	Latest Status
18. Continue to support those impacted via the cost-of-living crisis via a partnership approach which seeks to deal with not just the presenting issue, but wherever possible the cause of it.	↔	G
19. Continue to support refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home.	↔	G
20. Formally propose to partners that we build financial, social and physical solutions into crisis management. Reducing the likelihood of crises repeating in the future.	↔	G
21. Continue to champion WeAreHuntingdonshire.org and other cross cutting sources of information to deliver services that are convenient for the resident rather than structured around the organisation delivering them.	↔	G
22. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.	↔	G

Operational Performance Indicator status	Year-End Status
9. Number of households in Temporary Accommodation	G

Outcome 4: Improving Housing



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.

Actions completed during 2023/24 included the Mid Term Review of the Housing Strategy and the First Homes Position Statement agreed by Cabinet in June, followed in July by the adoption of the Tenancy Strategy. The actions relating to maintaining the level of new housing delivery and working with partners to look at best practice and funding to improve housing conditions were both on track at the end of March 2024.

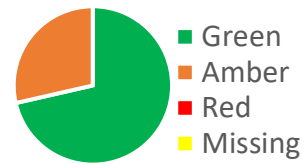
Our activity to work with Registered Providers to improve conditions in existing accommodation through regeneration schemes remained at Amber status, although pre-application discussions are anticipated to take place in early 2024/25. Our work with Health and Social Care Providers to explore future models of housing, support and care to live independently for longer now has an Amber status as we have only recently received draft data from partners, which will take some time to assess. We remain committed to partnership working, which is critical to delivering on these actions.

There were an additional 1,354 homes with a Council Tax banding on 31 March 2024, which was an increase of 23% compared to new homes added in the previous year and means we exceeded our target for 2023/24 by just under 22%. The outcome of this is that more residents will be able to take advantage of the lifelong benefits that having a decent home can provide. There was a record number of affordable homes delivered in 2023/24 (703), which was 54% higher than the number delivered last year (456). The delivery of affordable housing through our own surplus sites (Longhurst Contract project) has remained at an Amber status at the end of the year while planning concerns are being resolved.

The percentage of major planning applications processed on target recovered in the last quarter to 85.7% (changing status back to Green from Amber in Quarter 3), which was 7% above the year-end target. The total number of planning applications processed over 26 weeks old (where there is no current extension of time in place) at the end of March 2024 was 61, which is 39% better than the year-end target of 100. This total has fallen by over 65% when compared to the 175 over 26 weeks old without an extension of time at the end of April 2023.

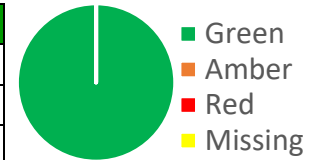
Performance Summary:

Status of actions	Number	%
Green (on track)	5	71%
Amber (within acceptable variance)	2	29%
Red (behind schedule)	0	0%

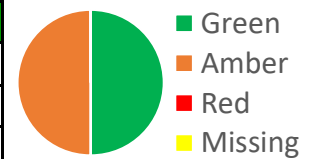


Note: 1 action is being reported on through a project/programme.

Operational PI year-end status	Number	%
Green (achieved)	6	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%



Corporate project status	Number	%
Green (progress on track)	1	50%
Amber (behind schedule, project may be recoverable)	1	50%
Red (significantly behind schedule, serious risks/issues)	0	0%



Action	Direction of Travel	Latest Status
23. 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.	↔	G
24. Adopt First Homes Position Statement. Until the update of the Local Plan is completed it is necessary to complete a position statement on First Homes.	↔	G
25. Adopt new Tenancy Strategy to support people to live healthy and independent lives.	↔	G
27. Maintain the level of new housing delivery, which meets the needs of Huntingdonshire residents, including the type of home and tenure (open market and social housing).	↔	G
28. Work in partnership to look at best practice and funding to improve housing conditions, including retrofit programmes in social and private housing.	↔	G
29. Work with Registered Providers to improve conditions in existing accommodation through regeneration schemes.	↔	A
30. Work with Health and Social Care Providers to explore future models of housing, support and care enabling people to live independently for longer.	↓	A

Note: action 26 is being reported on through a project/programme (see 'Longhurst Contract - HDC Surplus Sites (Affordable Housing)' below).

Operational Performance Indicator status	Year-End Status
10. Net change in number of homes with a Council Tax banding	G
11. Number of new affordable homes delivered	G
12. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period)	G
13. Percentage of planning applications processed on target – minor or other (within 8 weeks or agreed extended period)	G
14. Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period)	G
15. Number of planning applications over 26 weeks old where there is no current extension of time in place	G

Project/Programme	Direction of Travel	Latest Status
Longhurst Contract - HDC Surplus Sites (Affordable Housing)	↔	A
Local Authority Housing Fund	New	G

Outcome 5: Forward-thinking economic growth

We want our local economy to attract businesses that prioritise reducing their carbon footprint. A place where businesses choose to start up, grow and invest in high value jobs so they and our residents and high streets, can flourish and thrive. Local people should be able to develop their skills to take advantage of these opportunities, with businesses and education providers working more closely together to deliver an inclusive economy.



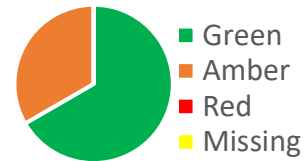
As part of our action to promote Huntingdonshire as a destination for high value inward investment, there has been continued support for businesses of all sizes in all sectors across the district, delivery of funding and business support schemes and communication campaigns showcasing manufacturing and apprenticeships in Quarter 4. The second quarterly networking event was held this quarter and included presentations on the Local Plan and the Green Business Initiative funding and support programme.

While four actions at year-end were on track, two have remained at an Amber status since Quarter 1. Initial data scoping for the refresh of the Huntingdonshire Economic Growth Strategy was completed earlier in the year, however further work has not progressed due to resource pressures within the team and other priorities with shorter deadlines. The other action with an Amber status concerned work with partners to review future demand for Further Education provision in the St Neots area and development of the Local Skills Implementation Plan. The Amber status reflects external factors outside our control, such as capacity and resource constraints for partners, but we are continuing to engage with partners to drive this work forward. The latest update states that a study has now been procured and work is commencing to draft a report on the outcomes of research and stakeholder interviews.

The Local Plan project remained on track at the end of March 2024, with assessment and sustainability appraisal of potential development sites continuing. Both the Market Towns Programme and UK Shared Prosperity Fund Programme continue to have an Amber status, although the majority of the projects within each of these programmes are on track. The Rural Prosperity Funds programme continues to have an Amber status and the Place Strategy has recently been added as a project with an Amber status as well. Further details of progress with projects under these programmes can be found in Appendix C.

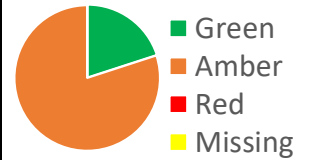
Performance Summary:

Status of actions	Number	%
Green (on track)	4	67%
Amber (within acceptable variance)	2	33%
Red (behind schedule)	0	0%



Note: 3 actions are being reported on through projects/programmes.

Corporate project status	Number	%
Green (progress on track)	1	20%
Amber (behind schedule, project may be recoverable)	4	80%
Red (significantly behind schedule, serious risks/issues)	0	0%



Action	Direction of Travel	Latest Status
31. Promote Huntingdonshire as a destination for high value inward investment, prioritising businesses that are proactively reducing their carbon emissions. Annual report on activity produced.	↔	G
33. Scope the refresh of the Huntingdonshire Economic Growth Strategy and produce quarterly economic insights report.	↔	A
36. Work with intermediaries, professional service networks, investors and developers to understand the health of the economy, develop responses and attract investment.	↔	G
37. Work with the CPCA and partners to complete a review of the future demand for Further Education (FE) provision in the St. Neots area and development of the Local Skills Implementation Plan, prioritising connections between FE provision and local employers aligned to core growth sectors.	↔	A
38. Influence the implementation of the CPCA Economic Growth Strategy and commissioning of future business support provision.	↔	G
39. Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies.	↔	G

Note: actions 32, 34 & 35 are being reported on through projects/programmes (see 'UK Shared Prosperity Fund programme', 'Market Town Programme' and 'Local Plan' below).

Project/Programme	Direction of Travel	Latest Status
UK Shared Prosperity Fund programme	↔	A
Market Towns Programme	↔	A
Local Plan	↔	G
Rural Prosperity Fund	↔	A
Place Strategy	New	A

Outcome 6: Lowering our carbon emissions



We will take positive action to reduce carbon emissions and become a net zero carbon Council by 2040. We will enable and encourage local people and businesses to reduce carbon emissions and increase biodiversity across Huntingdonshire.

Eight actions out of nine relating to this outcome remained at Green status at the year-end. Actions which progressed well during the last quarter included our electric vehicle charging strategy (adopted by Cabinet in March 2024) and the creation and testing of a Climate Hub. We also received the receipt of a draft of Huntingdonshire's priority landscapes. Officers are reviewing this draft with the Local Nature Recovery Strategy team to deliver a Huntingdonshire Plan for Nature and contribute to the Local Nature Recovery Strategy to guide greater biodiversity and nature restoration in the district.

Work to review our assets to improve energy efficiency and reduce the carbon impact of our buildings developed further in Quarter 4 and included the completion of a full business case for investment in additional solar on HDC premises, which is now ready to progress for a funding application.

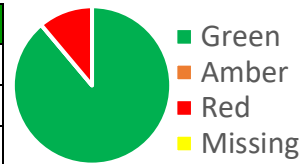
One action for this outcome has changed to Red status at year-end, from Amber reported in Quarter 3. While work with Anglia Ruskin University to develop the Council's procurement policy to incorporate greater focus on social and environmental impacts has continued, there have been insufficient Procurement resources to develop the policies required due to Procurement activities being significantly higher than envisaged. The latest commentary advises that support to address the resource shortfall will be sought internally.

Our drivers in the Waste service continue to drive fleet vehicles efficiently, with their performance measured via the Energy Efficiency Driving Index score. The cumulative score since April 2023 is 84.3%, which is above the 80% target set for 2023/24.

The status of the Biodiversity For All project changed from Green to Amber this quarter. While project themes are progressing well, there have been changes to the project which will require the contract to be amended and an unforeseen requirement to tender for an extension to the Greenskills project has caused delays.

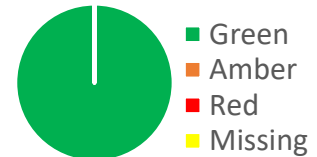
Performance Summary:

Status of actions	Number	%
Green (on track)	8	89%
Amber (within acceptable variance)	0	0%
Red (behind schedule)	1	11%

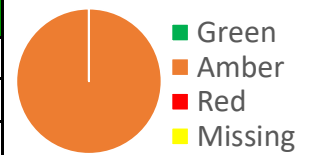


Note: 3 actions are being reported on through projects/programmes.

Operational PI year-end status	Number	%
Green (achieved)	1	100%
Amber (within acceptable variance)	0	0%
Red (below acceptable variance)	0	0%



Corporate project status	Number	%
Green (progress on track)	0	0%
Amber (behind schedule, project may be recoverable)	1	100%
Red (significantly behind schedule, serious risks/issues)	0	0%



Action	Direction of Travel	Latest Status
40. Review our assets to improve energy efficiency and reduce the carbon impact of our buildings.	↔	G
41. Deliver Fleet Review Plan for lower carbon alternatives for service delivery.	↔	G
42. Deliver Energy Strategy.	↔	G
43. Establish Climate Conversation to openly account against the Climate Action Plan, listen to feedback from local people, evaluate priorities, develop actions towards Environmental Innovation (Place Strategy).	↔	G
45. Deliver Electric Vehicle Charging Strategy.	↔	G
46. Pilot Community Carbon Reduction Plans.	↔	G
49. Develop the Council's procurement rules to further embed social and environmental value.	↓	R
50. Expand the current Green Business Awards Scheme, celebrating best practice and sharing knowledge.	↔	G
51. Deliver Huntingdonshire Plan for Nature and contribute to the Local Nature Recovery Strategy to guide greater biodiversity and nature restoration in the district.	↔	G

Note: actions 44, 47 & 48 are being reported on through projects/programmes (see 'Local Plan' and 'UK Shared Prosperity Fund programme' under the 'Forward-Thinking Economic Growth' outcome and the 'Biodiversity For All' project below).

Operational Performance Indicator status	Year-End Status
16. Efficiency of vehicle fleet driving – Energy Efficient Driving Index score for the Waste service	G

Project/Programme	Direction of Travel	Latest Status
Biodiversity For All	↓	A

Outcome 7: Delivering good quality, high value-for-money services

Around 80% of our resources are aligned to business as usual (BAU) service delivery and this priority focuses on delivering good quality, high value for money services with good control and compliance with statutory functions. We will continue to provide a wide range of existing statutory and important services and seek to improve their efficiency and effectiveness.



Four out of five actions linked to this outcome were on track at the end of the year, with an Amber rating given to the action to refresh our Commercial Investment Strategy (CIS) as a result of unstable economic factors which could lead to a strategy revised now quickly becoming out of date. Funds in the CIS reserve have instead been invested with the Debt Management Office (DMO), where they are currently achieving a similar return with less risk.

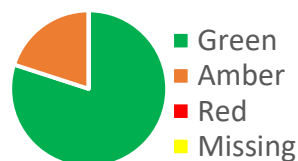
Across the 28 performance indicators in the 2023/24 Corporate Plan, three-quarters (21) met or exceeded their target at the year-end. The seven remaining were all rated as Amber, with results that did not meet the target level but were better than the intervention level where a Red status is reported. Most of these narrowly missed their target (five within 5%) and performance was better than last year for four out of the seven. For example, One Leisure admissions this year were 0.5% below the target but exceeded last year's admissions by nearly 10%.

When compared with the previous year, 17 out of 28 results (61%) were better in 2023/24. There were eight indicators where performance was not as good as the previous year but where targets for 2023/24 were met or exceeded. We have seen this where factors expected to impact performance were taken into account when setting this year's target (such as unusually high performance the previous year or known issues/risks likely to affect this year's results). For example, our 97.86% Council Tax collection rate in 2022/23 was unlikely to be achieved again given the current economic climate and more bill payers choosing to switch to 12 monthly payments, so a slightly lower target of 97.8% was set. This was achieved as a result of the team's efforts and a change to recovery processes.

Eight out of ten projects linked to this outcome had a Green status at the end of March 2024. The Hinchingsbrooke Country Park project was previously rated as Amber but now has a Green status following approval of a change request to allow the planning application to be resubmitted in July 2024.

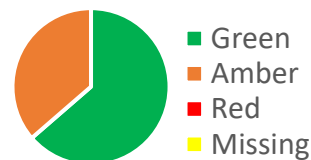
Performance Summary:

Status of actions	Number	%
Green (on track)	4	80%
Amber (within acceptable variance)	1	20%
Red (behind schedule)	0	0%

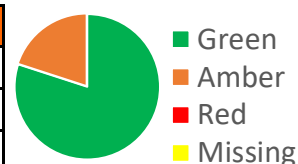


Note: 8 actions are being reported on through projects/programmes.

Operational PI year-end status	Number	%
Green (achieved)	7	64%
Amber (within acceptable variance)	4	36%
Red (below acceptable variance)	0	0%



Corporate project status	Number	%
Green (progress on track)	8	80%
Amber (behind schedule, project may be recoverable)	2	20%
Red (significantly behind schedule, serious risks/issues)	0	0%



Action	Direction of Travel	Latest Status
52. Refresh our Commercial Investment strategy to develop proposals for future strategic investments.	↔	A
54. Refresh of operational performance management to deliver improvement and provide consistent and transparent tracking of what we do and how we do it.	↔	G
63. Do these things well to enable local people to thrive and take new opportunities.	↔	G
64. Enable our outstanding volunteers in our parks, nature reserves and elsewhere to continue to improve the quality of those spaces.	↔	G
65. Our well-run Council will act as a model for our peers.	↔	G


Note: actions 53 and 55-62 are being reported on through projects/programmes (see 'Workforce Strategy', 'Customer Services Improvement Programme', 'Council Tax Support Scheme Review', 'Additional Funding for Energy Bill Rebate', 'Planning Improvement programme', 'Green Bins Project', 'Civil Parking Enforcement', 'Hinchingbrooke Country Park' and 'Riverside Park St. Neots' below).

Operational Performance Indicator status	Year-End Status
17a. Percentage of household waste reused/recycled/composted	A
17b. Collected household waste per person (kilograms)	G
18. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations	G
19. Number of missed bins	G
20. The number of programmed food safety inspections undertaken	G
21. Percentage of calls to Call Centre answered	A
22. Average wait time for customers calling the Call Centre	G
23. Council Tax collection rate	G
24. Business Rates collection rate	G
25. Staff sickness days lost per full time equivalent (FTE)	A
26. Staff turnover	A

Project/Programme	Direction of Travel	Latest Status
Riverside Park St. Neots	↔	G
Civil Parking Enforcement	↔	G
Hinchingbrooke Country Park	↑	G
Planning Improvement programme	↔	A
Green Bins Project	↔	G
Council Tax Support Scheme Review	↔	G
Council Tax Support Fund (2023/24)	↔	G
Customer Services Improvement Programme	↔	A
Workforce Strategy	↔	G
One Leisure Improvements Programme	New	G

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Appendix A: Progress on Corporate Plan Actions



Outcome: Improving the happiness and wellbeing of residents

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
1. Refresh Huntingdonshire's Community Strategy via a new Residents Outcome Strategy – linking Community and Health, building on the Place Strategy findings.	Cllr Pitt	A new strategy will not be published in 2023/24 as to publish now simply to meet a year beginning aspiration would not reflect how this work has developed during the year. Work is underway to further develop our approach, with three lead members whose portfolios best align with Community Wealth Building discussing with lead officers. This will be embedded via the updated Corporate Plan as a new Community Health and Wealth Strategy.	↓	A	The impact of not publishing a revised strategy by 31 March is limited and the greater impact is allowing this work to develop as part of a new Community Health and Wealth strategy.
2. Deliver the skills and employment workstream of the	Cllr Pitt	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 4 can be found in Appendix C (Projects and Programmes update). See			

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
UK shared prosperity programme.		'UK Shared Prosperity Fund Programme' under the Forward-Thinking Economic Growth outcome. This work also provides a contribution to Action 12.			
3. Run a pilot with new movers to the area which seeks to support positive outcomes from residents' first arrival in Huntingdonshire.	Cllr Pitt	A leaflet has been designed and a microsite is operational. A small test/pilot was run in March, with full adoption in all new Council Tax bills after the annual billing round.	↔	G	Further alignment of our bundle of support offers and use of new method of offering support. Use of the microsite related to this project will be monitored to assess impact. This will tell us more about the effectiveness of 'signposting' residents as a population-wide preventative action.
4. Listen to local residents and respond to their input on service delivery.	Cllr Conboy	New Engagement Principles were adopted earlier in the year. Engagement activity conducted throughout the year was used as the basis for the booklet that was included within the annual billing.	↔	G	Further alignment of communications and engagement activity focusing on the priorities outlined within the Corporate Plan that are most important to residents.



Outcome: Improving the happiness and wellbeing of residents

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
5. Formally build assessments of the impact on the Corporate Plan priorities into Council decision making.	CLlr Conboy	A model has been developed and piloted twice on specific funding schemes. This has identified a need to simplify the model so that it is suitable for wider launch in 2024.	↔	A	A workable model has been developed and piloted allowing refinement for wider launch in 2024.
6. Refresh our Social Value Procurement Policy and work with other local anchor institutions to encourage them to do the same.	CLlr Mickelburgh	Whilst training has been provided by Anglia Ruskin University on the social and environmental values that can be included in Procurement, there have been insufficient Procurement resources to develop the policies required due to Procurement activities within the Council being significantly higher than envisaged. This has been noted at both Corporate Governance Committee and full Council. An application will be made through the New Ideas process to address the resources shortfall.	↓	R	Delays to increasing the social and environment value impact of the organisation's procurement activities.



Outcome: Improving the happiness and wellbeing of residents

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
7. Work via the Integrated Care System (ICS) to seek to embed an approach which places a focus on activity in the long-term interests of residents in ways of working across system partners.	CLlr Pitt	As previously reported, the project end date is now June but the action of working with the ICS to embed physical activity as an approach and working with other system partners to deliver these interventions has been achieved.	↑	G	Direct impact on reduction of frailty and cardiovascular disease risk for participants. This work has promoted close working with, and delivery by, system partners as part of our 'enable' approach. Joint messaging of common "customers" has been a key step forward.
8. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.	CLlr Wakeford	An Active Travel Toolkit for Cambridgeshire was adopted in March 2024. There has been ongoing engagement/input into the A141, with an all Member briefing held on 21st March. There has been continued engagement with the Combined Authority regarding Mobility Hubs and the Alconbury Train station.	↔	G	Toolkit adopted to support implementation of active travel in Huntingdonshire. A141 continues to progress, with further public engagement expected in Q2 2024/25 to progress to an Outline Business Case. Business case scoping document for Alconbury Station to be progressed in Q1/Q2 2024/25.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
9. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.	Cllr Conboy	The Performance & Growth Scrutiny Panel was updated in October 2023, with the next update in June 2024. Two Journeys underway ('Health Embedded' and 'Inclusive Economy'), with 'Environmental Innovation' scheduled for May 2024. Co-creation of the 2024 Celebration of Huntingdonshire was undertaken in Q4, with the solution to be implemented in Q1 2024/25. This will provide funding to enable and influence community-based action in 2024 linked to the objectives of the strategy.	↔	G	Two steering groups are contributing to HDC's approach to Community Health and Wealth Building and Economic Inclusion priorities. The Celebration of Huntingdonshire work has been designed through community involvement to start a new way of working - ready to enable and influence stakeholders in Huntingdonshire to deliver the aims identified within the Futures Strategy with direct action in 2024. This new way of working is innovative and 2023 saw lessons learned which will be applied to the establishment of the next Journey (Environmental innovation) due to be launched in May and will revise the approach to leading the delivery of Huntingdonshire Futures.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
10. Explore a campaign which seeks to extol the virtues of spending local and being physically active. Reviewing the benefits that places like Preston, Wigan and East Ayrshire have gained from this approach.	Cllr Pitt	Exploration has been undertaken and this is developing into a Community Wealth Building (CWB) approach (the "Preston" model). We are developing an approach with the local NHS around the opportunities afforded by the rebuild of Hinchingsbrooke hospital, and workforce recruitment.	↔	G	Addresses the fundamental underpinnings of Priority 1 of the Corporate Plan over a longer term and on a more structural basis than direct service delivery. CWB approaches have been evidenced to generate significant quality of life improvements in other places.



Outcome: Keeping people out of crisis

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
11. Resource and lead a key change programme which reviews the way we support	Cllr Pitt	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 4 can be found in Appendix C (Projects and Programmes update). See 'Financial Vulnerability For Residents Programme' under the 'Keeping People Out of Crisis' outcome.			

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
<p>residents in need across a range of local providers. This will see us work with partners to review and define ways of working, particularly around financial distress. Seeking to develop more holistic support which address root causes and prevent issues escalating.</p>					
<p>12. Develop proposals to pilot activity to use Council debt data to target support before people enter crisis.</p>	<p>CLlr Ferguson</p>	<p>Finances have been secured and all governance requirements were met. Intervention package have been designed and capacity for skills and employment workers added. Invitations to participate started at the end of Q4/early Q1 2024/25.</p>	<p>↔</p>	<p>G</p>	<p>The pilot is designed as a randomised control trial to aid our understanding of effectiveness of signposting versus 1:1 case management and the impact of incentivisation.</p>




Outcome: Keeping people out of crisis

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
13. Recognise that community sector partners are often the first point of call for those in a community, and as such we will work with community groups to explore appetite and define shared ways of working.	Cllr Pitt	The completion of the Q1 action has allowed us to make this approach business as usual, as demonstrated in the physical activity programme and delivery of barriers to skills and employment access programme of UK Shared Prosperity Fund.	↔	G	This drives the 'enable' aspect of our 'Do, Enable, Influence' approach.
14. Deliver our health inequalities project in partnership with our community and continue to work with health to seek funding opportunities and identify ways to maximise the	Cllr Pitt	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 4 can be found in Appendix C (Projects and Programmes update). See 'Community Health Prevention' under the 'Improving the Happiness and Wellbeing of Residents' outcome.			

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
contribution of our leisure service to health improvements.					



Outcome: Keeping people out of crisis

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
15. Work with partners to explore options as to how we use early warning signs as opportunities to seek to offer support, with a view to preventing needs escalating.	Cllr Pitt	The WeAreHuntingdonshire site has been refreshed and publicised as a referral mechanism to our Residents Advice and Information Team. There has been closer working with Citizens Advice, including co-location with our Residents Advice and Information Team. A Community Spaces handbook highlighting sources of support was produced in response to a pattern of requests.	↔	G	Better support for those in crisis, preventing crisis from occurring. We are taking a 'wider determinants' approach to support, tackling the causes of crisis and vulnerability, not just its symptoms.
16. Continue to work with statutory partners	Cllr Wakeford	A scope of works was agreed with Sustrans to develop an HDC Active Travel Strategy, drawing on the	↔	G	HDC is in a position to progress the Active Travel Strategy and Studies as

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
to secure improvements to transport options for Huntingdonshire, including active travel.		work of the Transport Authorities and locally identified priorities. This will be delivered in 2024/25, along with up to four prioritised initial feasibility studies for the priority Active Travel Routes identified.			planned in 2024/25. This will enable informed investment in the priority schemes coming forward, as funding and development allows.
17. Work proactively with partners to promote safety and address issues at the earliest opportunity.	Cllr Pitt	In addition to the refresh of the Community Safety Partnership action plan, we have secured £44,000 of partnership funding to extend our data sharing approach with the police, associated with our responsibilities under the Serious Violence Duty. This will support shared data systems, information governance support and data analyst capacity.	↔	G	More aligned activity with the Police and Health, informed by better data sharing and joint activity.




Outcome: Helping people in crisis

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
18. Continue to support those impacted via the cost-of-living crisis via a partnership approach which seeks to deal with not just the presenting issue, but wherever possible the cause of it.	Cllr Pitt	This has become indistinguishable from action 15. This action has been adopted as business as usual and underpins our approach.	↔	G	Better support for those in crisis, preventing crisis from occurring. We are taking a 'wider determinants' approach to support, tackling the causes of crisis and vulnerability, not just its symptoms.
19. Continue to support refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home.	Cllr Pitt	HDC is supporting Ukrainian families, Afghan entrants to the UK and asylum seekers placed in Huntingdonshire by the Home Office. We work closely with our community and local partners.	↔	G	There are 300+ Ukrainian guests, 8 Afghan families and a small number of asylum seekers housed by the Home Office in private rented accommodation within the district. For much of the year, HDC supported c.110 asylum seekers at The Dolphin Hotel in St Ives.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
					All have been supported well by the District Council and our communities.



Outcome: Helping people in crisis

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
20. Formally propose to partners that we build financial, social and physical solutions into crisis management. Reducing the likelihood of crises repeating in the future.	Cllr Pitt	As reported at Q3, this transferred to a business as usual approach following agreement of the Integrated Care System Outcomes Framework.	↔	G	This is embedded as part of the Outcomes Framework following strong representations and now informs all health activity in the area. There are ongoing conversations with other partners on embedding the approach.



Outcome: Helping people in crisis

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
21. Continue to champion WeAreHuntingdonshire.org and other cross cutting sources of information to deliver services that are convenient for the resident rather than structured around the organisation delivering them.	Cllr Pitt	This is an ongoing action ('continue to champion'), with recent activity reflected in the update for action 15 in particular.	↔	G	There is an ongoing shift towards greater partnership working, recognising the defined functions/responsibilities that various partner organisations have, but understanding that crisis can be best managed and prevented by working together to address causes as well as crisis itself. This requires ever closer partnerships and our work is enabling that.
22. Formally engage with relevant stakeholders, residents and businesses to explore how place strategy priorities are transformed into practical delivery.	Cllr Conboy	The Performance & Growth Scrutiny Panel was updated in October 2023, with the next update in June 2024. Two Journeys underway ('Health Embedded' and 'Inclusive Economy'), with 'Environmental Innovation' scheduled for May	↔	G	Two steering groups are contributing to HDC's approach to Community Health and Wealth Building and Economic Inclusion priorities. The Celebration of Huntingdonshire work

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
		<p>2024. Co-creation of the 2024 Celebration of Huntingdonshire was undertaken in Q4, with the solution to be implemented Q1 2024/25. This will provide funding to enable and influence community-based action in 2024 linked to the strategy's objectives.</p>			<p>has been designed through community involvement to start a new way of working - ready to enable and influence stakeholders in Huntingdonshire to deliver the aims identified within the Futures Strategy with direct action in 2024. This new way of working is innovative and 2023 saw lessons learned which will be applied to the establishment on the next Journey (Environmental innovation) due to be launched in May and will revise the approach to leading the delivery of Huntingdonshire Futures.</p>



Outcome: Improving Housing

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
23. 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.	Cllr Wakeford	The Mid Term Review of the Housing Strategy was agreed by Cabinet on 20th June 2023.	↔	G	The review has enabled us to align our housing activities with the Corporate Plan and understand the most up to date data to support delivery. This strategy has been shared with our Registered Provider partners.
24. Adopt First Homes Position Statement. Until the update of the Local Plan is completed it is necessary to complete a position statement on First Homes.	Cllr Wakeford	The First Homes Position Statement was agreed by Cabinet on 20th June 2023.	↔	G	This enables the Council to influence the delivery of First Homes in the district. Our first site in Spaldwick has had the benefit of this approach and this has protected the rented element on site. Development Management officers are aware of the position statement. So far

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
					there seems to have been little interest in this tenure from developers in the district.
25. Adopt new Tenancy Strategy to support people to live healthy and independent lives.	Cllr Wakeford	The Tenancy Strategy was adopted at Cabinet in July 2023.	↔	G	The Strategy provides guidance on how the Council expect tenancies to be managed in the district and aims to influence Registered Providers (RPs) approach in their tenancy policies. This Strategy will be referenced in the RP Forum in November 2023.
26. Maximise use of Council owned sites to deliver housing, for example working with the Longhurst Group.	Cllr Wakeford	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 4 can be found in Appendix C (Projects and Programmes update). See 'Affordable Housing Project' under the 'Improving Housing' outcome.			



Outcome: Improving Housing

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
27. Maintain the level of new housing delivery, which meets the needs of Huntingdonshire residents, including the type of home and tenure (open market and social housing).	Cllr Wakeford	We have continued to deliver a high number of new homes in partnership with Registered Providers, which has enabled us to exceed our target of affordable housing delivery this year. The 703 new affordable homes delivered in 2023/24 is a new record high number for a single year.	↔	G	The Council, working in partnership with our Registered Providers, has been able to maintain an increased level of delivery of new homes over the year. This has enabled us to house a higher number of people in housing need in the district.
28. Work in partnership to look at best practice and funding to improve housing conditions, including retrofit programmes in social and private housing.	Cllr Wakeford	We have continued to provide information and support to our Registered Providers on options for the improvement of their housing stock. As a follow up to the RP conference, we have shared information on sensors which could be part of the Internet of Things and are looking to see whether we can pilot this technology.	↔	G	The Council continues to look to influence and enable our Registered Provider partners where possible to improve housing conditions and look at new technology to bring forward improvements for residents.




Outcome: Improving Housing

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
29. Work with Registered Providers to improve conditions in existing accommodation through regeneration schemes.	Cllr Wakeford	<p>A meeting has taken place with the new staff team at Places for People who are looking to deliver this project. The Council is looking to influence the type of development brought forward to meet housing need in the district. We anticipate that pre-application discussion with the Planning Authority should take place early in 2024/25.</p> <p>Engagement with partners continues as we seek to maximise the benefits of shared working.</p>	↔	A	Following staff changes at Places for People, the Council has recently engaged with new officers to bring forward a project that would result in the demolition of existing unfit accommodation, with the provision of new affordable housing which is not only built to current Building Regulations but will better meet the needs of the district. There is also the potential to provide a net increase in dwellings. It is expected that the recent discussions will lead to progress in 2024/25.
30. Work with Health and Social Care Providers to explore future	Cllr Wakeford	Although we received demand profiles for older persons accommodation some time ago, we have only recently received data on	↓	A	The demand profile work has now been provided by our County Council colleagues. As the majority

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
models of housing, support and care enabling people to live independently for longer.		Learning Disability and Mental Health from the County Council's commissioning team in draft form. It will take some time to assess this information and understand the impact on the district. Partnership activity is critical to delivering on this action and we remain committed to progressing working with the commissioning team.			of this has only recently been shared, officers will need some time to analyse and highlight the type of housing required in the district. This will enable the Council to ensure we are delivering the right type of housing to meet specialist needs in the district.



Outcome: Forward-thinking Economic Growth


Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
31. Promote Huntingdonshire as a destination for high value inward investment, prioritising businesses that	Cllr Wakeford	Continued support for businesses of all sizes in all sectors across the district. Delivery of funding and business support schemes.	↔	G	Increased number of businesses supported with free advice, guidance and funding. Increased number of new businesses created with business support programmes and funding.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
are proactively reducing their carbon emissions. Annual report on activity produced.		Communication campaigns showcasing manufacturing and apprenticeships.			<p>Increased number of jobs created within existing businesses supported to expand.</p> <p>Increased awareness of skills provision through partnership sharing of information.</p> <p>New inward investment of businesses prioritising carbon reduction as set out in corporate plan.</p>
32. Deliver Year 1 of a programme of UKSPF funded business support activities, including Green Business Grants and support for start-ups and small and medium-sized enterprises (SMEs) to grow.	Cllr Wakeford	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 4 can be found in Appendix C (Projects and Programmes update). See 'UK Shared Prosperity Fund programme' under the 'Forward-Thinking Economic Growth' outcome.			

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
33. Scope the refresh of the Huntingdonshire Economic Growth Strategy and produce quarterly economic insights report.	Cllr Wakeford	While initial data scoping has been undertaken, further work has not progressed due to resource pressures within the team and focus on other initiatives with shorter deadlines (such as Rural Prosperity Funding and support for emerging strategic sites). While 2023/24 progress has fallen below expectations, following budget setting for 2024/25 this work will be rolled over to the 2024/25 year.	↔	A	No immediate impact as this work is being scoped and planned.
34. Continue the delivery of the Market Town Programme, including completion of the Accelerated Programme, ongoing delivery of Future High Street projects in St. Neots, development of new Retail Hub activity in Ramsey, and delivery of	Cllr Wakeford	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 4 can be found in Appendix C (Projects and Programmes update). See 'Market Town Programme' under the 'Forward-Thinking Economic Growth' outcome.			

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
UKSPF funded Vibrant Communities project.					
35. Commence the update to the adopted Local Plan including refreshing the evidence base, starting community engagement and a call for sites.	Cllr Sanderson	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 4 can be found in Appendix C (Projects and Programmes update). See 'Local Plan' under the 'Forward-Thinking Economic Growth' outcome.			



Outcome: Forward-thinking Economic Growth

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
36. Work with intermediaries, professional service networks,	Cllr Wakeford	The second quarterly networking event was held online, with presentations on the Local Plan and	↔	G	Greater awareness in the market of HDC's priorities, resulting in wider engagement and sharing of

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
investors and developers to understand the health of the economy, develop responses and attract investment.		<p>the Green Business Initiative funding and support programme.</p> <p>Breakout groups were held to gather feedback on place development and will feed into future workstreams.</p>			information to inform pride of place.



Outcome: Forward-thinking Economic Growth

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
37. Work with the CPCA and partners to complete a review of the future demand for Further Education (FE) provision in the St. Neots area and development of the Local Skills Implementation Plan, prioritising	CLr Wakeford	<p>The work was delayed in commencing owing to CPCA (Cambridgeshire and Peterborough Combined Authority) capacity.</p> <p>The study has been procured and work is commencing to draft a report on the outcomes of research and stakeholder interviews. We are continuing to engage with partners and seeking to maximise the benefits of shared working.</p>	↔	A	No immediate impact as this work commenced in March 2024.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
connections between FE provision and local employers aligned to core growth sectors.					
38. Influence the implementation of the CPCA Economic Growth Strategy and commissioning of future business support provision.	Cllr Wakeford	Attendance and support for CPCA's Visioning and State of the Region, ensuring local economy views are reflected. Contribution to wider regional activities via Economic Development Advisory Panel.	↔	G	Ensuring HDC's corporate priorities are reflected within workstreams relating to economy. Supporting CPCA in understanding local economy needs when commissioning new business and funding programmes.
39. Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies.	Cllr Wakeford	East West Rail - pre-DCO (Development Consent Order) work is underway, including consultation on Statement of Community Consultation. Ongoing collaborative working with Cambridgeshire County Council and South Cambridgeshire and Cambridge City District Councils in anticipation of formal responses to technical responses to key milestone documents as part of the DCO	↔	G	East West Rail - continued promotion of HDC's interests and opportunities to deliver betterment for residents and businesses in Huntingdonshire. A428 - remains on track for delivery, improving journey experience.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
		<p>process (to include accessibility to Tempsford/Cambourne).</p> <p>A428 - ongoing work with Highways England, the county council and South Cambridgeshire in respect of addressing/discharging DCO requirements.</p> <p>A141 - all member briefing on A141 on 21 March 2024, expected to be presented back through CPCA cycle in summer 2024 to progress to Outline Business Case. This will include another public consultation thereafter. Discussions afoot regarding a number of consultations en route to public engagement - HDC Members, Parishes and developers (to be confirmed).</p>			<p>A141 - engagement continues with expected papers back to CPCA Transport and Infrastructure committed in summer 2024.</p>



Outcome: Lowering our Carbon Emissions

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
40. Review our assets to improve energy efficiency and reduce the carbon impact of our buildings.	Cllr Davenport-Ray	The draft business case to invest in additional solar on HDC premises is complete and ready to progress for funding application through a Council decision.	↔	G	HDC will be able to make an informed investment decision in Q1 2024/25, with the longest identified payback modelled at 6 years. Subject to Member approvals, HDC is enabled to start the 18 month project shifting sites to self-generated 100% renewable electricity, with associated energy security.
41. Deliver Fleet Review Plan for lower carbon alternatives for service delivery.	Cllr Davenport-Ray	Report has been received from technical experts, outlining options and business case for change. This is currently being reviewed to inform the development of a forward plan, which will also be informed by the outcomes of the Hydrotreated Vegetable Oil (HVO) trial due to end in June.	↔	G	Options will identify a timeline as to when alternatively fuelled vehicles may enter into service and will help set out an effective way of reducing the carbon impact of our fleet.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
42. Deliver Energy Strategy.	Cllr Davenport-Ray	An updated quotation based on HDC work has been received and agreed, with work to progress in 2024/25 for Member approval in the summer.	↔	G	HDC will be able to progress its own energy strategy in Q1 and Q2, with approval process to commence summer 2024.
43. Establish Climate Conversation to openly account against the Climate Action Plan, listen to feedback from local people, evaluate priorities, develop actions towards Environmental Innovation (Place Strategy).	Cllr Davenport-Ray	Delivered in November 2023.	↔	G	<p>After listening to feedback from our community, the HDC Climate Hub information site will be launched in Q1 2024/25 to enable our communities to take more informed climate action.</p> <p>The date is set for the 2024 Climate Conversation on 6th November.</p>
44. Review Local Plan (ensuring plan for Biodiversity Net Gain referencing the National Planning Policy Framework).	Cllr Davenport-Ray	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 4 can be found in Appendix C (Projects and Programmes update). See 'Local Plan' under the 'Forward-Thinking Economic Growth' outcome.			




Outcome: Lowering our Carbon Emissions

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
45. Deliver Electric Vehicle Charging Strategy.	CLlr Davenport-Ray	The Strategy was adopted by Cabinet on 19th March.	↔	G	HDC will prioritise the Rural UK Shared Prosperity Funding of up to £350,000 in enabling rural pilots for Electric Vehicle (EV) charging. Working with Cambridgeshire and Peterborough Association of Local Councils, we are identifying a method to enable Parish Councils to operate paid-for EV charging points.
46. Pilot Community Carbon Reduction Plans.	CLlr Davenport-Ray	<p>Following feedback, it was agreed that a platform of information and guidance in the form of a Climate Hub would be more effective than Community Carbon reduction plans.</p> <p>The Climate Hub is now in testing with key stakeholders. Initial positive response linking various key projects and service areas.</p>	↔	G	To enable the Council to continue the ongoing Climate Conversation with communities. Connecting up key projects and activities, and ultimately creating a tool to enable communities to reduce their carbon emissions.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
47. Deliver Biodiversity for All (2023-2025) to enable community action and support green skills development.	Cllr Davenport-Ray	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 4 can be found in Appendix C (Projects and Programmes update). See 'Biodiversity for All' under the 'Lowering our Carbon Emissions' outcome.			
48. Commission Active Travel Studies (UKSPF) to influence/inform future investment priorities.	Cllr Wakeford	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 4 can be found in Appendix C (Projects and Programmes update). See 'UK Shared Prosperity Fund programme' under the 'Forward-Thinking Economic Growth' outcome.			



Outcome: Lowering our Carbon Emissions

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
49. Develop the Council's procurement rules to further embed social and	Cllr Mickelburgh	Whilst training has been provided by Anglia Ruskin University on the social and environmental values that can be included in Procurement, there have been insufficient	↓	R	Delays to increasing the social and environment value impact of the organisation's procurement activities.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
environmental value.		Procurement resources to develop the policies required due to Procurement activities within the Council being significantly higher than envisaged. This has been noted at both Corporate Governance Committee and full Council. An application will be made through the New Ideas process to address the resources shortfall.			
50. Expand the current Green Business Awards Scheme, celebrating best practice and sharing knowledge.	Cllr Davenport-Ray	We are continuing to build links with communities and businesses with financial opportunities. A draft of the online Climate Hub has been soft launched - this will feature an area dedicated to offering advice and useful links for local businesses. Economic Development have helped create the content for this section to make it as useful and impactful as possible. In addition to this, as part of our sustainable procurement work with Anglia Ruskin University, we will be continuing to develop a toolkit for businesses to help them with sustainable procurement and replying to tenders.	↔	G	An ongoing targeted approach to providing advice and guidance to businesses will create a space to share and develop relationships within the sector. Using the Council's unique position to be able to signpost information to support business, we can develop further links and build sector collaboration.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
51. Deliver Huntingdonshire Plan for Nature and contribute to the Local Nature Recovery Strategy to guide greater biodiversity and nature restoration in the district.	Cllr Davenport-Ray	A draft of Huntingdonshire's priority landscapes has been received and officers are reviewing this in conjunction with the Local Nature Recovery Strategy team to ensure that the commissioned study delivers a useable product.	↔	G	Strong collaboration between Wildlife Trust, Local Nature Recovery Strategy Team and HDC Officers will ensure that a robust and effective product is delivered for Cambridgeshire and Peterborough to support the improvement and protection of Biodiversity.



Outcome: Delivering good quality, high value-for-money services

Activity type: Do

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
52. Refresh our Commercial Investment strategy to develop proposals for future strategic investments.	Cllr Mickelburgh	As economic factors continue to vary significantly, it has been decided to delay a review of the Commercial Investment Strategy (CIS) until factors have stabilised to avoid it becoming out of date too quickly. This is anticipated for mid-2024/25.	↔	A	Applicable reserves continue to be invested with the Debt Management Office (DMO), achieving a return similar to the aims of the existing CIS with a lower level of risk.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
53. Deliver a renewed Workforce Strategy to prepare the Council for the changing skills needed in our future workforce and to ensure that we can continue to attract, retain and nurture talent.	Cllr Davenport-Ray	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 4 can be found in Appendix C (Projects and Programmes update). See 'Workforce Strategy' under the 'Delivering good quality, high value-for-money services' outcome.			
54. Refresh of operational performance management to deliver improvement and provide consistent and transparent tracking of what we do and how we do it.	Cllr Ferguson	The new Performance Management Framework was adopted in November. We continue to manage operational performance through key metrics to identify performance issues or opportunities to improve performance. Delivery of continuous improvement is informed by new Best Value guidance and the work of the Office for Local Government (Oflog). A review of our operational performance metrics, along with a review of key actions and projects for 2024/25, were reflected in the refreshed HDC Corporate Plan adopted at Council on 27th March.	↔	G	Performance data on how new initiatives and BAU (business as usual) activity is contributing to Corporate Plan outcomes provides greater transparency and opportunity for scrutiny and identification of any corrective actions needed. Continuous improvement helps improve economy, efficiency and effectiveness in service delivery and outcomes for our district.

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
55. Undertake Customer Services improvement programme to ensure that our customers are always at the heart of what we do.	Cllr Ferguson	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 4 can be found in Appendix C (Projects and Programmes update). See 'Customer Services Improvement Programme' under the 'Delivering good quality, high value-for-money services' outcome.			
56. Deliver the Council Tax Support project to ensure we offer the best support to those that need it.	Cllr Ferguson	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 4 can be found in Appendix C (Projects and Programmes update). See 'Council Tax Support Scheme Review' under the 'Delivering good quality, high value-for-money services' outcome.			
57. Ensure that the Additional Funding for Energy Bill Rebate is delivered to those who are eligible.	Cllr Ferguson	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 4 can be found in Appendix C (Projects and Programmes update). See 'Additional Funding for Energy Bill Rebate' under the 'Delivering good quality, high value-for-money services' outcome.			
58. Undertake the Development Management Improvement programme to improve the performance of the planning service.	Cllr Sanderson	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 4 can be found in Appendix C (Projects and Programmes update). See 'Planning Improvement programme' under the 'Delivering good quality, high value-for-money services' outcome.			

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
59. Implement the review of the collection of Green waste and develop proposals for the collection of food waste.	Cllr Taylor	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 4 can be found in Appendix C (Projects and Programmes update). See 'Green Bins Project' under the 'Delivering good quality, high value-for-money services' outcome.			
60. Progress delivery of Civil Parking Enforcement across the District to enforce on-street parking activity.	Cllr Taylor	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 4 can be found in Appendix C (Projects and Programmes update). See 'Civil Parking Enforcement' under the 'Delivering good quality, high value-for-money services' outcome.			
61. Deliver the enhancement of visitor facilities at Hinchingsbrooke Country Park.	Cllr Taylor	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 4 can be found in Appendix C (Projects and Programmes update). See 'Hinchingsbrooke Country Park' under the 'Delivering good quality, high value-for-money services' outcome.			
62. Upgrade path and cycleways at Riverside Park St. Neots.	Cllr Taylor	This action is being delivered as a project overseen by our Major Change Board. As such, the progress update as at the end of Quarter 4 can be found in Appendix C (Projects and Programmes update). See 'Riverside Park St. Neots' under the 'Delivering good quality, high value-for-money services' outcome.			



Outcome: Delivering good quality, high value-for-money services

Activity type: Enable

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
63. Do these things well to enable local people to thrive and take new opportunities.	Cllr Ferguson	This action refers to a range of identified projects. Overall progress on these is good and is reported to Members in the quarterly Corporate Performance Report.	↔	G	All of the projects are focused on our outcomes, with delivery driving achievement and each project specifying the benefits they will create.
64. Enable our outstanding volunteers in our parks, nature reserves and elsewhere to continue to improve the quality of those spaces.	Cllr Taylor	In the region of 4,400 sessions have been provided by volunteers in total, which equates to approximately 17,600 hours (approximately 10 full-time staff). Tasks undertaken by volunteers are wide-ranging, including surveys and report writing, fundraising, regular site checks, provision of refreshments, practical conservation work and support for events.	↔	G	Regular site checks and provision of refreshments, as well as practical work and support for events, is considered business as usual for our volunteers. This year they have also undertaken significant clearance of flood debris, additional watering of new trees due to a prolonged dry period and boardwalk replacement, helping to improve the quality of the district's parks, nature reserves and open spaces.



Outcome: Delivering good quality, high value-for-money services

Activity type: Influence

2023/24 Actions	Portfolio Holder	Progress Update at Quarter 4	Direction of Travel	Latest Status	Impact as a Result of Action
65. Our well-run Council will act as a model for our peers.	Cllr Conboy	Benchmarking is in place for many services and the Council has put specific actions in the Corporate Plan for 2024/25 to make more use of Oflog data and expand our use of performance metrics and unit costs. Members at Overview and Scrutiny have been updated on these plans. The Council has also committed to an LGA Corporate Peer Challenge in 2024/25, to provide an independent assessment of the Council.	↔	G	By benchmarking we can establish performance against others (e.g. our Council Tax collection rate is top quartile nationally) and where we have opportunities to improve we can learn from others. The value of Oflog is determined by the measures they select, over which we have no control.

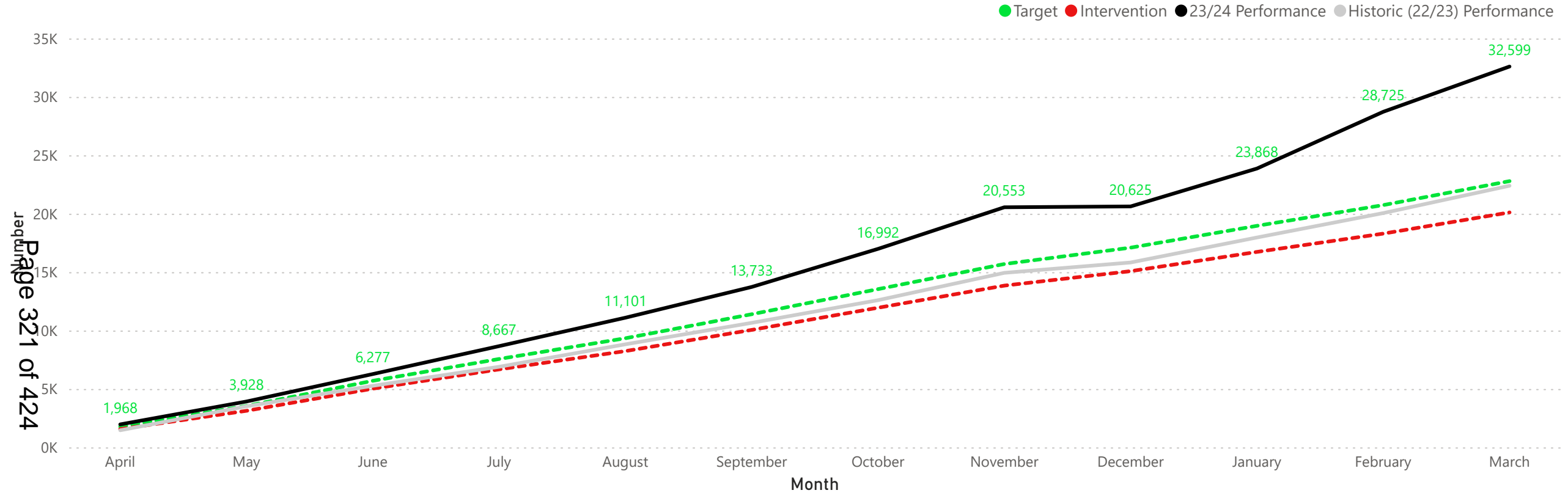
Appendix B: Operational Performance Measure Graphs, Quarter 4, 2023/24



Improving the happiness and wellbeing of residents	Q4 Status
PI1a Number of attendances at One Leisure Active Lifestyles programmes	G
PI1b Number of attendances at Sports Development activities and programmes	G
PI2 Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions)	A
Keeping people out of crisis	Q4 Status
PI3 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)	A
PI4 Average time (in weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants	A
PI5 Average number of days to process new claims for Housing Benefit and Council Tax Support	G
PI6 Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support	G
PI7 Number of homelessness preventions achieved	G
PI8 Number of households housed through the housing register and Home-Link scheme	G
Helping people in crisis	Q4 Status
PI9 Number of households in Temporary Accommodation (snapshot at end of each period)	G
Improving Housing	Q4 Status
PI10 Net change in number of homes with a Council Tax banding	G
PI11 Number of new affordable homes delivered (reported quarterly only)	G
PI12 Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period)	G
PI13 Percentage of planning applications processed on target – minor or other (within 8 weeks or agreed extended period)	G
PI14 Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period)	G
PI15 Number of planning applications over 26 weeks old where there is no current extension of time in place (total at end of each period)	G
Lowering our carbon emissions	Q4 Status
PI16 Efficiency of vehicle fleet driving – Energy Efficient Driving Index score for the Waste service	G
Delivering good quality, high value-for-money services	Q4 Status
PI17a Percentage of household waste reused/recycled/composted	A
PI17b Collected household waste per person (kilograms)	G
PI18 Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations	G
PI19 Number of missed bins	G
PI20 The number of programmed food safety inspections undertaken	G
PI21 Percentage of calls to Call Centre answered	A
PI22 Average wait time for customers calling the Call Centre	G
PI23 Council Tax collection rate	G
PI24 Business Rates collection rate	G
PI25 Staff sickness days lost per full time equivalent (FTE) (Rolling 12 month total)	A
PI26 Staff turnover (Rolling 12 month total)	A

Outcome: Improving the happiness and wellbeing of residents

PI 1a. Number of attendances at One Leisure Active Lifestyles programmes

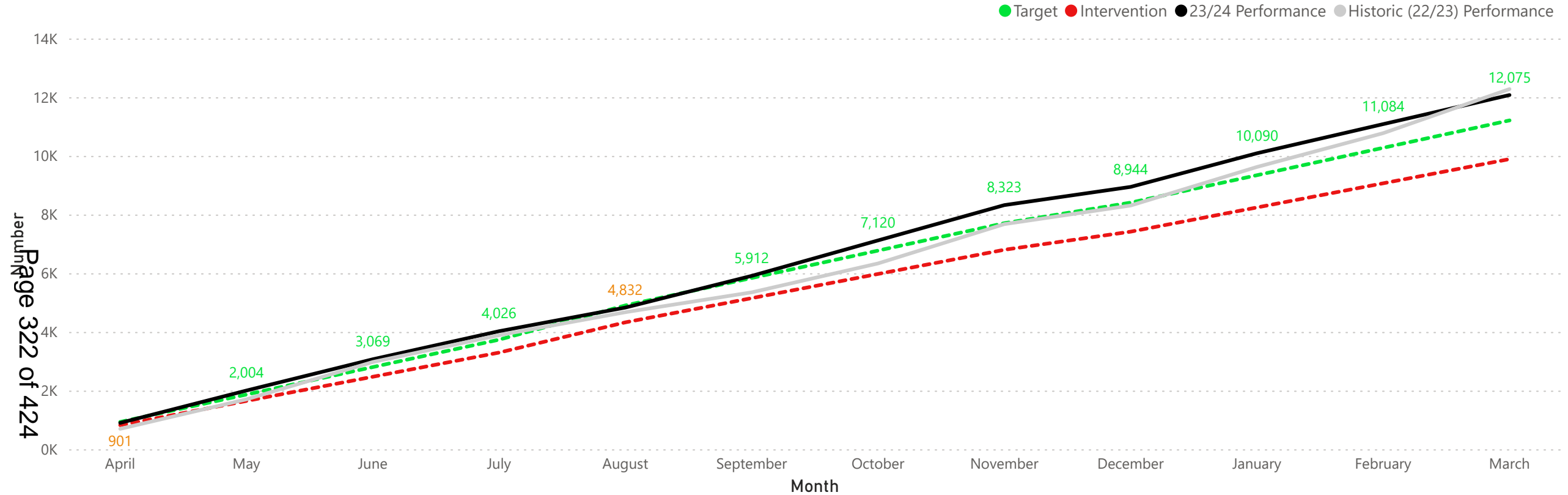


Latest commentary from service:

March was another busy month for the team and we ended the year 43% above the year-end target and over 45% higher than was achieved last year. Several care home trials have converted to commissioned activity. The courses have been busy completing the cohorts started in January. Active Lifestyles Memberships have topped £6k for the first time and Pay As You Go income has achieved a year best figure (circa £6.7k). Leading sessions are Right Start Aqua and community-based Right Start Classes. Chair Yoga has transitioned successfully to a paid activity. FitFuture has been handed to One Leisure Facilities for mainstreaming following a successful funded 12-week trial. 133 Concessionary Memberships were taken out or renewed in March.

Outcome: Improving the happiness and wellbeing of residents

PI 1b. Number of attendances at Sports Development activities and programmes

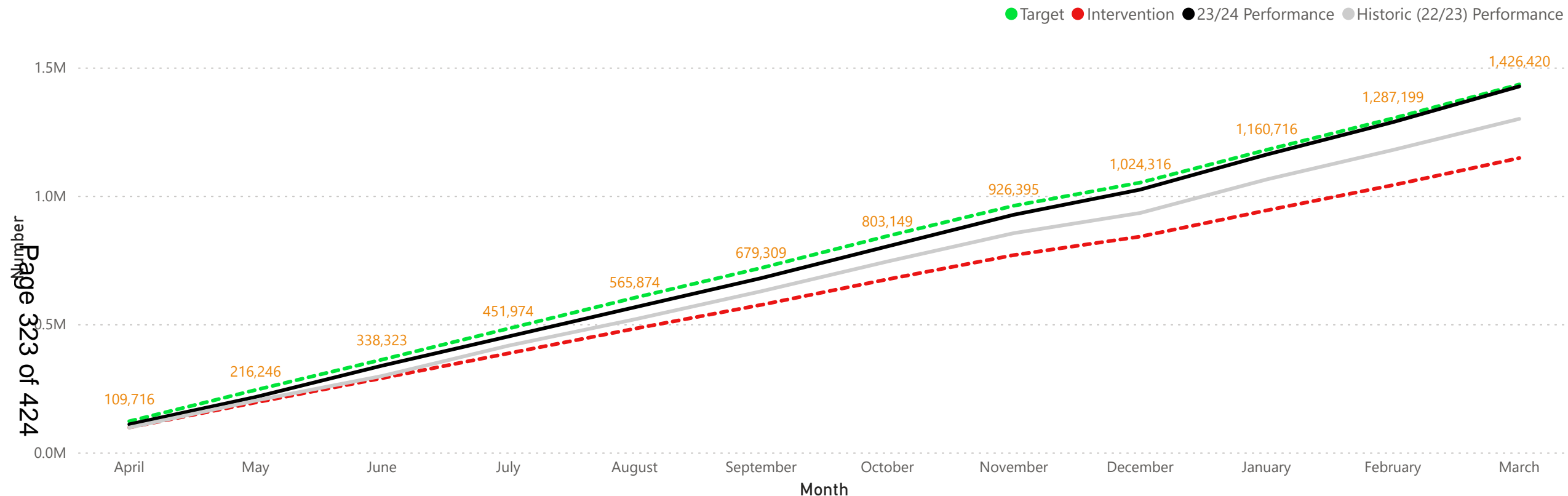


Latest commentary from service:

Sports Development exceeded its year-end target by 7.7% following a stellar performance from the new team. As expected, numbers were down slightly on last year's total (down 1.7%). While a local school terminated a longstanding contract, this has opened up new opportunities that the staff are exploring and developing. A new project on Oxmoor targeting childhood healthy weight will start in another school in April. The summer's parish session bookings have already exceeded the previous year and there are still further partners interested.

Outcome: Improving the happiness and wellbeing of residents

PI 2. Number of One Leisure Facilities admissions - swimming, Impressions, fitness classes, sports hall and pitches (exc Burgess Hall & school admissions)



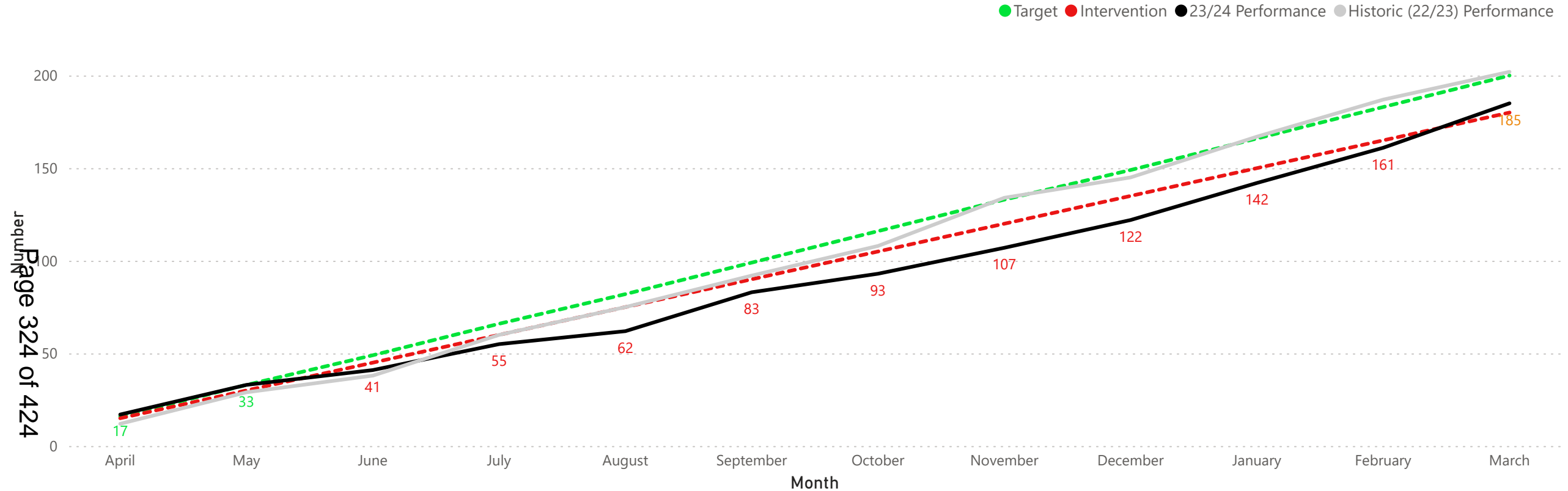
Latest commentary from service:

The annual target for One Leisure attendances was narrowly missed, with the final outturn achieving 99.5% of the year-end target. Year-end outturn attendances were up 126.5k compared with the previous year's performance (up 9.7%).

The gap between performance and target was over 40k in October 2023 but was reduced to just 7.6k by March 2024. Recovery of performance was due to increased usage of the gyms, swim school and group exercise. Public swims missed the annual target by 10k and, although gym attendances were a main driver for recovering the mid-year gap in performance, overall attendance against target for gyms was missed by 35k. All other activities achieved or over performed against target.

Outcome: Keeping people out of crisis

PI 3. The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay in hospital due to a Disabled Facilities Grant (DFG)



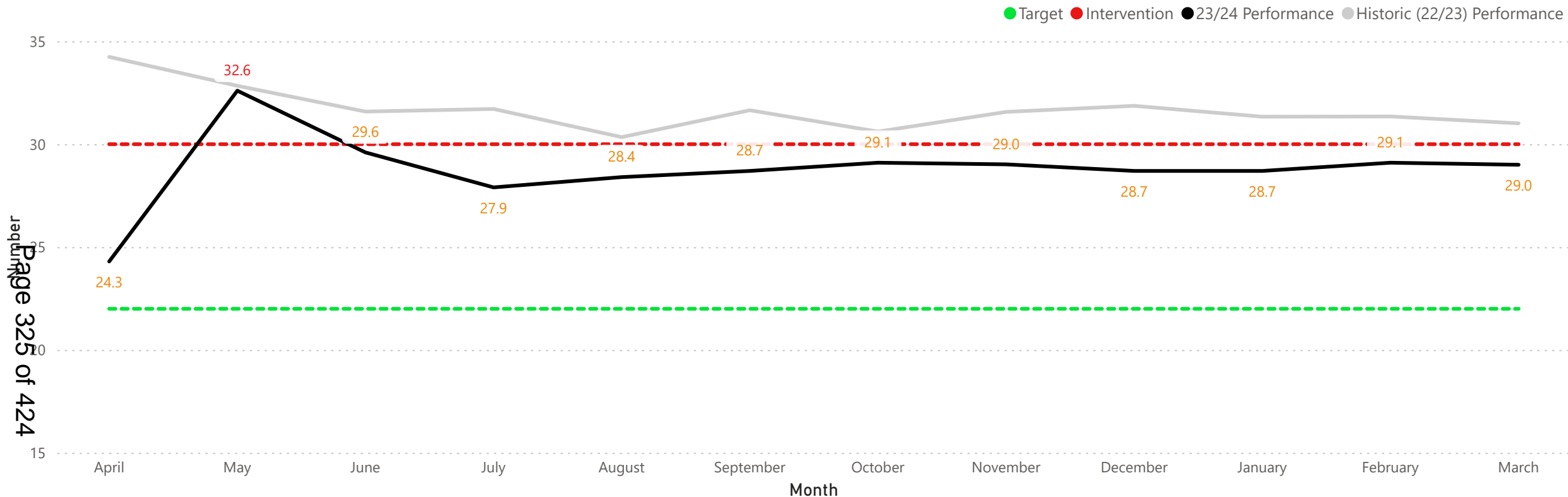
Latest commentary from service:

The total number of 185 completions was 15 below the annual target of 200 (7.5% below), however this was an improvement on the position at the end of Q3 when performance was 27 below target. This year's total is also lower than the 202 completions completed at the same point last year. The number of adaptations completed for March was 24, higher than the monthly average of 15.4 for the year.

The delay in final consent for works from Places for People continues to impact the number of cases completed per month.

Outcome: Keeping people out of crisis

PI 4. Average time (in weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants



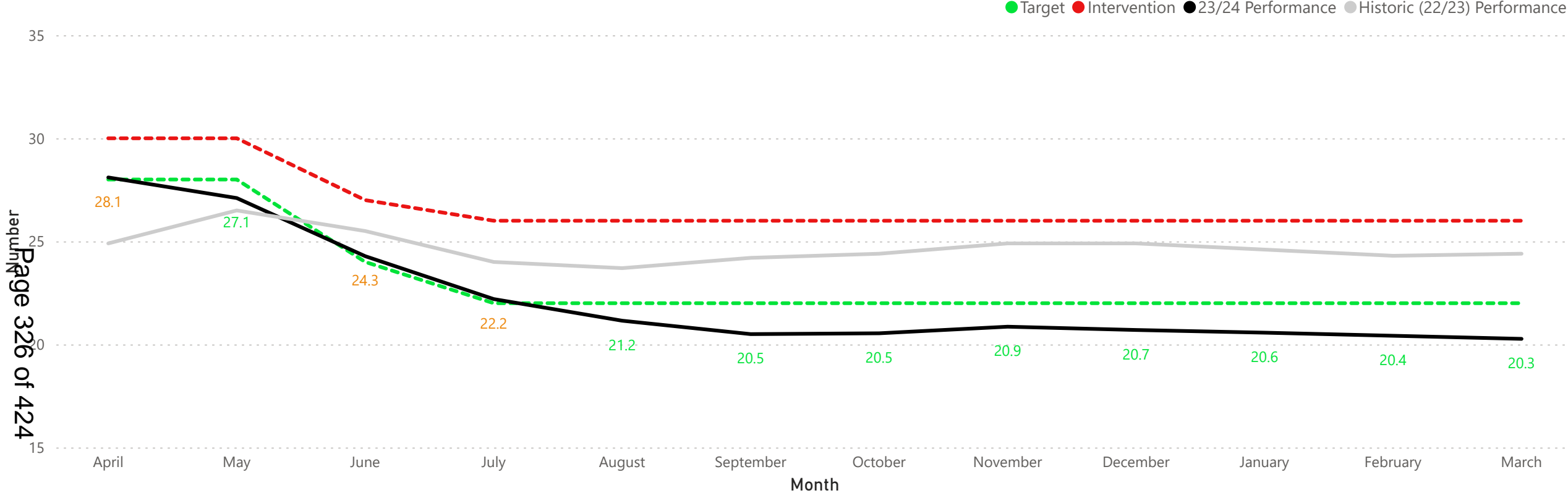
Latest commentary from service:

The average time taken this year was 32% longer than our target but there was a 6.5% improvement compared to the previous year.

Grant work continues to be impacted by delays with the time taken to gain final consent from Places For People for adaptations to their housing stock. This impacts on the number of weeks taken to complete the works. Large adaptations such as extensions and conversions also impact the time taken to complete adaptations.

Outcome: Keeping people out of crisis

PI 5. Average number of days to process new claims for Housing Benefit and Council Tax Support

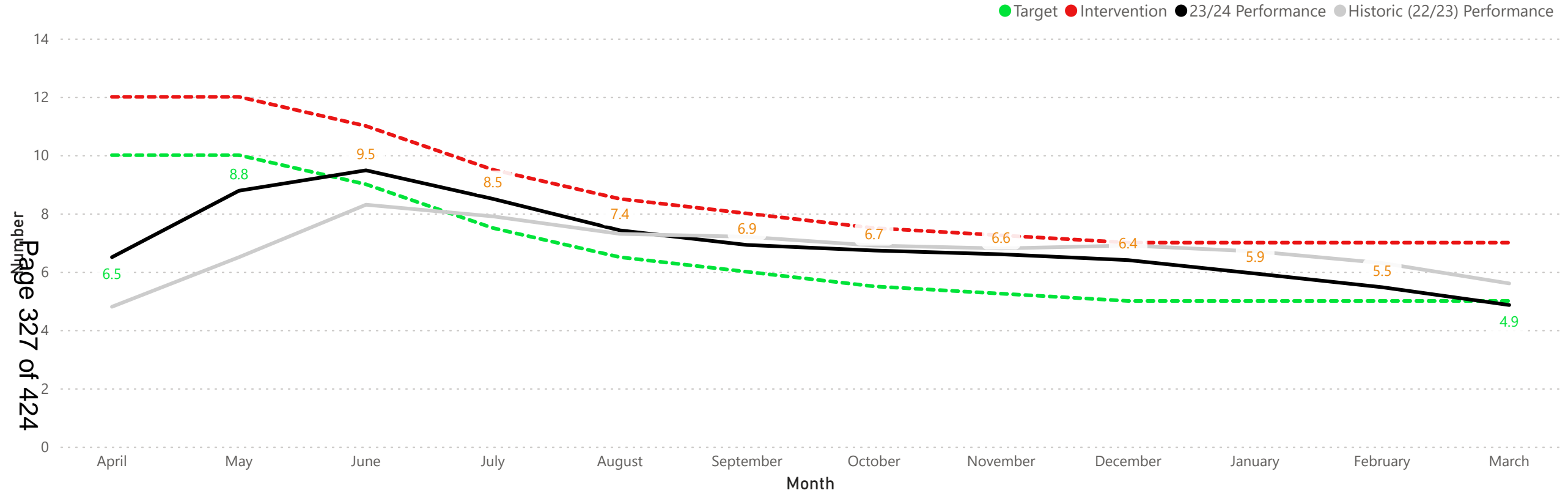


Latest commentary from service:

The end of year performance outturn is not only better than the target of 22 days (8% better than target), but also represents an improvement on the previous year by an average of 4.1 days (a 17% reduction in the average time taken). This is a great achievement from the team to ensure that residents in need receive support in a timely manner.

Outcome: Keeping people out of crisis

PI 6. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support

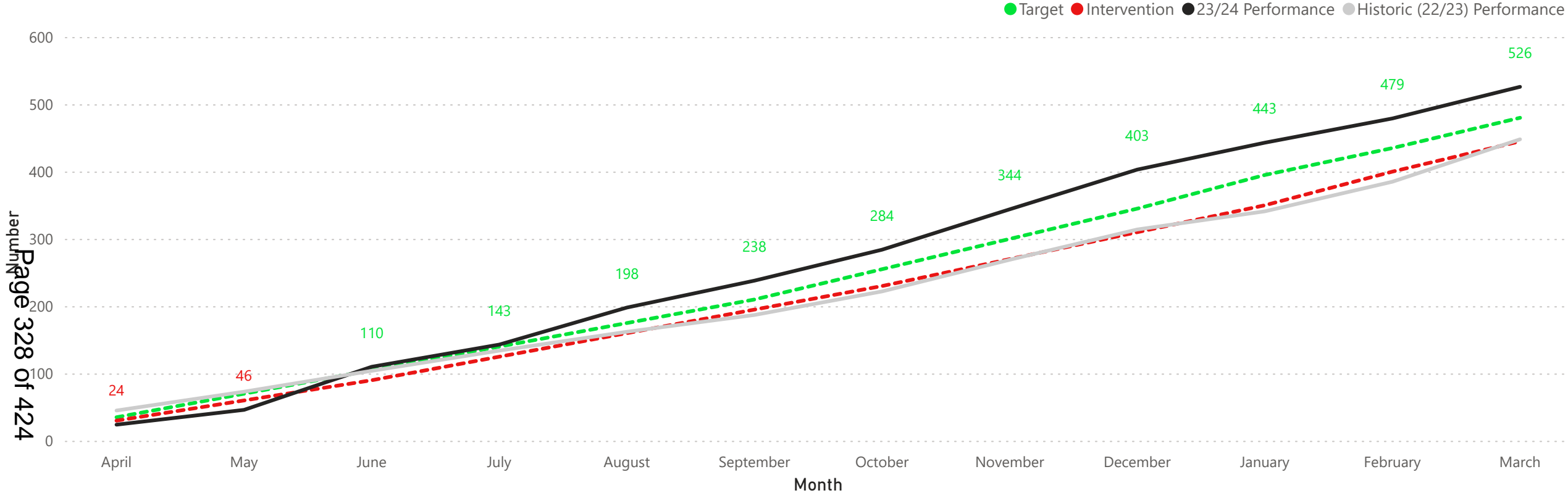


Latest commentary from service:

The previous forecast outturn for processing changes was increased to 5.5 days following a difficult start to the year. However, performance throughout Q4 was consistently better than target, with changes in March being completed in an average of just 2 days, allowing the original target to be met. The 4.86 days average was 3% better than target and this year's performance was 13% better than last year's average of 5.6 days. This is another great result from the team.

Outcome: Keeping people out of crisis

PI 7. Number of homelessness preventions achieved

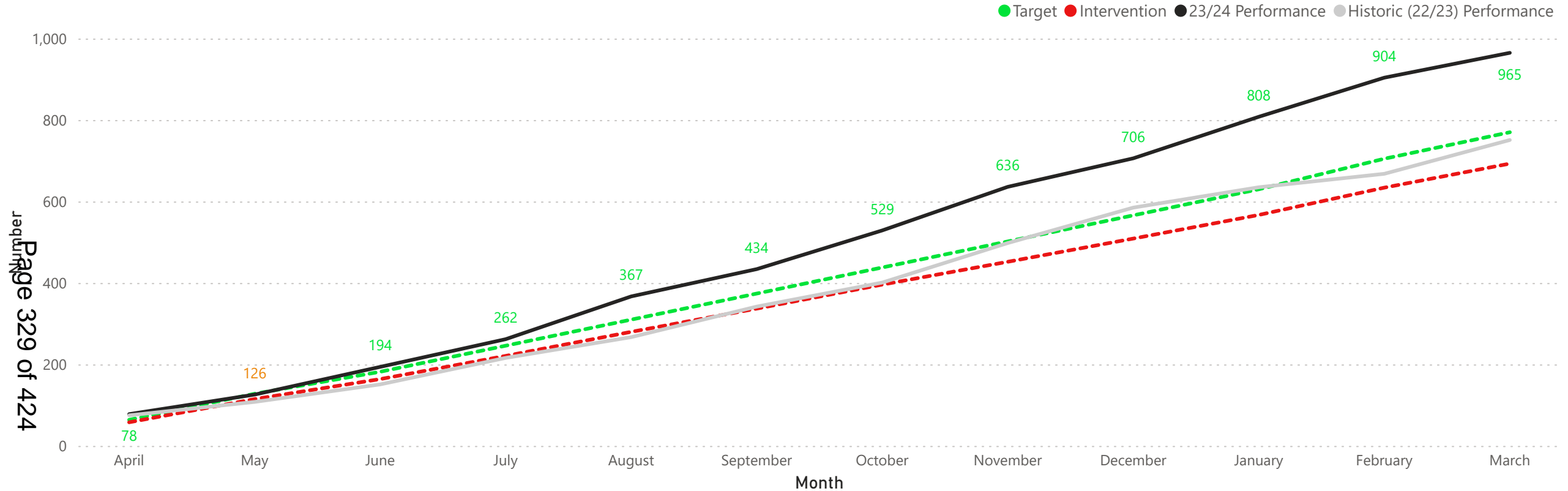


Latest commentary from service:

The number of successful homelessness preventions fluctuates throughout the year depending on the rate of homelessness presentations and the opportunity to intervene in a timely way to reach a successful outcome. We achieved a total of 44 successful preventions in March, giving a cumulative total of 526 preventions in the year. This represents 17% more homelessness preventions than had been achieved last year and exceeded our target by nearly 10%. This figure is considered in combination with PI 9 showing the number of households in temporary accommodation (TA), which indicates that we are not losing opportunities to intervene that might result in the numbers in TA increasing.

Outcome: Keeping people out of crisis

PI 8. Number of households housed through the housing register and Home-Link scheme

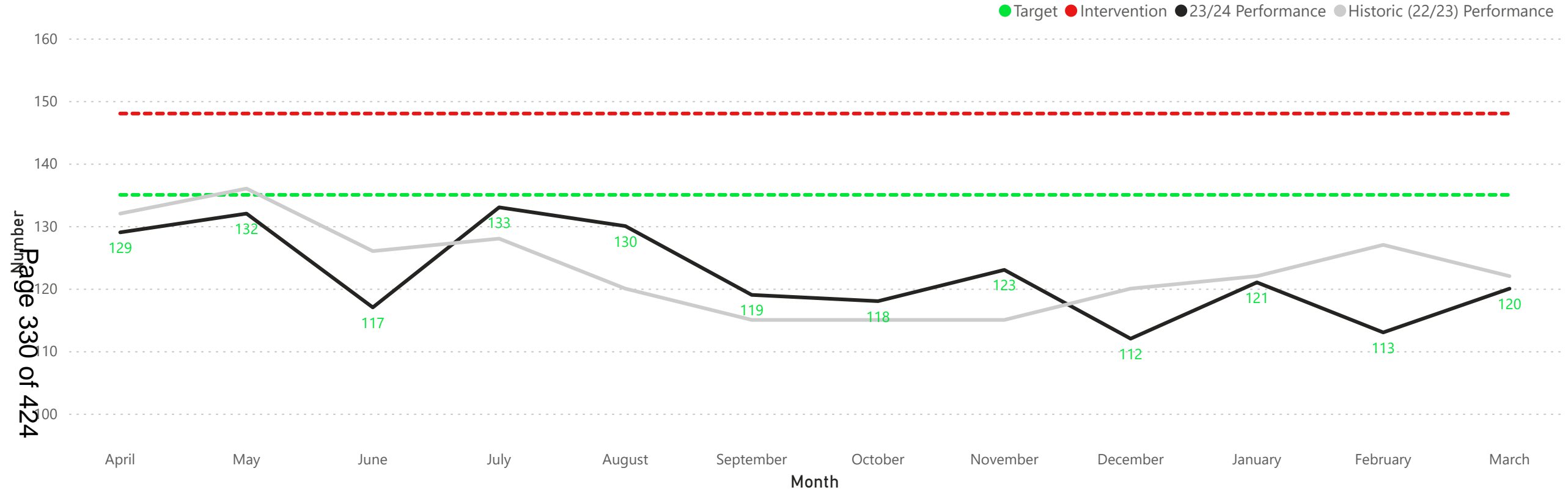


Latest commentary from service:

The number of households housed will vary from month to month depending on the number of vacancies arising within existing social rented stock plus the additional units that are delivered through the new build programme. The 61 households housed in March gives us a cumulative total of 965 households housed this year. This represents 28% more than the 751 households achieved last year and exceeded this year's target by 25%. This has been achieved mainly due to the rate of new build properties completing throughout the year, with over 440 lettings being for new build properties.

Outcome: Helping people in crisis

PI 9. Number of households in Temporary Accommodation



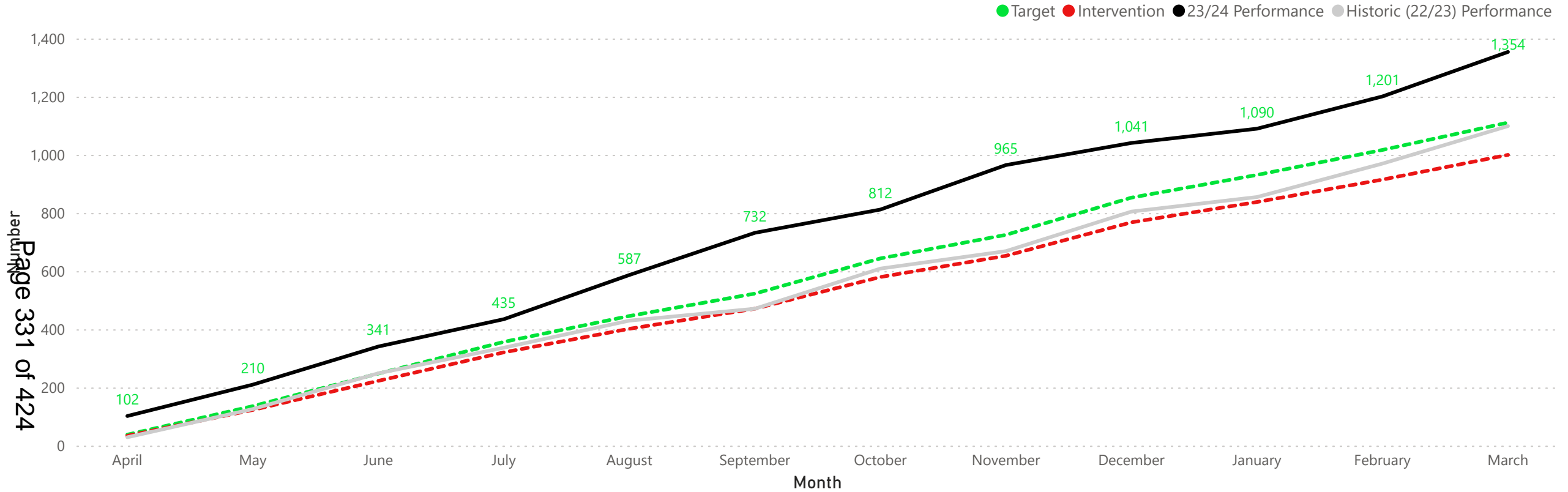
Latest commentary from service:

The number of households in temporary accommodation (TA) at any one time will depend upon the number of homelessness presentations to the council, how successful we are at preventing homelessness wherever possible and our ability to move households through TA into settled housing solutions as quickly as possible.

Given the current combination of these factors, we are aiming to hold the maximum number of households in TA below our 135 target figure at any one time. This year's results show the number remained below this target at the end of every month of the year. The number at the end of March was 120 households, slightly lower than the 122 households in TA at the same point last year.

Outcome: Improving housing

PI 10. Net change in number of homes with a Council Tax banding

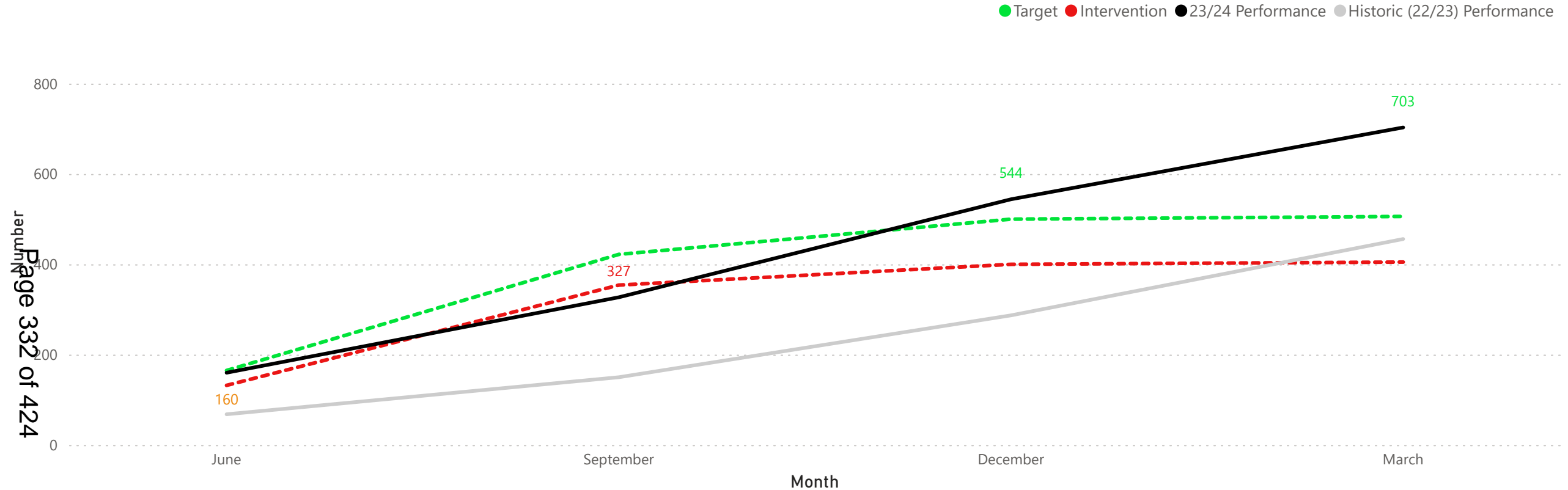


Latest commentary from service:

There were an additional 1,354 homes with a Council Tax banding on 31 March 2024 than recorded at 29 March 2023. This is 23% higher than the increase seen last year and has exceeded our target (based on the trajectory projected for 2023/24 in the Annual Monitoring Report 2022) by just under 22%.

Outcome: Improving housing

PI 11. Number of new affordable homes delivered (updated quarterly only)

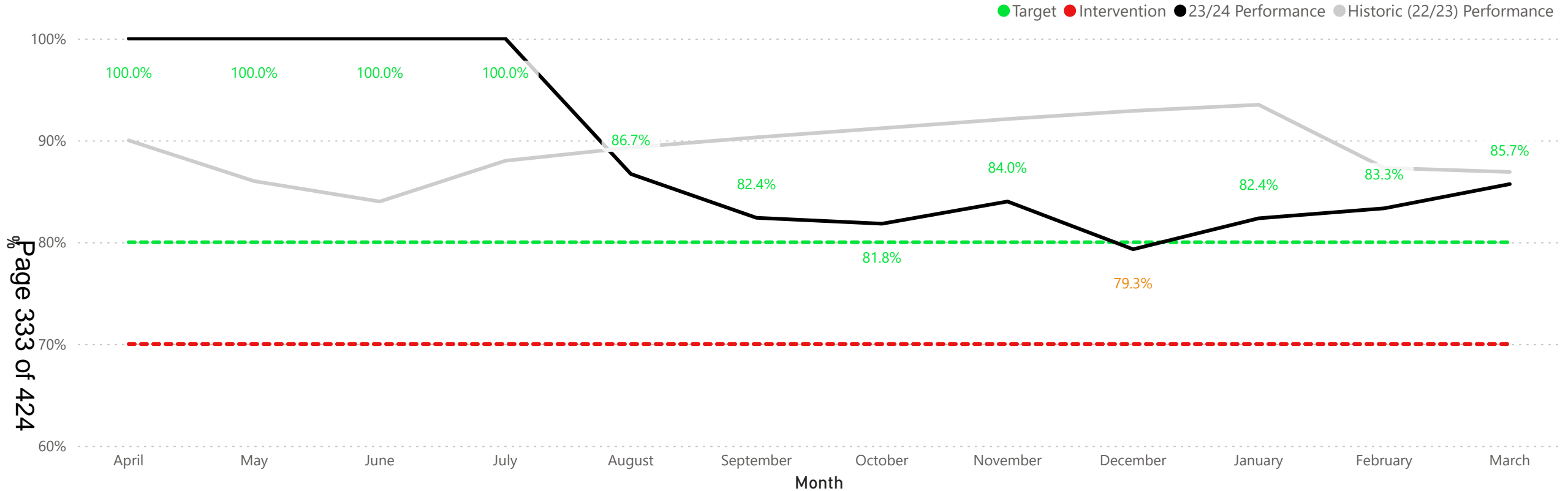


Latest commentary from service:

We are very pleased to report that this year has seen a record number of affordable homes completed. The annual target was already exceeded by the end of Q3 and in our last report we said there were a large number forecast in Quarter 4 but there was risk that they would slip into the next financial year as this often happens. There was little slippage and a further 159 affordable were completed in Q4 to give a total of 703 affordable homes completed in 2023/24. This is 39% higher than our target (based on forecasts at the beginning of the year) and 54% higher than last year's total of 456.

Outcome: Improving housing

PI 12. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period)

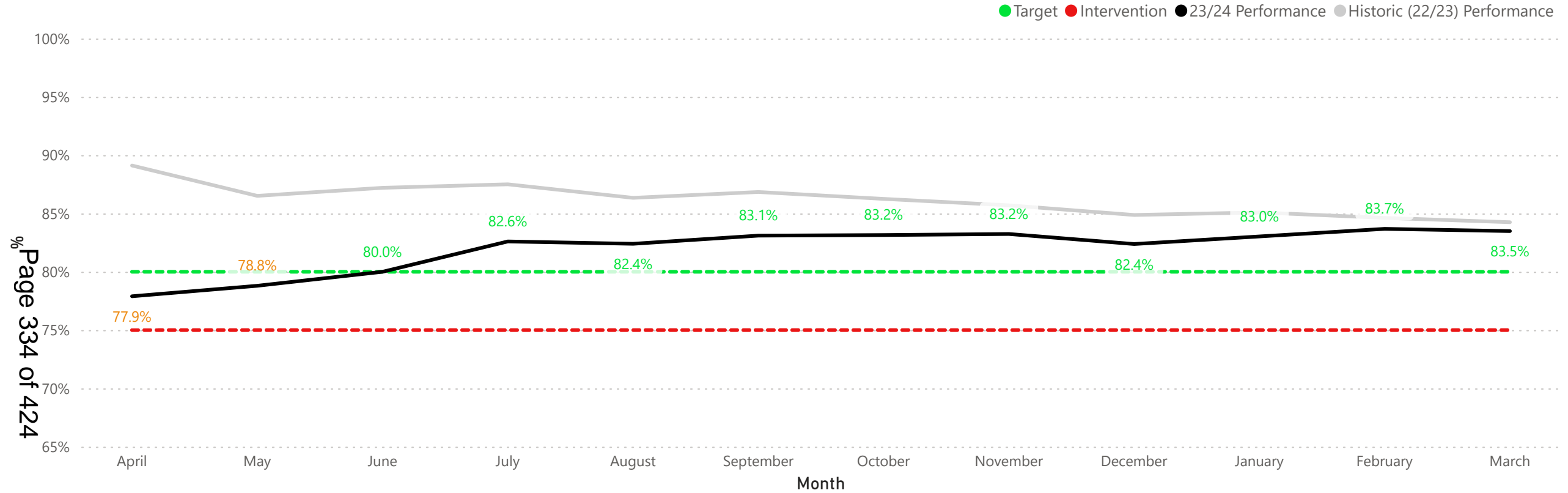


Latest commentary from service:

Full-year performance of 85.7% was 7% above our target, although it was down slightly (-1.4%) compared to last year's result. Performance improved during Q4, with the overall result rising from 79.3% at the end of December. Latest figures show that 100% of applications determined in March were determined within time or extensions of time.

Outcome: Improving housing

PI 13. Percentage of planning applications processed on target – minor or other (within 8 weeks or agreed extended period)

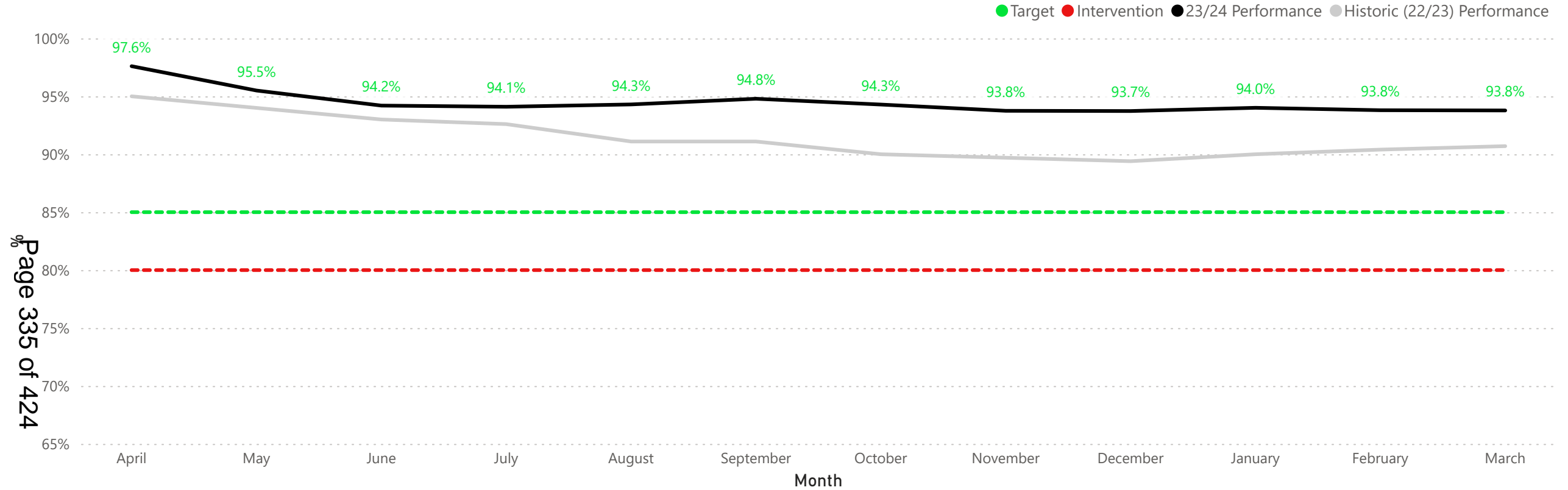


Latest commentary from service:

Full-year performance of 83.5% was 4% above our target, although it was down slightly (-1%) compared to last year's result. Performance in March was 81.25% which, whilst above target, was a decrease from the previous two months which were above 90% for decisions issued during those months.

Outcome: Improving housing

PI 14. Percentage of planning applications processed on target – household extensions

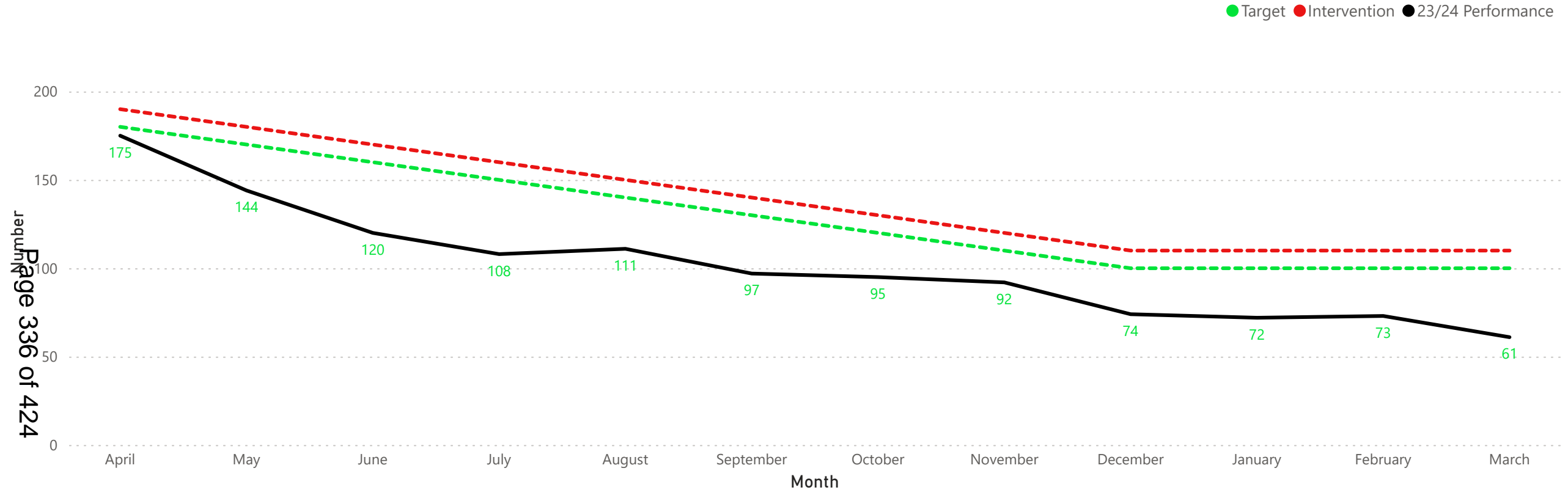


Latest commentary from service:

Full-year performance of 93.8% was 10% above our target and was 3% better than last year's average. Performance in March was 93.33%, remaining far above target and marginally above forecast. Overall performance seems to be stabilising over the last six months between 93% and 94%.

Outcome: Improving housing

PI 15. Number of planning applications over 26 weeks old where there is no current extension of time in place



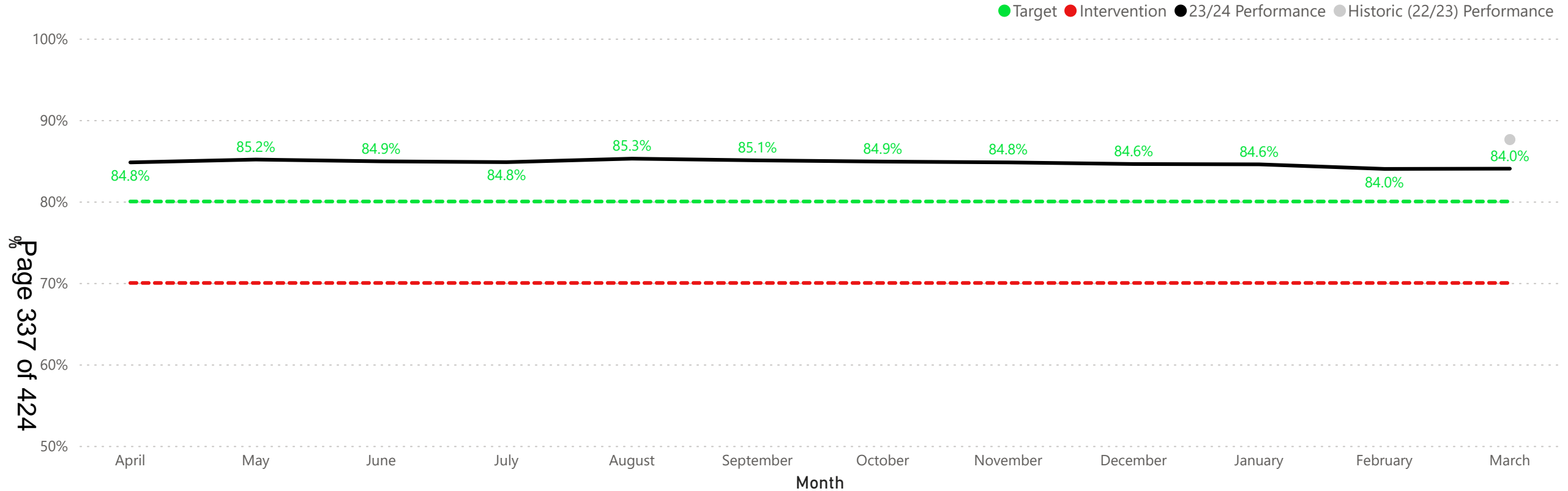
Latest commentary from service:

The number of applications outstanding at the end of the year was 61, which is 39% better than the year-end target of 100. This total has fallen by over 65% compared to the 175 outstanding at the end of April 2023.

Performance on both 26 and 16 weeks improved over the last month with both figures within the 100 target. The number of applications outstanding over 16 weeks was 98 at the end of March 2024.

Outcome: Lowering our carbon emissions

PI 16. Efficiency of vehicle fleet driving – Energy Efficient Driving Index score for the Waste service

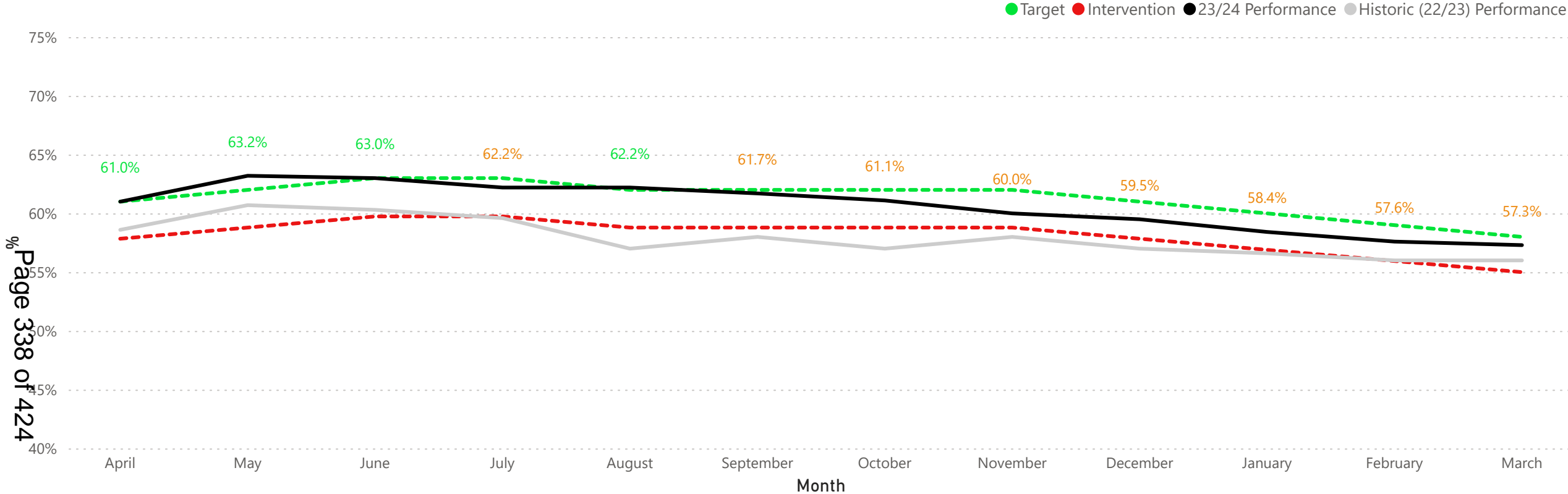


Latest commentary from service:

Overall cumulative performance exceeded the target by 5%, with only one individual month where performance dipped temporarily below the target line (78.43% during February) before recovering immediately. Overall performance was down compared to the previous year's result of 87.6% due to staff turnover, as new drivers need time and training to help them drive more efficiently.

Outcome: Delivering good quality, high value-for-money services

PI 17a. Percentage of household waste reused/recycled/composted

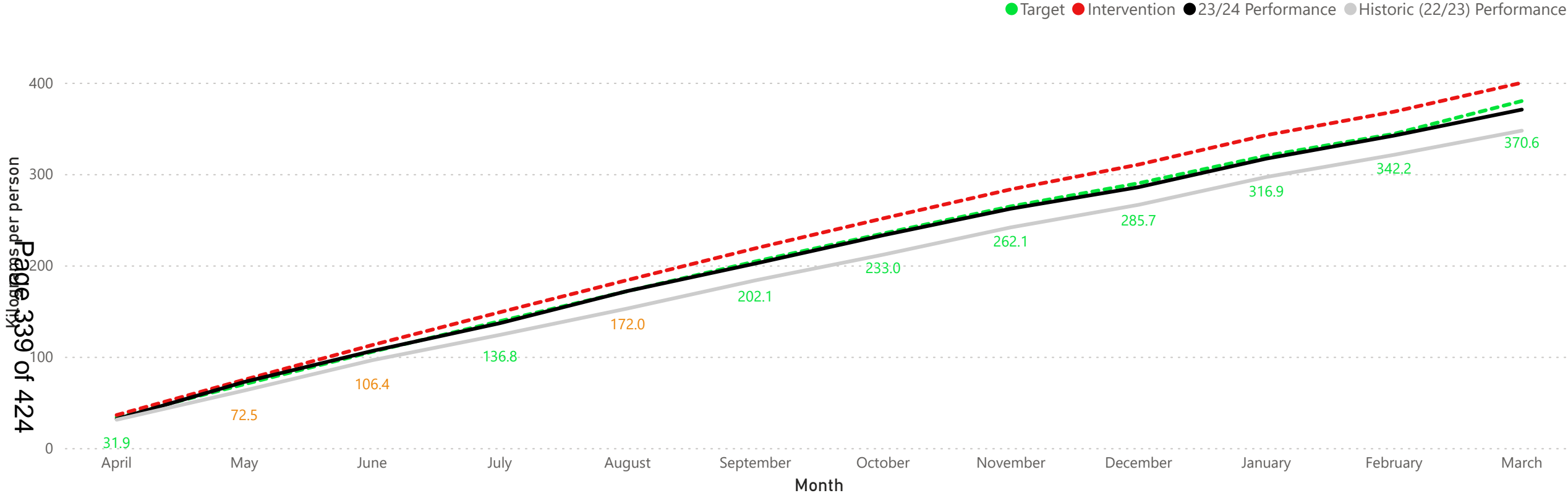


Latest commentary from service:

While the outturn figure of 57.3% was below our target of 58%, there was an improvement compared to last year's result of 56%. Over 4,000 tonnes more waste was collected in 23/24 compared to 22/23, which is made up of an increase of 888 tonnes of domestic refuse, a decrease of 516 tonnes of recycling and an increase of 3,820 tonnes of organic waste.

Outcome: Delivering good quality, high value-for-money services

PI 17b. Collected household waste per person (kilograms)

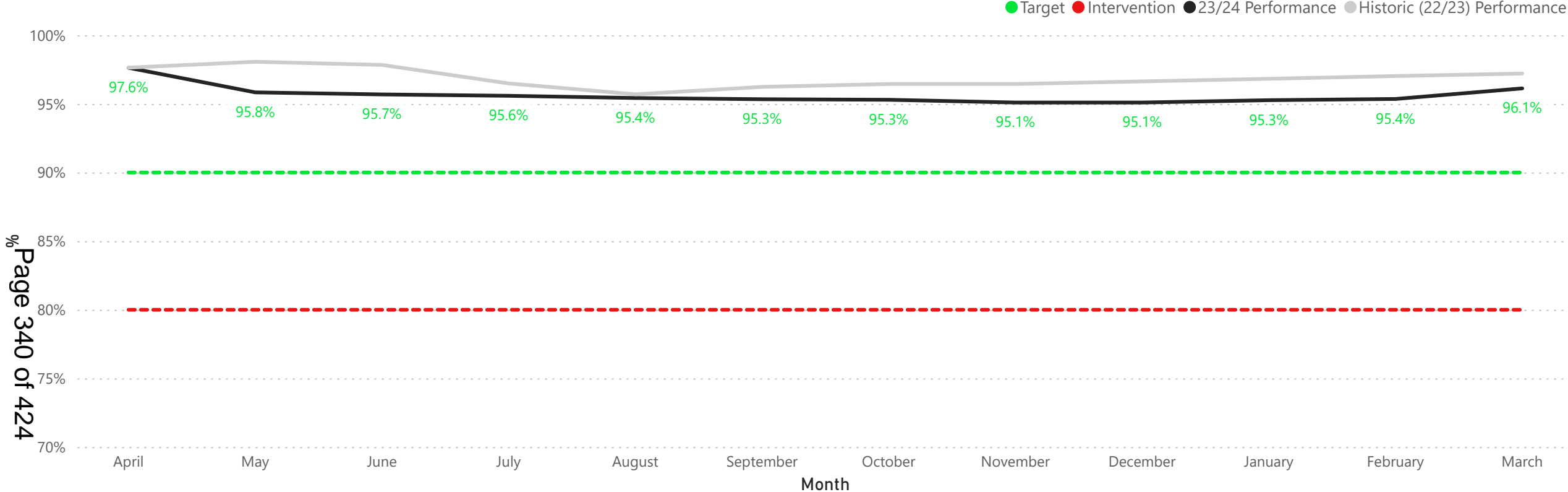


Latest commentary from service:

The total household waste collected per person was 2% lower this year than our target of 380 kg per person. This is nearly 7% higher than the 347.53 kg per person collected last year, although this is largely due to increased tonnage of organic waste collected this year.

Outcome: Delivering good quality, high value-for-money services

PI 18. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations

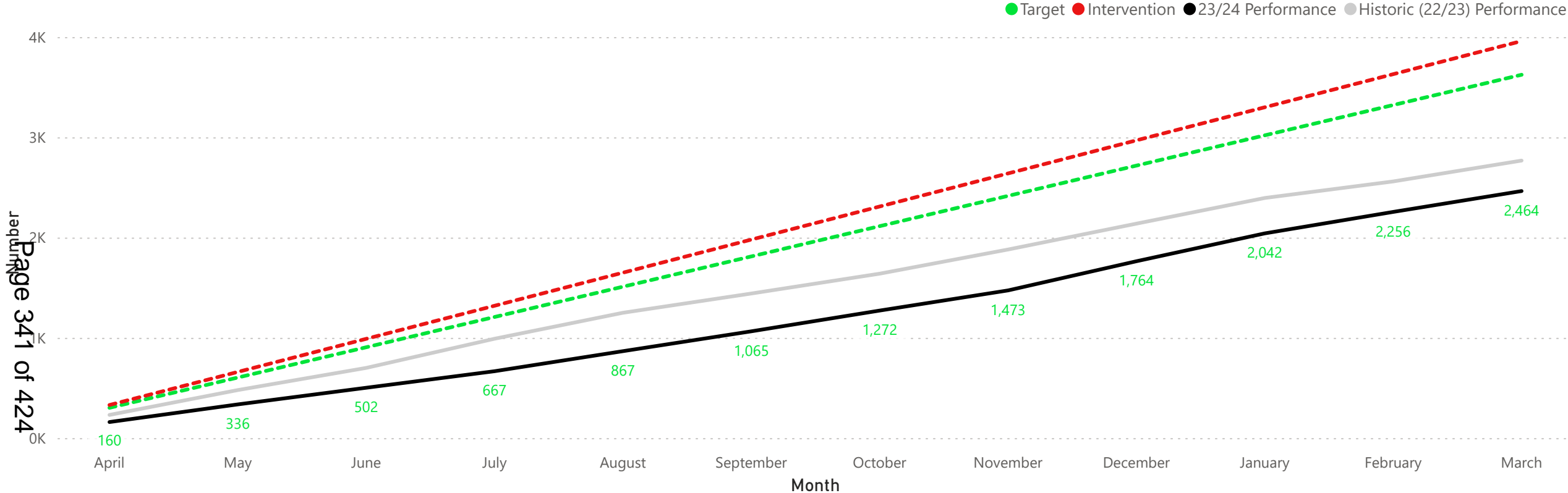


Latest commentary from service:

The overall performance this year was 7% above target, although this was slightly lower (1%) than last year's result of 97.2%. Results have improved over the final quarter of the year and the pass rate for inspections remains above the corporate target.

Outcome: Delivering good quality, high value-for-money services

PI 19. Number of missed bins

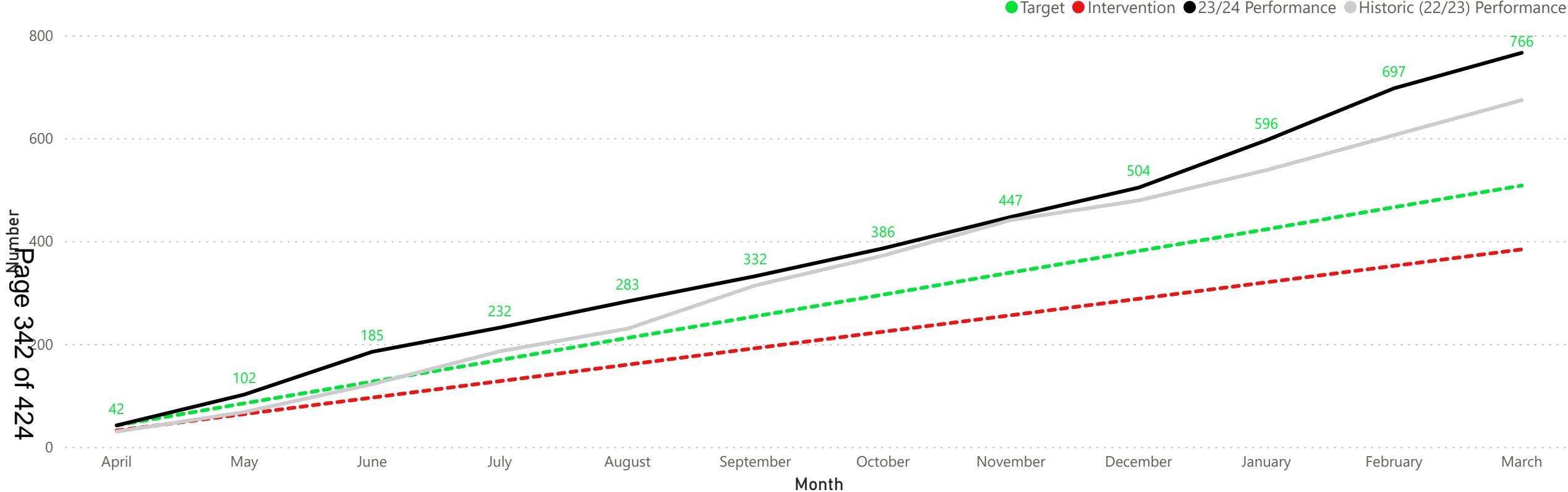


Latest commentary from service:

Missed bin numbers remained low for the whole waste service and the yearly total was 32% better than our target. Despite more collections being scheduled due to rising numbers of households in the district, we missed fewer bins than last year (a reduction of 11% overall). Just 0.04% of scheduled collections were missed in Q4.

Outcome: Delivering good quality, high value-for-money services

PI 20. The number of programmed food safety inspections undertaken

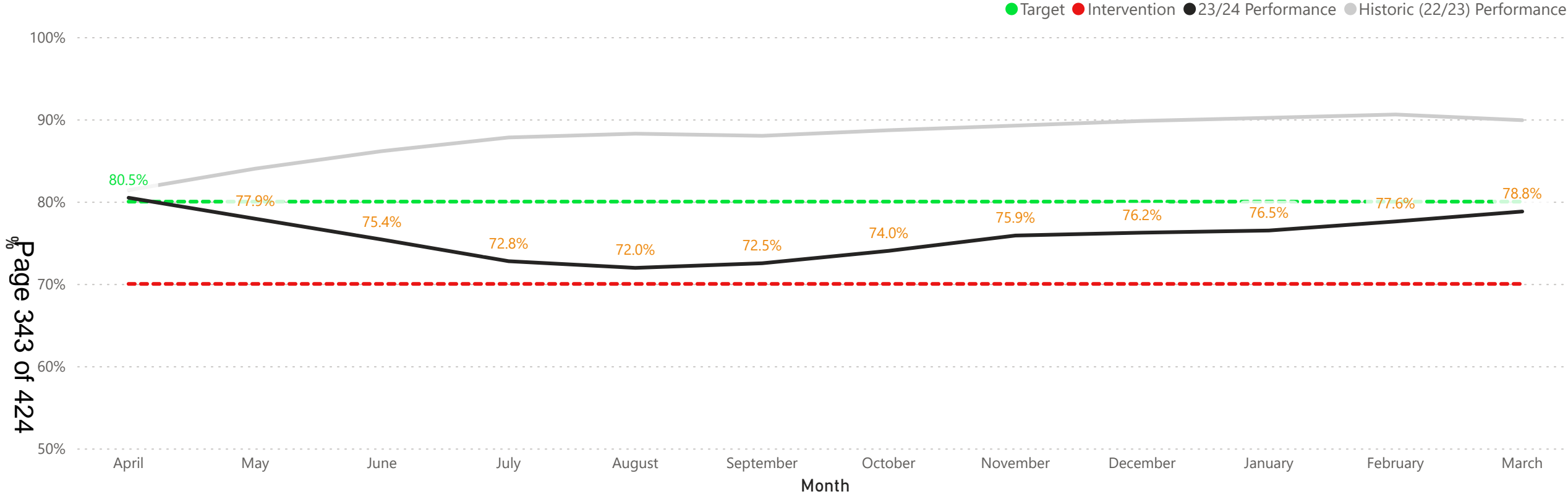


Latest commentary from service:

Performance has exceeded the target set for the year by over 50% and is greater than the 674 inspections undertaken in 2022/23 (an increase of 14%). This has meant the backlog of inspections from the suspension of the inspection programme during the Covid19 pandemic for premises rated A-D has largely been dealt with (there are approx. 35 outstanding that will be undertaken in Q1 2024/25).

Outcome: Delivering good quality, high value-for-money services

PI 21. Percentage of calls to Call Centre answered

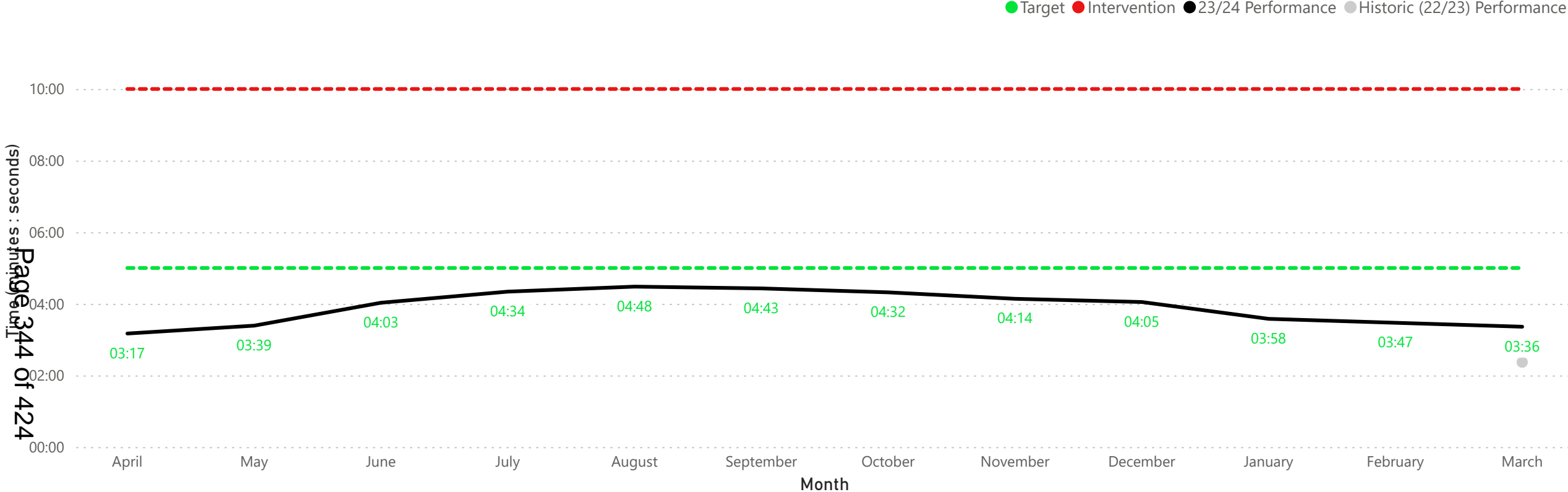


Latest commentary from service:

Annual performance was 1.5% below the target of 80%. Garden Bin Subscriptions calls were high in March as customers called in to sign up before the start of the service on 1st April. We continue to forecast our resource requirements to meet the additional calls and to minimise the impact on our customers. There continues to be a focus on digital service provision that is being used by the majority of our customers, allowing call handlers to focus on those who need more direct support.

Outcome: Delivering good quality, high value-for-money services

PI 22. Average wait time for customers calling the Call Centre

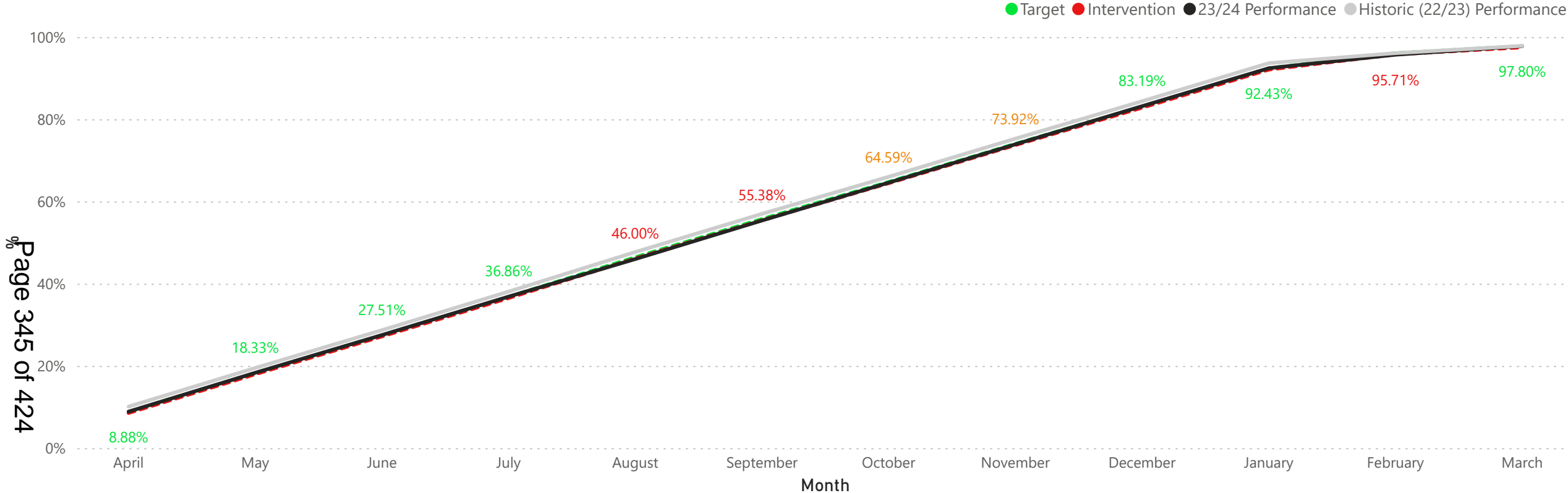


Latest commentary from service:

Our performance this year was 28% better than the target of keeping average wait time below 5 minutes. We have additional resource in place for the Garden Bin Subscriptions that has allowed us to decrease the average call wait times overall over recent months. We have taken active steps to provide information and online services to customers to focus call handling resource on those customers who really need our support. We monitor call levels and the use of resources on a regular basis throughout the day.

Outcome: Delivering good quality, high value-for-money services

PI 23. Council Tax collection rate

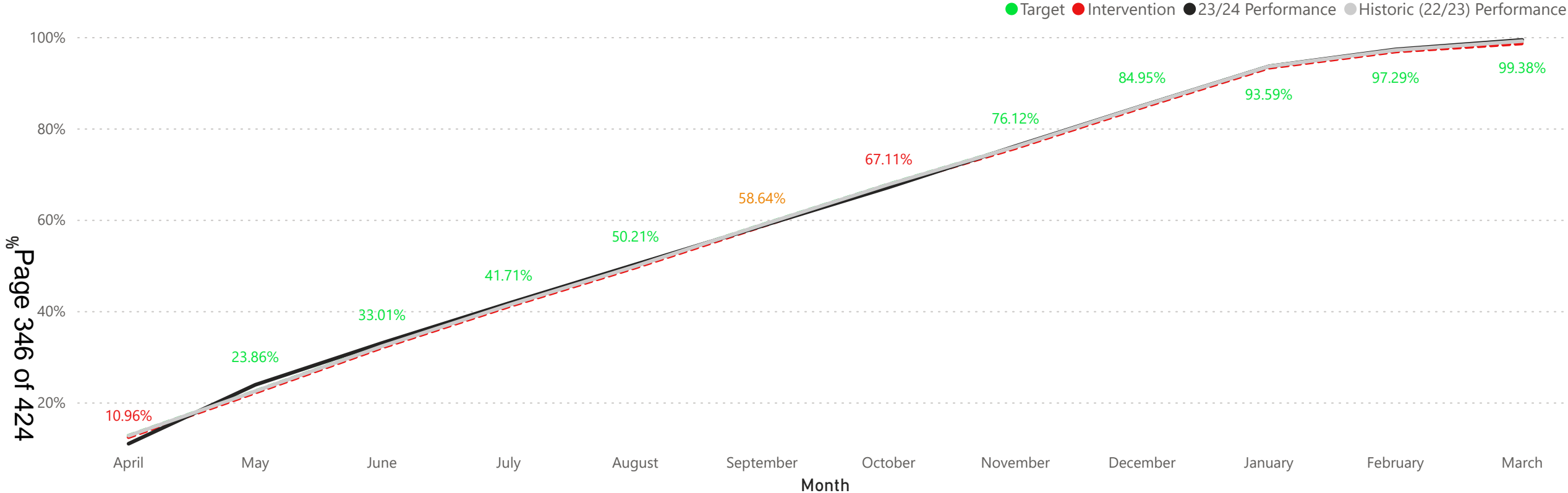


Latest commentary from service:

The in-year Council Tax collection rate has been achieved in line with the target set. While the outturn result was slightly below last year's 97.86%, this is a great achievement from the team in a challenging economic climate.

Outcome: Delivering good quality, high value-for-money services

PI 24. Business Rates collection rate

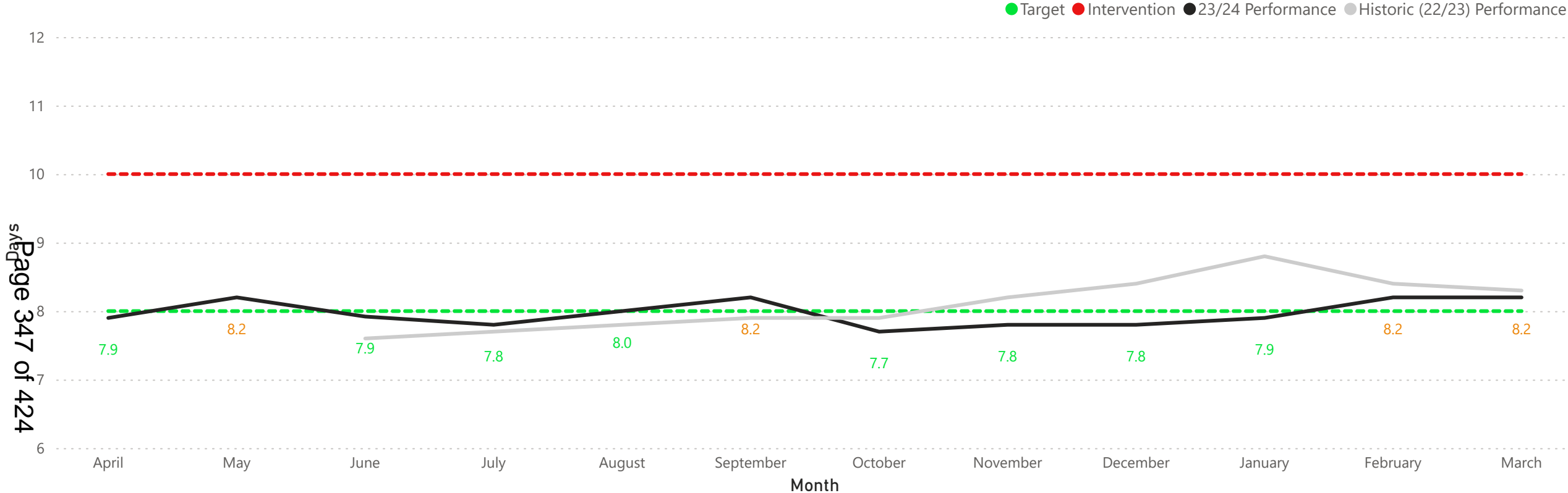


Latest commentary from service:

The business rates in-year collection rate of 99.38% is an improvement on the previous year's result of 99.12% and exceeded this year's target of 98.91%. This means that, from an annual collectable amount of £65.7m, just £400k was uncollected at the end of March. This is an excellent achievement from the team.

Outcome: Delivering good quality, high value-for-money services

PI 25. Staff sickness days lost per full time equivalent (rolling 12 month total)

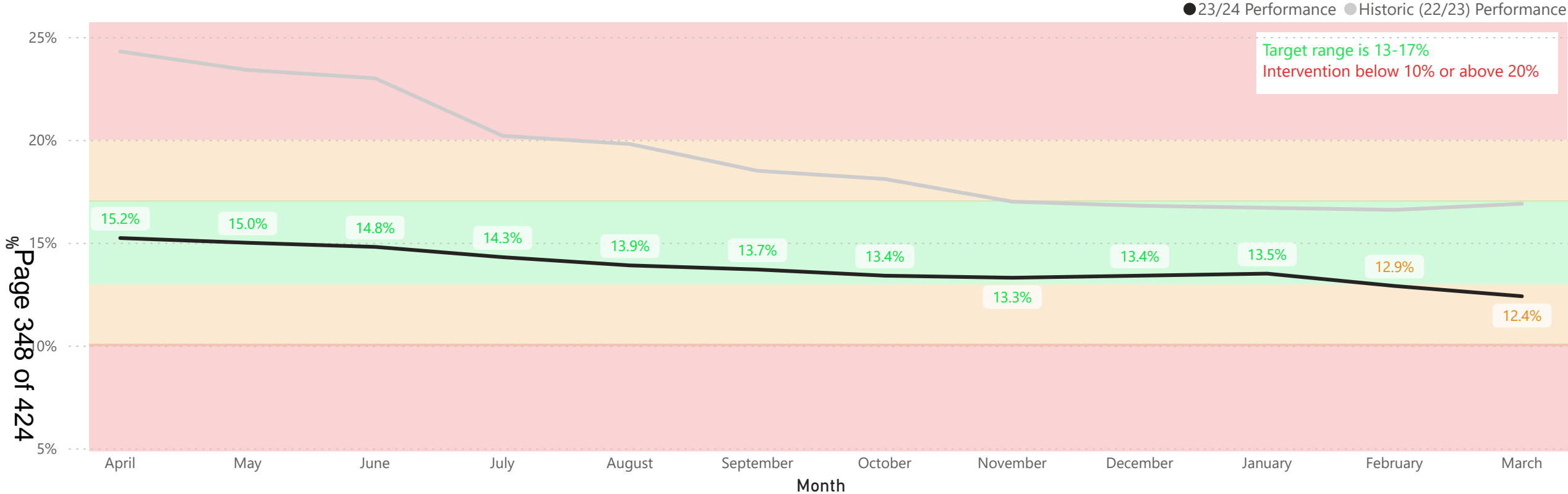


Latest commentary from service:

Sickness absence has increased since the end of Q3 and the annual result was slightly above our target (2.5% higher), although results are better than last year's overall performance of 8.3 days lost per full-time employee. Further details on sickness absence and the split between short-term and long-term absence can be found in the Workforce Report due to go to June's Employment Committee meeting.

Outcome: Delivering good quality, high value-for-money services

PI 26. Staff turnover (rolling 12-month total)



Latest commentary from service:

Turnover has reduced since January and is currently below our target range of 13-17%. However, this is in line with current expectations due to a number of external factors such as the shrinking jobs market. Further details on turnover, leavers and recruitment can be found in the Workforce Report due to go to June's Employment Committee meeting.

Appendix C: Projects and programmes update



Outcome: Improving the happiness and wellbeing of residents

Title	Commentary on progress	Status	Impact of project/programme so far
Community Health Preventative Interventions	<p>Continuation of delivery of 2022/23 programme with funds now fully allocated. Many the of projects are still delivering. Some are continuing due to careful budgeting of the money awarded via the ICS funding, others have become self-sustaining or have found funding from other sources. Others are still in the delivery stage because of over ambitious predicted timeframes or provider/supplier issues beyond their control.</p>	G	<p>For both Community Health Prevention projects detailed below, it is important to note that in addition to direct health benefits there will have a positive impact on other determinants of health and well-being (including financial well-being). For supporting evidence see paper to the October 2023 meeting of Overview and Scrutiny Panel (Environment, Communities and Partnerships)</p> <p>This programme is a broad range of community-based activities to improve health and wellbeing. Projects have a sustainability plan which seeks to ensure continuation of activity after the life of the funding. Delivery partners in this programme are being encouraged to support delivery of the 2023/24 programme.</p> <p>The consequences of CVD and frailty lead significant costs to the NHS and social care systems and significant impacts on the quality of life and life expectancy of our residents. Frailty is particularly important given the growth in our older population, while CVD is the largest cause of premature death.</p> <p>The work will reduce number of residents getting into poor health in the long term, reducing pressures on the NHS due to reduction in fracture, frailty, dementia, and cardiovascular disease. It should be noted that the impact of such primary prevention activity may, in many cases, not be seen for years. However, the broader more immediate impacts of physical activity (mobility, mood, socialisation) will be more immediately apparent.</p>
<p>i) Health Inequalities programme (2022/23)</p> <p>ii) Community Health Prevention Project (2023/24)</p>	<p>Due to the work of the Active Lifestyles Team unique user numbers have significantly increased, especially in the frailty cohort, which have now surpassed the predicted uptake. The opportunity for new delivery partner applications closed on 31st March 2024. There are currently 5 delivery partners operating with 3 applications being processed.</p> <p>The development of the Place Based Pilot (Oxmoor) pillar of CHPP is based on supporting and developing what is already in existence to address the wider determinants of health. Amongst other targeted programmes a bespoke Oxmoor ‘Bundle of Offers’ has been developed and residents will have access to these via a QR code on a leaflet that will be distributed to every household.</p>		



Outcome: Keeping people out of crisis

Title	Commentary on progress	Status	Impact of project/programme so far
Financial vulnerability for residents' programme	<p>Our overall approach to supporting the financially vulnerable has been supported by input to a paper we presented to Overview & Scrutiny (O&S) in October, and a follow up paper we took in February 2024.</p> <p>Full co-location of the Residents Advice and Information Team and Rural Cambridgeshire Citizen's Advice (CAB) will take place in April 2024, as the culmination of a fruitful working relationship.</p> <p>We continue to work closely with the County Council, to ensure that decisions on the final phase of the Household Support Fund are designed to minimise the impact when the scheme is ultimately withdrawn at the end of central government funding.</p>	G	<p>Closer working with partners to lead to continuous improvement in access to and quality of holistic support services to those in crisis and those who are vulnerable to crisis. More integrated working with CAB who will be moving to work alongside our own Residents Advice and Information team in April. Better links for CAB into Council teams such as housing, benefits and other support teams will also seek to deliver a quicker and improved level of support for residents.</p>



Outcome: Improving Housing

Title	Commentary on progress	Status	Impact of project/programme so far
Longhurst Contract - HDC Surplus Sites (Affordable Housing)	<p>This project has been delayed due to planning permission not yet being achieved on Station Road, Warboys.</p> <p>Following discussions with Longhurst, revised Heads of Terms were agreed in April 24 which will lead to a revised contract to bring forward the nine sites.</p> <p>The current application for Warboys will be withdrawn and a new application will be submitted by the summer of 2024.</p>	A	To increase the number of quality affordable homes for residents across the district.
Local Authority Housing Fund	<p>This project is on track to deliver 21 homes with funding from Central Government to house Ukrainian and Afghan families. Further funding under LAHF 3 has also been offered to the Council which aims to acquire a further 4 homes, which is currently being explored, the ability to accept this additional funding will depend on being able to source the homes and support for the families who will live in them.</p>	G	To increase the number of quality affordable homes for residents across the district.



Outcome: Forward-thinking economic growth

Title	Commentary on progress	Status	Impact of project/programme so far
Market Towns Programme	<ul style="list-style-type: none"> i) This programme is made up of a variety of different project types and activities, including major regeneration works in St Neots and Ramset, the enhancement of community facilities, shop front grant support, and digital information systems designed to promote local areas for example. The total programme value is in excess of £18M. ii) Work on the St Neots town centre improvements have been underway since January. Good progress is being made and the project is on schedule for completion. The main Market Square improvements are targeted for completion by November, other junction improvement works will be complete early in the new year. iii) A planning application was submitted in March for the refurbishment and enhancement of the Priory Centre (St Neots). This scheme will rapidly improve this facility and the services it provides. iv) Works are proposed to begin on this scheme in September 2028, at which point the Centre will close for a period of 12 months. This is a little later than previously reported (August) due to further refinement of designs necessary. v) A feasibility study concerning the Ramsey Great Whyte Pedestrian and Produce Hub was produced and is due to be presented to Ramsey Town Council on the 25th April. This project potentially 	<p style="font-size: 2em; color: orange;">A</p>	<p>Improvement to the local economic development of the 4 market towns in the district and creating increased high-quality jobs and skills prospects for local residents.</p> <p>Additional benefits to HDC of increased NNDR potential.</p>

Title	Commentary on progress	Status	Impact of project/programme so far
	<p>includes three distinct elements, pedestrianisation of parts of the Great Whyte, the development of small retail pods to encourage footfall and new retail start-ups, in addition to potentially improving the layout of the Mews Close Car park to partially mitigate the loss of on street parking spaces.</p> <p>vi) The public realm works are scheduled to begin by the end of the 2024/25 financial year. A schedule for the retail units is to be confirmed.</p> <p>vii) The Old Falcon is making progress. The Council has entered into a development agreement with the building owner, which has enabled HDC to support the development of a policy compliant planning application which will enable the building to be brought back into use. A planning application for the building will be submitted by late Summer.</p>		
UK Shared Prosperity Fund programme	<p>Made up of 7 projects, 5 of which are on track (Community based employment and skills provision, Business and IP centres, Green Business Grant programme, Manufacturing Digitisation, Start up and Entrepreneurship programme) and one which has been completed (Vibrant communities).</p> <p>The commissioning of the Active Travel Feasibility Studies is currently underway. Whilst the start date for this scheme has been delayed, we do not expect any major issues in completion of this project and output delivery.</p>	A	Improvement to the local economic development of the 4 market towns in the district and creating increased high-quality jobs and skills prospects for local residents.
Rural Prosperity Fund	CPCA has provided (as of April 2024) the final copy of the Rural Prosperity Fund grant agreement. This will be sealed/signed by HDC in the next two weeks.	A	Improvements and support provided in local rural communities outside of main Market towns and settlements. Direct grants will be provided to local businesses to improve performance in

Title	Commentary on progress	Status	Impact of project/programme so far
	Work on initiating Rural Prosperity Fund projects has commenced with some project activities already underway. Projects are split across areas focused on digital infrastructure, business support and sustainable infrastructure, e.g., EV charging facilities.		addition to digital initiatives to improve connectivity for local residents.
Local Plan	A call for sites has been undertaken; and work is ongoing to review the site assessments alongside the sustainability appraisal. Work is under way to identify options for the proposed development strategy. At this time, there is no reason to suggest the timescales identified cannot be met. There are wider unknowns relating to changes in the planning regime nationally, likely to be further impacted by the general election, but there is an ongoing management of these risks (action being delivered).	G	Enablement of providing a framework for the district to shape how land use and places will change and develop in the future. This will ensure all future development in the district is coordinated, prioritised and appropriate (e.g.: socially, environmentally, economically) to ensure Huntingdon is a good place to live and work.
Place Strategy	Status is Amber given intervention work underway on the Health Embedded and Inclusive Economy Journeys. The lessons learned from 2023/24 will inform a set of objectives for 2024/25 with defined key result areas.	A	The launch of two Steering Groups has allowed external partners to come together in new ways across the priority Journeys of Inclusive Economy and Health Embedded. Approval has also been given for grants which will enable community action on the Huntingdonshire Futures journeys. Planning is underway for the launch of the Environmental Innovation theme which will occur in Q1 2024.



Outcome: Lowering our carbon emissions

Title	Commentary on progress	Status	Impact of project/programme so far
Biodiversity for all	The project continues successful delivery against the compressed timescale required caused by a 12-month funding agreement delay by the Cambridgeshire and Peterborough Combined Authority. The pilot community sites, and major priority public open spaces are going well and to plan. Following the success of the Greenskills project, supporting the development of life skills and employability, it will be expanded but will require further tender due to the value of contract. A change request has been approved to extend the delivery timescale by six months to mitigate the capacity challenge of delivery against the original project timeline. However, the project status is now Amber as the claims submitted to the CPCA whilst accepted, have yet to be paid, which has been escalated accordingly.	A	Demonstrating our progress, engaging with our communities across Huntingdonshire will inform/influence decisions that increase our percentage of biodiversity across the district.



Outcome: Delivering good quality, high value-for-money services

Title	Commentary on progress	Status	Impact of project/programme so far
Riverside Park St Neots	Contractor appointed to improve footpaths, work to be phased to mirror available funding. Additional funding sources being actively sought to include the A428 Legacy Fund. Work due to start in May 2024 onsite.	G	Improvement to aesthetics and access to Riverside Park.
Civil Parking Enforcement	The Council will be progressing Civil Parking Enforcement in line with the draft Agency Agreement. Works surrounding the delivery of the remedial works (signs/lines) are ongoing with a view to ensuring value is achieved for the Council.	G	The district will take on the ownership and responsibility of parking enforcement.

Title	Commentary on progress	Status	Impact of project/programme so far
Hinchingbrooke Country Park	The new timeline which was agreed at Major Change Board following a change request indicates that we aim to re-submit the planning application in July 2024, which will then be considered by Development Management Committee in October 2024. The new approved completion date of improvement works to Hinchingbrooke Country Park is spring 2026.	G	Increased facilities for residents at the Country Park, to encourage increased visitor numbers and enabling improved health and well-being for residents. Additional benefits to HDC of increased revenue from car parking and hospitality facilities.
Planning Improvement programme	Regular performance monitoring is undertaken alongside national reporting - which shows that the service is operating within nationally set performance requirements. The team has recently recruited, and this will add capacity within the team to enable focus on improvement activity as well as other non-statutory work. Further work is ongoing within the service to refine metrics and processes as part of a move towards improvement and efficiency.	A	Will allow all planning applications to be managed and reported on consistently. Will enable development of improved customer experience and increased income opportunities, creating additional capacity in back-office service activities.
Garden Waste Subscription	Transition of Garden Waste Subscription Service Project to Business-as-usual initiated and subscriptions at standard price promoted continuously through various channels. Hangers to all households delivered, routes scheduled finalised and confirmation of no change in the collection dates communicated to residents. All 5 customer advisors onboarded.	G	To provide the Council with financial sustainability to continue to deliver essential services to all residents, whilst continuing to offer the valued garden waste service to those who wish to subscribe.
Council Tax Support (CTS) Scheme	<p>March saw the revised scheme successfully go live in time to be included on annual bills.</p> <p>CTS notification letters ceased to be issued, replaced by an updated Council Tax bill & information leaflet providing key CTS information. The website and e-forms were updated with the new scheme details.</p> <p>New processes devised and tested to allow claims for UC to be accepted as claims for CTS, removing the need for residents to claim twice with the same information</p>	G	Will support residents on lower incomes and ensure they do not get into crisis.

Title	Commentary on progress	Status	Impact of project/programme so far
	<p>Training has been rolled out across the benefits team, and new scheme FAQs shared with the Customer Services and wider Revenues teams</p> <p>The process for the Exceptional Hardship scheme was created alongside a dedicated e-form and webpage. Invitations to claim were issued to those identified as being potentially worse off towards the end of March.</p> <p>Now the scheme is live, the project will move to a monitoring and review phase.</p>		
Council Tax Support Fund (2023/24)	The full allocation of funding from Central Government has now been allocated to Council Tax accounts, and the scheme is now closed.	G	Will support residents on lower incomes and ensure they do not get into crisis.
Customer Services Improvement programme	Project scope has been agreed at a high level, but the recruitment of a Customer Change Director has been unsuccessful to date. Some initial discovery work can continue to be undertaken across Q3, and an alternative solution to resource and deliver the work is being considered and awaiting approval.	A	Will allow all customer contacts to be managed and reported on consistently. Will enable development of improved customer experience via additional digital channels, creating additional capacity in back-office service activities.
Workforce Strategy	The project has remained on track against the plan. The output from Pillar One 'Attraction and Retention' was presented and endorsed at Employment Committee 07 February. The Engagement and Well-being staff sessions were held across January, February, and March. The output from Pillar Two 'Engagement' was submitted to the Project Board 09 February. This is in the approval process, ready to present at the Employment Committee 17 April.	G	The workforce strategy will give a framework that links people management and development practices to the long-term goals of HDC as an employer. This aims to position the organisation as an employer of choice, which will improve both recruitment and retention.
One Leisure Improvements Programme	The programme and projects are in the early stages of being defined and agreed.	G	Maintains the vision to create and maintain high quality, sustainable leisure and sports facilities which meet community needs, increase participation, helps tackle health

Title	Commentary on progress	Status	Impact of project/programme so far
			inequalities and provide accessible, inclusive activities for Huntingdonshire residents as part of an active lifestyle.

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Corporate Plan Targets, 2024/25

Meeting/Date: Overview and Scrutiny (Performance and Growth) Panel, 5 June 2024

Executive Portfolio: Councillor Stephen Ferguson, Executive Councillor for Resident Services and Corporate Performance

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

Ward(s) affected: All

Executive Summary:

This paper presents the performance targets and intervention levels to be set for the Council's operational performance measures for 2024/25. These key metrics will be used to track delivery against the outcomes identified within the Corporate Plan.

Outturn data showing performance in 2023/24 has been collated and has informed target setting. Targets have also been informed by benchmark data, resources available, external factors and risks, and have been reviewed by senior Officers and Cabinet Members.

RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on the 2024/25 targets and intervention levels for the Council's operational performance indicators.

1. PURPOSE

- 1.1 Members of the Panel informed our [Corporate Plan 2024/25](#) which was approved by Council on 27th March 2024.
- 1.2 To demonstrate transparency in our approach to performance management, we are sharing 2024/25 targets and intervention levels that results for operational performance indicators featured in the Corporate Plan will be assessed against.
- 1.3 At the time of approving the Corporate Plan 2024/25, final outturn data for 2023/24 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.
- 1.4 For each measure there is:
 - A target that sets the level of performance which services are aiming to achieve. Results that achieve or are better than the target will be reported as Green.
 - An intervention level to allow for natural variation in results and allow us to clearly identify where additional resources or spend may be needed to manage performance. Results between the target level and intervention level will be reported as Amber, while results worse than the intervention level will be Red.

2. BACKGROUND

- 2.1 The Corporate Plan has three priorities, with each priority having outcomes described for it. There are seven outcomes in total. The plan sets out the concepts of 'do/enable/influence' to describe the activities the Council will deliver to achieve the outcomes set out in the document.
- 2.2 A key element of the 'do' aspect of the Plan is the 32 key operational performance measures that specify outputs the Council will measure as indicators of performance.
- 2.3 The Council's [Performance Management Framework](#) explains how we will manage, report and scrutinise our performance and outlines our approach to target setting. Measuring performance against targets helps the Council to focus on meeting set standards and delivering against our outcomes, as well as identifying where improvements are needed.
- 2.4 Historic data shows that, for the measures where it is possible to compare to previous years, 75% of 2023/24 performance indicators had better results than in 2021/22. Compared to 2022/23, 61% of results were better in 2023/24. While we aim to deliver continuous improvement in all services, targets need to be balanced between our aspirations to deliver improved outcomes for residents and what is realistically achievable given the resources available and other external factors.
- 2.5 As part of the target setting process, we have reviewed benchmark data available for other Local Authorities where possible. For example data is reported for some performance indicators via the [Oflog](#) (Office for Local Government) Local Authority Data Explorer Tool or from other sources such as DLUHC (Department for Levelling Up, Housing and Communities) or DEFRA (Department for Environment, Food & Rural

Affairs). National averages, our position compared to the median and how we compare with local and statistically similar districts have informed the targets developed.

2.6 We have followed a similar approach taken to develop targets for measures last year by creating a transparent and collaborative environment for stakeholders to inform and shape how we measure performance against our Corporate Plan.

3. ANALYSIS

3.1 The targets, intervention levels and commentary on rationale for each recommendation is shown in Appendix 1. These have been developed by following a process that involved service managers proposing target and intervention levels, which were reviewed by senior Officers and then assessed with relevant Cabinet Members.

- All 32 performance indicators have a target and intervention level set, meaning that there will be a high level of consistency when assessing performance against these throughout the year. See paragraph 1.4 for details of how differing levels of performance will be reported.
- Each performance indicator will be presented as a line chart, enabling readers to view performance each month, with commentary to provide contextual insight. Different coloured lines allow readers to visualise targets and interventions to identify whether performance is heading off track, is within an agreed variance or is meeting/exceeding the target. Historic data is also included where possible to show how latest results compare with results at the same stage of previous years.
- Targets and interventions are modelled to take seasonality into account where possible to allow for fairer comparison across time periods and to provide a consistent baseline to evaluate performance.

3.2 As a result of this process, all targets and intervention levels originally proposed by service managers were reviewed and more challenging levels have now been agreed in 15 cases (nearly half of all PIs). The reviewers also identified one indicator where the proposed target was unrealistic and therefore reduced this to a more achievable, but still ambitious, level. This demonstrates that the process has made a difference and that we are seeking continuous improvement in how our services are delivered.

3.3 Summary analysis shows that for the 32 performance indicators:

- 16 PIs have more challenging targets and/or intervention levels than last year:
 - 14 have more challenging targets than last year
 - 2 have the same target but a reduced gap to the intervention level
- 8 PIs have the same target and intervention level as last year:
 - 3 did not meet the target last year so this year's target is a stretch target
 - 5 did meet or exceed the target last year but the targets and interventions have been kept at the same level due to risks relating to external factors and changes to service delivery (e.g. impacts of changes to our Council Tax Support scheme)
- 4 PIs have reduced targets/intervention levels due to changed circumstances:
 - 3 are linked to an expected reduction in the number of new homes being built
 - The other is linked to the implementation of a garden waste subscription service, with the Cabinet report advising that recycling rates would reduce as a result
- 4 PIs are new/amended measures which did not have corporate targets last year

Of the 28 PIs with corporate targets last year, 57% have more challenging targets and/or intervention levels and 29% have the same targets/intervention levels. While a small number of targets have been set at a lower level due to various internal/external factors, these are mainly due to anticipated risks rather than any plans to reduce the quality of services provided.

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 5 June 2024. Comments are sought on the targets and intervention levels for 2024/25.

5. KEY RISKS

5.1 There are a number of risks when setting targets for operational performance. These are shown alongside appropriate mitigations:

- 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.
- 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 Section 3 shows a balanced approach to setting targets has been taken.
- Targets may be influenced by external factors that are hard to control and there can be interconnectivity between some measures. For example, homelessness preventions, the number of people in temporary accommodation and the number of households housed through the housing register or Home-Link are dependent on the number of affordable homes available. The supply of new homes and new affordable homes in particular is expected to decrease this year compared to the very high numbers achieved in recent years. This has been taken into account when reviewing the targets and intervention levels proposed for these indicators.

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

6.1 This work is an essential element of the Corporate Plan, it details how key operational performance will be assessed by Officers and Members.

7. RECOMMENDATION

7.1 Reporting on operational performance against a set of key performance measures and agreed targets and intervention levels enables the Council to ensure the outcomes in the Corporate Plan are being tracked and managed. Comments from the Panel on 2024/25 targets and intervention levels for the Council's operational performance indicators are welcomed.

8. LIST OF APPENDICES INCLUDED

8.1 Appendix 1 – Corporate Plan 2024/25 performance measures, targets and intervention levels.

8.2 CONTACT OFFICERS

8.3 Daniel Buckridge, Business Intelligence and Performance Manager, email daniel.buckridge@huntingdonshire.gov.uk

Emma Charter, Performance and Data Analyst, email emma.charter@huntingdonshire.gov.uk

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Appendix 1

PI	Performance Indicator	Target 2023/24	Intervention 2023/24	Outturn Performance 2023/24	Target 2024/25	Intervention 2024/25	Position of target/intervention 2024/25 in comparison to target/intervention 2023/24	Commentary on rationale: contextual notes / risks to performance
1	Number of attendances at One Leisure Active Lifestyles programmes	22,790	20,112	32,559	33,147	29,832	More challenging	The target is higher than last year, which seems achievable as they exceeded last year's target. This year's target is also higher than the total achieved last year. The service has advised that they have vacancies in the team and that there is uncertainty over funding for some activities beyond June but considers the target to be realistic and achievable. Our review of proposed targets/ intervention levels has recognised that this is a stretch target but we have reduced the gap between Green and Red.
2	Number of attendances at Sports Development activities and programmes	11,210	9,890	12,075	12,240	11,016	More challenging	The target is higher than last year, which seems achievable as they exceeded last year's target. This year's target is also higher than the total achieved last year. The service has advised that they have vacancies, fixed term contracts and that there is some uncertainty over funding for some activities but considers the target to be realistic and achievable. Our review of proposed targets/ intervention levels has recognised that this is a stretch target but we have reduced the gap between Green and Red.
3	Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions)	1,434,050	1,147,240	1,426,420	1,483,123	1,334,811	More challenging	The target is higher than last year and was increased following discussions between Performance team and One Leisure management. While the service narrowly missed last year's target, the review concluded that the service has proposed a stretch target based on expectation that numbers will continue to grow in line with recent trends, their income targets, investment in gyms and the outcome of a recent restructure.
4	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)	200	180	185	200	180	No change	The service missed last year's target and there is an expectation that numbers will be affected by external factors such as increasing costs (e.g. rising material and labour costs). However, a focus on working with partners to improve performance is expected to deliver more housing adaptations this year so the review has recommended that the target level be kept the same as last year. This also shows the aspirations we're setting for ourselves and partners.
5	Average time (in weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants	22.0	30.0	29.0	22.0	30.0	No change	The service performance improved slightly last year compared to the previous year but last year's target was missed. As with PI 4, we expect to see improvements from greater focus on delivery through co-working this year. Through the review, we have therefore retained the previous target as this demonstrates our ambition to achieve an improved level of performance.
6	Average number of days to process new claims for Housing Benefit and Council Tax Support	22.00	26.00	20.27	22.00	26.00	No change	Performance last year was slightly better than target, and was a significant improvement on the previous year. The service advises that full Universal Credit migration from April will see a reduction in Housing Benefit caseload but will leave us with more complex cases, taking longer to process, and Department for Work and Pensions (DWP) processing time may also impact our processing times. There are also concerns about cost of living pressures leading to more people seeking support and the possible impacts of our Council Tax Support scheme changing from April. Our review has therefore concluded that the target and intervention should not be changed at this time.

PI	Performance Indicator	Target 2023/24	Intervention 2023/24	Outturn Performance 2023/24	Target 2024/25	Intervention 2024/25	Position of target/intervention 2024/25 in comparison to target/intervention 2023/24	Commentary on rationale: contextual notes / risks to performance
7	Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support	5.00	7.00	4.86	5.00	7.00	No change	Performance last year was slightly better than the target, and was a significant improvement on the previous year. For the same reasons as given for PI 6, our review has concluded that the target and intervention should remain unchanged.
8	Number of homelessness preventions achieved	480	445	526	480	445	No change	The performance last year was better than the target and a significant improvement on the previous year. The service advises that higher numbers of preventions last year were largely due to the high number of new social rented properties delivered by the new build programme. If the provision of new affordable housing reduces as forecast (around 250 fewer units expected in 2024/25) then the number of successful preventions will be negatively impacted. The service has described retaining the same target as "challenging" and the review agreed with this recommendation.
9	Number of households housed through the housing register and Home-Link scheme	770	693	965	685	616	Reduced due to expected reduction in the number of new homes being built	The performance last year was better than target and was a significant improvement on the previous year but the service advises that higher numbers housed through housing register last year were largely due to the high number of new social rented properties delivered by the new build programme. The impact of fewer new affordable homes referenced for PI 8 will particularly affect the number of households which can be housed through the housing register and Home-Link scheme. The review agreed with the service recommendation that a lower target be set as a result of this external factor.
10	Number of households in Temporary Accommodation	135	148	120	135	148	No change	The performance last year was better than target and a slight improvement on the previous year but the service advises that numbers housed in temporary accommodation last year were kept down largely as a result of higher numbers new social rented properties delivered by the new build programme. For the same factors identified in relation to PI 8 & 9, the review concluded that we should aim to keep the target at the same level, to try to minimise the number of households in Temporary Accommodation and the associated costs.
11	Net change in number of homes with a Council Tax banding	1,111	1,000	1,354	968	871	Reduced due to expected reduction in the number of new homes being built	As requested by the Chief Planning Officer, the target proposed is the trajectory for 2024/25 forecast in the latest Annual Monitoring Report. Performance last exceeded the trajectory forecast and was better than the previous year. However, a lower number of new homes is expected in 2024/25 so this external factor was considered in the review, which agreed that continuing to use the trajectory to inform the target would help us monitor new housing delivery and has set the intervention level at 90% of the target.
12	Number of new affordable homes delivered	506	405	703	292	219	Reduced due to expected reduction in the number of new homes being built	The target proposed by the service is based on forecasts from local registered providers and is significantly lower than last year's target and the number delivered last year (as noted against PIs 8-10). It should be noted that last year was a record year and it is expected that provision will start to reduce after this peak. If achieved, the new target would still exceed the number delivered in 2020/21 and previous years. The review agreed with the target and intervention proposed.

PI	Performance Indicator	Target 2023/24	Intervention 2023/24	Outturn Performance 2023/24	Target 2024/25	Intervention 2024/25	Position of target/intervention 2024/25 in comparison to target/intervention 2023/24	Commentary on rationale: contextual notes / risks to performance
13	Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period)	80.0%	70.0%	85.7%	82%	72%	More challenging	Last year's performance was slightly worse than the previous year but exceeded the target. The 2024/25 target is lower than last year's performance but higher than the target for last year. Benchmark data from Oflog/DLUHC for the period between January 2022 and December 2023 showed Huntingdonshire's performance was the 2nd highest in Cambridgeshire but performance over recent years has been affected by the number of older cases processed while dealing with the backlog. This will have less of an impact this year due to the progress made on reducing the backlog. It should be noted that small numbers can have a big impact on the percentage reported for this indicator. The service has highlighted that the Government's designation threshold is 60% of major development applications being assessed in time. The review concluded that the target should be increased from the original service proposal of 80% and that a 10 percentage point gap to the intervention level is reasonable due to the high level of variance linked to small numbers of major applications.
14	Percentage of planning applications processed on target – minor or other (within 8 weeks or agreed extended period)	80.0%	75.0%	Approx. 84% (TBC)	82%	77%	More challenging	The service is changing how this is measured compared to last year to exclude some 'other' planning application types (e.g. conservation cases) to be in line with DLUHC and Oflog performance data on non-major cases. For the 24 month period from January 22 to December 23, Huntingdonshire was 10th highest of 16 CIPFA Nearest Neighbours and 2nd highest performing in Cambridgeshire. Dealing with older backlog cases will have less of an impact on our performance this year due to progress made in reducing the backlog. The service has highlighted that the Government's designation threshold is 70% of non-major development applications being assessed in time. The review concluded that the target should be increased from the original service proposal of 80% and the intervention level should be increased from 75%.
15	Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period)	85.0%	80.0%	93.8%	87%	82%	More challenging	Last year's performance was better than the previous year and exceeded the target. Data for the latest four quarters from DLUHC shows that Huntingdonshire ranked 8th highest of 16 CIPFA nearest neighbours with 94.3% for January-December 2023 and was ranked highest among all five Cambridgeshire districts. As a result of the review, the target and intervention have been increased from 85% and 80% respectively.
16	Number of planning applications over 16 weeks old where there is no current extension of time in place <i>Note: the service has requested to change this measure to count major applications over 16 weeks old rather than the 26 weeks stated in the Corporate Plan. This will therefore be more challenging than the original measure for majors.</i>	100 (Previous measure allowed a longer 26 week timescale)	110 (Previous measure allowed a longer 26 week timescale)	98	70	75	More challenging	The previous measure (over 26 weeks old) reported in 23/24 saw a reduction from 175 in April 23 to 61 in March 2023. While this is a new measure, we have data going back to September last year (133) and would expect to see the trend continuing to go downwards as the Planning team continue with their efforts to reduce their backlog. They advise that the number outstanding will never reduce to zero as some more complex cases will always need more time to process and it may not be possible to get extensions of time agreed with all applicants. The review agreed with the target and intervention level proposed. As this is a recovery measure used to monitor progress in reducing the backlog from a very high level in previous years, it is likely that we will not include this as an operational performance measure in the Corporate Plan in future years provided that this year's target is met.

PI	Performance Indicator	Target 2023/24	Intervention 2023/24	Outturn Performance 2023/24	Target 2024/25	Intervention 2024/25	Position of target/intervention 2024/25 in comparison to target/intervention 2023/24	Commentary on rationale: contextual notes / risks to performance
17	Efficiency of vehicle fleet driving – Energy Efficient Driving Index score for the Waste service	80%	70%	84%	81%	75%	More challenging	The service exceeded last year's target but, while the service remains committed to maximising performance, the introduction of the new garden waste collection regime, staff turnover and the introduction of a number of new drivers mean some caution has been applied in setting the target for 2024/25. The review panel agreed with taking a more cautious approach but has increased the target slightly and raised the intervention point from 70%.
18	Percentage of household waste reused/recycled/composted	58.0%	55.0%	57.3%	51.0%	48.0%	Reduced due to link to implementation of a garden waste subscription service	<p>The target proposed is lower than last year, reflecting the anticipated reduction in recycling rate resulting from the introduction of the garden waste subscription service. The move to a subscription service for garden waste and food waste not being accepted as part of these collections will affect the level of waste composted and is likely to lead to an increase in residual waste. The Cabinet report on the Household Garden Waste Subscription Service stated that "A 7% or more reduction is anticipated as the recycling rate is calculated as a combination of Dry Mixed Recycling (DMR) and organic waste, with organic waste having a significantly higher weight and density than DMR". The review has therefore set the target at a reduced level of 51% (7 percentage points down from 58%) and the intervention level at 48%.</p> <p>Members will also note that the level of compostable waste from gardens is affected by climate, weather and growing conditions, as seen most recently in lower figures for 2022/23 as a result of that year's hot, dry summer.</p>
19	Collected household waste per person (kilograms)	380.0	400.0	370.59	360.00	370.00	More challenging	The move to a subscription service for garden waste will reduce the level of waste collected overall. This is a measure where lower results are better and the latest data from Defra ranked Huntingdonshire 146th lowest (best) of 304 local authorities nationally in 2022/23. Further reduction in waste collected should see our ranking improve further. The review has considered the impact of the garden waste subscription service and reduced the target by over 2.5% compared to last year's result. It has set the intervention level to be slightly lower than last year's result, which means that if the total amount of household waste collected per person is not lower than last year then this indicator would be reported as Red.
20	Residual waste collected per household (kilograms)	New in 24/25	New in 24/25	346.5	354.00	416.00	New measure	This is a new Corporate Plan measure for 2024/25 although historic data is available. Defra reported that Huntingdonshire ranked 43rd lowest (best) of 304 local authorities on this measure in 2022/23, considerably better than the median of 464.6 and the mean for England of 469. It is anticipated that the move to a subscription service for garden waste will increase the level of residual waste as a result of more food waste being disposed of in black bins. The proposed target allows for a 2.2% increase compared to last year, while the intervention level is 20% higher than last year's result. As this is a new measure, the review considered a wider gap to the intervention level will provide a greater allowance for potential variance, as seen in past results.

PI	Performance Indicator	Target 2023/24	Intervention 2023/24	Outturn Performance 2023/24	Target 2024/25	Intervention 2024/25	Position of target/intervention 2024/25 in comparison to target/intervention 2023/24	Commentary on rationale: contextual notes / risks to performance
21	Number of missed bins	3,624	3,960	2,464	3,360	3,624	More challenging	Last year's performance was well under the target but early reports indicate that more bins have been missed since the green bin subscription service was introduced. This is expected to only have a short term impact so the target was proposed and agreed at a level lower than last year's target.
22	Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting, or weed accumulations	90.0%	80.0%	96.1%	92.5%	90%	More challenging	The service has worked hard with the County Council to align work on weeds, but issues last year, and the service impacts of clean ups post flooding incidents, need to be taken into account. The review increased the target slightly and pushed up the intervention level to 90%. This is considered to be an ambitious, but tempered, target for the service this year.
23	Number of fly tips recorded <i>Note: this was described as "detected" in the Corporate Plan but "recorded" is a more accurate description for this measure.</i>	New in 24/25	New in 24/25	2,978	3,000	3,150	New measure	For complete transparency on concerns about links between fly tipping and the introduction of the garden waste subscription service, we are proposing to publish the number of green waste fly tips as part of the commentary each quarter. Based on the historic and benchmark data currently available to us, which shows there was a large increase last year with 2,978 fly tips recorded, the review has set a target of 3,000. The intervention level has been set at 5% above this and we will continue to monitor national trends.
24	Number of enforcement actions taken on fly tips (fines/court summons)	New in 24/25	New in 24/25	TBC	12	10	New measure	Data for the five years to 2022/23 shows we issued an average of 14 fines or court summons each year but the individual yearly total ranged between 6 and 23. The review agreed with the service manager's proposed target but has increased the intervention level. Commentary on the results of this measure should also reference the much wider range of interventions and actions in addition to fines/court summons that the Community Protection and Enforcement team take to deal with fly tips recorded and investigated.
25	The number of programmed food safety inspections undertaken	508	384	766	612	581	More challenging	The target proposed is higher than last year's target but lower than the total number of inspections last year, which was significantly higher than numbers achieved in recent years. There is currently a vacancy in the team which they were unable to recruit to due to a shortage of qualified officers. The service also advises that businesses affected by rising costs can take action to save money which is to the detriment of food hygiene and this can make inspection times longer, resulting in fewer inspections being completed. The review therefore agreed with the proposed target but has reduced the intervention level from the service's proposal to reduce the gap between Green and Red.
26	Percentage of calls to Call Centre answered	80.0%	70.0%	78.8%	80.0%	72.0%	No change	The target proposed is higher than last year's outturn result. Customer Services is potentially moving to an appointment-only system for face to face visits which is likely to lead to an increase in calls, and call volumes may also increase as a result of more customers experiencing financial difficulties, a general election and garden bin subscription renewals. Therefore the service proposed to retain the same target and intervention levels as last year. On review, the target was retained but the intervention level was increased slightly.

PI	Performance Indicator	Target 2023/24	Intervention 2023/24	Outturn Performance 2023/24	Target 2024/25	Intervention 2024/25	Position of target/intervention 2024/25 in comparison to target/intervention 2023/24	Commentary on rationale: contextual notes / risks to performance
27	Average wait time for customers calling the Call Centre	5:00	10:00	3:36	5:00	10:00	No change	As advised for PI 26, there are both internal and external factors which may impact the average wait time for Call Centre customers this year. The wait time reflects the service provided, with Customer Service colleagues offering support to potentially vulnerable customers who may need help with issues other than those they are contacting us about, which takes more time to resolve. As a result, the target and intervention proposed were agreed through the review.
28	Council Tax collection rate	97.80%	97.50%	97.80%	97.86%	97.56%	More challenging	The target was met at the year end following some off-target results during the year and interventions that successfully improved the year-end result. DLUHC data shows that Huntingdonshire ranked 6th highest of 16 CIPFA Nearest Neighbours in 2022-23 (latest data available). Oflog is still reporting on 2021-22 when Huntingdonshire ranked 7th highest among its CIPFA Nearest Neighbours group. Cost of living pressures continue to impact on our residents so the service considers the proposed higher target to be challenging and the review agreed with this.
29	Business Rates collection rate	98.91%	98.61%	99.38%	99.12%	98.52%	More challenging	The target was exceeded and performance was better than the previous year. The economic climate may continue to impact performance so the service considers the proposed higher target to be challenging. DLUHC data shows that Huntingdonshire ranked 3rd highest of 16 CIPFA Nearest Neighbours in 2022-23 (latest data available). Oflog is still reporting on 2021-22 when Huntingdonshire ranked also 3rd highest among its CIPFA Nearest Neighbours group. The review agreed that the target proposed is challenging.
30	Staff Short-Term sickness days lost per full-time equivalent (FTE)	New in 24/25	New in 24/25	2.83	3.0	3.5	More challenging due to overall intervention for both short-term and long-term sickness reducing	Data for 2023/24 show that sickness came in below the proposed target last year. The service hopes that the Workforce Strategy will improve sickness levels but the financial difficulties caused by the current economic climate is expected to cause mental health issues and there is a risk that this may raise absences. Compared to the previous Corporate Plan overall sickness measure, the combined target for long-term and short-term absence is unchanged, while the intervention level has been reduced from 10 to 9 days overall. Based on recent performance, the review has reduced the target for short-term sickness to 3 days per FTE and increased the target for long-term sickness.
31	Staff Long-Term sickness days lost per full-time equivalent (FTE)	New in 24/25	New in 24/25	5.45	5.0	5.5	More challenging due to overall intervention for both short-term and long-term sickness reducing	Data for 2023/24 shows the proposed target was not achieved last year or the year before. As with PI 30, there are concerns about mental health issues among our workforce linked to the current economic climate but hope that the forthcoming Workforce Strategy will help improve sickness levels. Based on recent performance, the review concluded that the original proposed target of 4.5 days per FTE may be too challenging so we have increased the target to 5 days while retaining an overall target for all sickness absence of 8 days. The overall intervention level was reduced from 10 days to 9 days this year.

PI	Performance Indicator	Target 2023/24	Intervention 2023/24	Outturn Performance 2023/24	Target 2024/25	Intervention 2024/25	Position of target/intervention 2024/25 in comparison to target/intervention 2023/24	Commentary on rationale: contextual notes / risks to performance
32	Staff turnover rate (per individual month)	New in 24/25	New in 24/25	Individual months ranged from 0.6% to 1.6%	1.0% to 1.4% monthly	<0.6% or >1.8% monthly	New measure	A reasonable level of turnover is recognised as a positive for the Council, although high rates could have negative impacts on services. The previous Corporate Plan measure of staff turnover was reported as a rolling 12 month average, while the new measure reports on the rate of leavers each month. The service advises that the ongoing cost of living crisis may lead to more employees seeking alternative roles, although they state that the recruitment market is shrinking so there may be less opportunity for staff to move on. The review has widened the target and intervention bands for this measure to allow for greater variation in results for individual months while retaining a similar overall position to last year when looked at across the full 12 months.

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: 2023/24 Finance Performance Report -
Outturn

Meeting/Date: Overview & Scrutiny (Performance and Growth) –
5th June 2024

Executive Portfolio: Executive Councillor for Finance & Resources

Report by: Director of Finance and Corporate Resources

Ward(s) affected: All Wards

Executive Summary

This report provides detail on the Council's budget and provisional outturn for 2023/24.

RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on 2023/24 Finance Performance Report – Outturn, and its associated appendices.

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This report provides detail on the Council's budget and provisional outturn for 2023/24.

RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on 2023/24 Finance Performance Report – Outturn, and its associated appendices.

Provisional Outturn 2023/24 - Head of Service

Head of Service	Original Budget £000	Budget B/Fwd from 2022/23 £000	Budget C/Fwd to 2024/25 £000	Current Budget £000	Q3 Forecast £000	Actuals to 31 March 2024 £000	Contribution To /(From) Reserves £000	Provisional Outturn £000	Variance to Current Budget £000	%	Variance to Forecast £000	%	Comments
Corporate Resources													
Income	(5,543)	-	-	(5,543)	(7,845)	(10,722)	3,472	(7,250)	(1,707)	(30.8)	595	7.6	<p>Finance; Increased investment interest receipts, and increased IDB and external audit fees. Reduced legal fees due to less use of 3C legal services.</p> <p>FM; Reduced utility bills, business rates and vacant Facilities Manager role.</p> <p>Democratic; Less expenditure on canvassers fees, postage costs, SRAs. Land Charges income was lower than budgeted.</p> <p>HR; Additional training costs, unplanned job evaluation regrading costs, LinkedIn licence costs, iCare licence costs and recruitment video costs.</p> <p>Risks; Insurance premium savings.</p> <p>Commercial Estates; Income is down at 3 key properties Fareham, Stonehill and Rowley Arts Centre. This has been partially offset by savings in maintenance, utilities and business rates.</p>
Expenses	13,421	51	(12)	13,460	13,008	13,119	(3)	13,116	(344)	(2.6)	108	0.8	
Net	7,878	51	(12)	7,917	5,163	2,397	3,469	5,866	(2,051)	(25.9)	703	13.6	
Chief Operating Officer													
Income	(26,101)	-	-	(26,101)	(26,736)	(30,571)	92	(30,479)	(4,378)	(16.8)	(3,743)	(14.0)	<p>Building Control; Deferred income was used to cover uncontrollable costs.</p> <p>Community Resilience; Mobile Home Park utility costs have been returned to residents, Pest Control income is lower.</p> <p>Communities; Targeted income levels not achieved, offset by salary savings.</p> <p>Environmental Health; Salary savings due to recruitment at lower grade and vacant post.</p> <p>Licensing; Savings due to shared manager role, increase in taxi drive applications and government grant received.</p> <p>Council Tax Support; Additional government grant.</p> <p>Housing Benefits; Reduction in bad debt provision, increased income from court costs. Salary saving from vacant Fraud Manager post.</p> <p>Customer Services; Saving due to staff turnover.</p>
Expenses	31,414	36	(99)	31,351	31,805	34,254	658	34,912	3,561	11.4	3,107	9.8	
Net	5,313	36	(99)	5,250	5,069	3,683	750	4,433	(817)	(15.6)	(636)	(17.3)	
Economic Development													
Income	(6)	-	-	(6)	(9)	(9)	-	(9)	(3)	(50.0)	-	0.0	
Expenses	213	-	-	213	216	218	-	218	5	2.3	2	0.9	
Net	207	-	-	207	207	209	-	209	2	1.0	2	1.0	
Housing Strategy													
Income	(157)	-	-	(157)	(157)	(396)	(71)	(467)	(310)	(197.5)	(310)	(197.5)	
Expenses	357	-	-	357	358	676	-	676	319	89.4	318	88.8	
Net	200	-	-	200	201	280	(71)	209	9	4.5	8	2.9	
Corporate Leadership													
Income	-	-	-	-	-	(19)	-	(19)	(19)	0.0	(19)	0.0	<p>Income and Expenditure; Salary savings offset by recruitment costs, memberships and consultancy</p>
Expenses	1,295	-	(45)	1,250	1,284	797	480	1,277	27	2.2	(7)	(0.5)	
Net	1,295	-	(45)	1,250	1,284	778	480	1,258	8	0.6	(26)	(3.3)	

Provisional Outturn 2023/24 - Head of Service

Head of Service	Original Budget £000	Budget B/Fwd from 2022/23 £000	Budget C/Fwd to 2024/25 £000	Current Budget £000	Q3 Forecast £000	Actuals to 31 March 2024 £000	Contribution To /(From) Reserves £000	Provisional Outturn £000	Variance to Current Budget £000	%	Variance to Forecast £000	%	Comments
Chief Planning Officer													
Income	(1,931)	-	-	(1,931)	(1,893)	(1,908)	-	(1,908)	23	1.2	(15)	(0.8)	<p>Income and Expenditure; Savings from vacant posts, DLUHC grant, partly offset by increase agency staff costs, the savings have been moved to a reserve to support future service activity in particular related to transformational continuous change. Overall levels of income were down, relating to market conditions, although fee levels were increased late in December.</p>
Expenses	2,920	39	(75)	2,884	2,931	2,518	393	2,911	27	0.9	(20)	(0.7)	
Net	989	39	(75)	953	1,038	610	393	1,003	50	5.2	(35)	(5.7)	
Strategic Insight and Delivery													
Income	(3,578)	-	-	(3,578)	(3,411)	(3,562)	(134)	(3,696)	(118)	(3.3)	(285)	(8.4)	<p>Markets; Income is down as a result of the current fee levels and discounts. Car Parks; Income reduced due to previous payments to supermarkets being too high, and delays to CPE introduction. Soem on-street areas not being charged. Projects and Programmes; Expenditure has been funded from the transformation reserve. Parks and Open Spaces; Additional income from grant from the County Council and s106 income. Countryside; Increased security costs at HCP, offset by external funding for an apprentice at Paxton Pits. Sports Development; underspend due to vacancies but less income from courses due to vacant posts.</p>
Expenses	3,695	16	(1)	3,710	3,909	4,048	(232)	3,816	106	2.9	(93)	(2.4)	
Net	117	16	(1)	132	498	486	(366)	120	(12)	(9.1)	(378)	(77.8)	
Operations													
Income	(2,522)	-	-	(2,522)	(3,058)	(2,974)	(94)	(3,068)	(546)	(21.6)	(10)	(0.3)	<p>Garden Waste Subscription Service; Implementation costs were covered in 2023/24, rather than in 2024/25. CCTV Shared Service; Increased income due to project work, offset by severance payments and refund on projects works. Head of Operations; Project delayed until 2024/25. Green Spaces; Increased income from Places for People grounds maintenance contract, offset by market supplements not in budget and additional expenditure on equipment and materials. Street Cleansing; Loss of Places for People income, costs of agency staff, and saving target not met due to maintaining current standards. Waste Management; Agency staff costs increased due to increased long term sickness, and aborted industrial action. Fleet Management; Less expenditure on parts and tools.</p>
Expenses	7,674	-	(40)	7,634	8,966	8,863	257	9,120	1,486	19.5	154	1.7	
Net	5,152	-	(40)	5,112	5,908	5,889	163	6,052	940	18.4	144	2.4	

Provisional Outturn 2023/24 - Head of Service

Head of Service	Original Budget	Budget B/Fwd from 2022/23	Budget C/Fwd to 2024/25	Current Budget	Q3 Forecast	Actuals to 31 March 2024	Contribution To /(From) Reserves	Provisional Outturn	Variance to Current Budget		Variance to Forecast		Comments
	£000	£000	£000	£000	£000	£000	£000	£000	£000	%	£000	%	
Leisure and Health													
Income	(6,107)	-	-	(6,107)	(6,086)	(6,046)	-	(6,046)	61	1.0	40	0.7	<p>Income; Was higher than forecast due to more membership sales, increased junior swimming sales, and Spa income from the reopened Spas at St Ives and St Neots.</p> <p>Expenditure; There was an additional contribution to the sinking fund for the 3G Ramsey pitch. Gas costs were higher than expected, as well as increased maintenance costs for the reopening of the Spas, purchase of new fitness equipment, one off maintenance contract costs for 3G pitches at St Ives and Ramsey and marketing costs. Water costs were lower than expected.</p>
Expenses	6,411	-	-	6,411	6,514	6,654	(29)	6,625	214	3.3	111	1.7	
Net	304	-	-	304	428	608	(29)	579	275	90.5	151	24.8	
ICT													
Income	(5,092)	-	-	(5,092)	(5,271)	(5,806)	-	(5,806)	(714)	(14.0)	(535)	(10.1)	<p>Income and Expenditure; Savings as a result of cancelled network line costs, which have been consolidated from old contracts into the current Eastnet framework. Some costs have been reallocated due to the new shared service splits. Business Case expenditure also increased in quarter 4.</p>
Expenses	7,750	-	(34)	7,716	7,893	8,439	(70)	8,369	653	8.5	476	6.0	
Net	2,658	-	(34)	2,624	2,622	2,633	(70)	2,563	(61)	(2.3)	(59)	(2.2)	
Total	24,113	142	(306)	23,949	22,418	17,573	4,719	22,292	(1,657)	(6.9)	(126)	(0.7)	

Provisional Outturn 2023/24 - Service Detail

Monitoring Report - Service Grouping														
Head of Service	Service Grouping	Original Budget	Budget B/Fwd from 2022/23	Budget C/Fwd to 2024/25	Current Budget	Q3 Forecast	Actuals to 31 March 2024	Contribution To/(From) Reserves	Provisional Outturn	Variance to Current Budget		Variance to Forecast		Commentary On (Under)/Overspend
		£000	£000	£000	£000	£000	£000	£000	£000	£000	%	£000	%	
Corporate Resources	Head of Resources	-	-	-	-	-	-	-	-	-	0.0	-	0.0	Higher interest rates have resulted in increased income from short term investments. Higher than budgeted audit fees and internal drainage board levy payments. Audits that were expected to be completed by BDO, haven't occurred in 23/24. A budget carry forward request was approved to ensure that these audits could be carried out in 24/25. The increased cost of the client contract forecasted in Q3 did not occur, HDC did not use the 3C Legal shared service at the expected frequency. Under spend relates to utility bills being lower than forecast initially: Electricity (£183k) & Gas (£109k) Vacant Facilities Manager Role (£20k) plus savings in business rates (£141k). Rental income related to 23/24 was not carried over from 22/23 £48K. Difference between Q3 and outturn will be unspent maintenance at EFH. £11k less on Canvasser Fees than budgeted. £11k reduction in expected postage costs. Unbudgeted expenditure to provide a service to stream statutory councillor meetings. SRAs lower than budget and budget not utilised to date for any Code of Conduct investigations. Drop in resources in Land Charges staffing and underestimated income for Land Charges by £20k due to market conditions which is not controllable. Agency staff covered maternity leave in Democratic Services with financial target of removal from budget but realised elsewhere with income generation.
	Income	-	-	-	-	-	-	-	-	-	0.0	-	0.0	
	Expenses	114	-	-	114	114	112	-	112	(2)	(1.8)	(2)	(1.8)	
	Net Impact	114	-	-	114	114	112	-	112	(2)	(1.8)	(2)	(1.8)	
	Corporate Finance													
	Income	(436)	-	-	(436)	(2,880)	(5,741)	3,344	(2,397)	(1,961)	(449.8)	483	16.8	
	Expenses	6,041	-	-	6,041	6,098	6,150	-	6,150	109	1.8	52	0.9	
	Net Impact	5,605	-	-	5,605	3,218	409	3,344	3,753	(1,852)	(33.0)	535	16.6	
	Finance													
	Income	-	-	-	-	(1)	(6)	-	(6)	(6)	0.0	(5)	(500.0)	
	Expenses	673	-	-	673	646	675	-	675	2	0.3	29	4.5	
	Net Impact	673	-	-	673	645	669	-	669	(4)	(0.6)	24	3.7	
	Risk Management													
	Expenses	147	-	(12)	135	153	135	-	135	-	0.0	(18)	(11.8)	
	Net Impact	147	-	(12)	135	153	135	-	135	-	0.0	(18)	(11.8)	
	Legal													
	Income	-	-	-	-	(2)	(2)	-	(2)	(2)	0.0	-	0.0	
	Expenses	259	-	-	259	285	247	-	247	(12)	(4.6)	(38)	(13.3)	
	Net Impact	259	-	-	259	283	245	-	245	(14)	(5.4)	(38)	(13.4)	
	Energy & Sustainability Management													
	Expenses	43	-	-	43	41	43	-	43	-	0.0	2	4.9	
Net Impact	43	-	-	43	41	43	-	43	-	0.0	2	4.9		
Public Conveniences														
Expenses	-	-	-	-	5	2	-	2	2	0.0	(3)	(60.0)		
Net Impact	-	-	-	-	5	2	-	2	2	0.0	(3)	(60.0)		
Facilities Management														
Income	(530)	-	-	(530)	(530)	(776)	-	(776)	(246)	(46.4)	(246)	(46.4)		
Expenses	1,747	10	-	1,757	1,399	1,609	-	1,609	(148)	(8.4)	210	15.0		
Net Impact	1,217	10	-	1,227	869	833	-	833	(394)	(32.1)	(36)	(4.1)		
Democratic & Elections														
Income	(198)	-	-	(198)	(251)	(268)	20	(248)	(50)	(25.3)	3	1.2		
Expenses	1,118	-	-	1,118	1,127	1,068	65	1,133	15	1.3	6	0.5		
Net Impact	920	-	-	920	876	800	85	885	(35)	(3.8)	9	1.0		

Provisional Outturn 2023/24 - Service Detail

Monitoring Report - Service Grouping

Head of Service	Service Grouping	Original Budget	Budget B/Fwd from 2022/23	Budget C/Fwd to 2024/25	Current Budget	Q3 Forecast	Actuals to 31 March 2024	Contribution To /(From) Reserves	Provisional Outturn	Variance to Current Budget		Variance to Forecast		Commentary On (Under)/Overspend
		£000	£000	£000	£000	£000	£000	£000	£000	£000	%	£000	%	
Corporate Resources	Human Resources													
	Income	-	-	-	-	(1)	(2)	-	(2)	(2)	0.0	(1)	(100.0)	<p>Overspend relating to unauthorised training costs from other services £10k, and unplanned job evaluations £8k. Workforce strategy project manager and LMS upgrade covered by reserves. Difference in Q3 forecast and outturn is due to unauthorised training costs from other services, increase in linkedin licences to improve recruitment tools and costs from iCare and recruitment videos. Increase in licence costs due to payment needing to occur in 23/24 and not recharge out to other councils. Change in occupational health providers in 23/24 has led to a slight overspend.</p> <p>The underspend to budget is due to a saving on insurance premiums. The difference between the forecast and the actuals is down to a invoicing error. The IPT on one of the premiums was treated as VAT and should not have been.</p> <p>Income has been impacted by significant lease events on certain key properties including Fareham, Stonehill and Rowley Centre, this partially offset by underspends within building maintenance, utilities and business rates. Two posts have been vacant for the whole financial year. It should be noted the reserve movement of income to the CIS Landlord Reserve have not been forecast.</p>
	Expenses	679	-	-	679	659	764	(68)	696	17	2.5	37	5.6	
	Net Impact	679	-	-	679	658	762	(68)	694	15	2.2	36	5.5	
	Risks & Control													
	Income	-	-	-	-	-	(5)	-	(5)	(5)	0.0	(5)	0.0	
	Expenses	762	8	-	770	700	764	-	764	(6)	(0.8)	64	9.1	
	Net Impact	762	8	-	770	700	759	-	759	(11)	(1.4)	59	8.4	
	Commercial Estates													
	Income	(4,379)	-	-	(4,379)	(4,180)	(3,922)	108	(3,814)	565	12.9	366	8.8	
Expenses	1,838	33	-	1,871	1,781	1,550	-	1,550	(321)	(17.2)	(231)	(13.0)		
Net Impact	(2,541)	33	-	(2,508)	(2,399)	(2,372)	108	(2,264)	244	9.7	135	5.6		
HoS Total	7,878	51	(12)	7,917	5,163	2,397	3,469	5,866	(2,051)	(25.9)	703	13.6		

Provisional Outturn 2023/24 - Service Detail

Monitoring Report - Service Grouping

Head of Service	Service Grouping	Original Budget	Budget B/Fwd from 2022/23	Budget C/Fwd to 2024/25	Current Budget	Q3 Forecast	Actuals to 31 March 2024	Contribution To /(From) Reserves	Provisional Outturn	Variance to Current Budget		Variance to Forecast		Commentary On (Under)/Overspend				
		£000	£000	£000	£000	£000	£000	£000	£000	£000	%	£000	%					
Chief Operating Officer	Building Control																	
	Income	-	-	-	-	(6)	(7)	-	(7)	(7)	0.0	(1)	(16.7)	3C Building Control remodelled the fee-earning & non-fee-earning income from 70/30 to 80/20. Deferred income was used to fund uncontrollable costs in year.				
	Expenses	250	-	-	250	176	131	-	131	(119)	(47.6)	(45)	(25.6)					
	Net Impact	250	-	-	250	170	124	-	124	(126)	(50.4)	(46)	(27.1)					
	Community Resilience																	
	Income	(208)	-	-	(208)	(220)	(220)	-	(220)	(12)	(5.8)	-	0.0		Mobile home park utility bills are being reviewed and a proportion of the budget has been returned to residents to comply with legislation. To provide resilience for the future, income from the sales of mobile homes is placed in a reserve for future improvements and projects. Pest control has seen a reduction in treatment types due to seasonal differences, leading to reduced income.			
	Expenses	405	-	-	405	420	439	47	486	81	20.0	66	15.7					
	Net Impact	197	-	-	197	200	219	47	266	69	35.0	66	33.0					
	Communities																	
	Income	(226)	-	-	(226)	(232)	(926)	92	(834)	(608)	(269.0)	(602)	(259.5)			Overspend of £39k is a result of target set of £135k income not being achieved. Some of the shortfall has been subsidised by an underspend in salaries associated with not recruiting to two posts within the Private Sector Housing Team. Funding awarded retrospectively following support provided to asylum seekers accommodated in Huntingdonshire in 22/23 has been moved to a reserve to be used to provide Temporary Accommodation for this cohort should they at any time present to the LA as homeless.		
	Expenses	587	36	(43)	580	572	1,226	-	1,226	646	111.4	654	114.3					
	Net Impact	361	36	(43)	354	340	300	92	392	38	10.7	52	15.3					
	Environmental Health Services																	
	Income	(59)	-	-	(59)	(84)	(86)	-	(86)	(27)	(45.8)	(2)	(2.4)				Variance in employment due to recruitment at lower grade than previous post holder and a vacant post, COMF funding used against budgeted salaries following return to central government. Budget has been carried forward to complete work not undertaken in 23/24 due to vacant post.	
	Expenses	761	-	(56)	705	683	673	3	676	(29)	(4.1)	(7)	(1.0)					
	Net Impact	702	-	(56)	646	599	587	3	590	(56)	(8.7)	(9)	(1.5)					
	Environmental Health Administration																	
	Expenses	134	-	-	134	129	126	-	126	(8)	(6.0)	(3)	(2.3)					
	Net Impact	134	-	-	134	129	126	-	126	(8)	(6.0)	(3)	(2.3)					
	Licencing																	
Income	(370)	-	-	(370)	(405)	(399)	-	(399)	(29)	(7.8)	6	1.5	Underspend within staff due to the licensing manager role being partly covered with a shared service in place. An increase in Taxi driver application, possibly linked to the new Public Hire Operator Panther who took over from Steve's Taxi and post covid increase in trade. New government burden payment for new permanent pavement licence regime, to commence billing in 24/25.					
Expenses	268	-	-	268	221	222	-	222	(46)	(17.2)	1	0.5						
Net Impact	(102)	-	-	(102)	(184)	(177)	-	(177)	(75)	(73.5)	7	3.8						
Council Tax Support																		
Income	(122)	-	-	(122)	(182)	(191)	-	(191)	(69)	(56.6)	(9)	(4.9)		Changes to the way in which grants are allocated by Central Government meant that funding received for CTS Administration Grant also included a sum for CT Family Annexes c£60k.				
Expenses	-	-	-	-	-	(2)	-	(2)	(2)	0.0	(2)	0.0						
Net Impact	(122)	-	-	(122)	(182)	(193)	-	(193)	(71)	(58.2)	(11)	(6.0)						

Provisional Outturn 2023/24 - Service Detail

Monitoring Report - Service Grouping

Head of Service	Service Grouping	Original Budget	Budget B/Fwd from 2022/23	Budget C/Fwd to 2024/25	Current Budget	Q3 Forecast	Actuals to 31 March 2024	Contribution To /(From) Reserves	Provisional Outturn	Variance to Current Budget		Variance to Forecast		Commentary On (Under)/Overspend
		£000	£000	£000	£000	£000	£000	£000	£000	£000	%	£000	%	
Chief Operating Officer	Local Tax Collection													
	Income	(250)	-	-	(250)	(254)	(243)	-	(243)	7	2.8	11	4.3	
	Expenses	-	-	-	-	6	6	-	6	6	0.0	-	0.0	
	Net Impact	(250)	-	-	(250)	(248)	(237)	-	(237)	13	5.2	11	4.4	
	Housing Benefits													
	Income	(23,817)	-	-	(23,817)	(23,892)	(26,944)	-	(26,944)	(3,127)	(13.1)	(3,052)	(12.8)	
	Expenses	25,725	-	-	25,725	26,106	27,903	608	28,511	2,786	10.8	2,405	9.2	Accounting treatment left us with more income from DWP than expenditure. This surplus has been placed into a reserve. Bad Debt provision has decreased due to a reduction in outstanding debt. This is mainly driven by a reduction in new overpayments created. Income from Court Costs has increased due to more frequent recovery action which increased the number of Court Summonses issued. Salary savings were also realised as the Corporate Fraud Manager post remains vacant whilst alternative recruitment options are considered. Additional costs incurred in relation to the Implementation of the new Council Tax Support Team were covered by a transfer of funding from the Transformation budget.
	Net Impact	1,908	-	-	1,908	2,214	959	608	1,567	(341)	(17.9)	(647)	(29.2)	
	Housing Needs													
	Income	(1,049)	-	-	(1,049)	(1,461)	(1,555)	-	(1,555)	(506)	(48.2)	(94)	(6.4)	
	Expenses	2,090	-	-	2,090	2,373	2,470	-	2,470	380	18.2	97	4.1	
	Net Impact	1,041	-	-	1,041	912	915	-	915	(126)	(12.1)	3	0.3	
	Customer Services													
	Expenses	910	-	-	910	831	784	-	784	(126)	(13.8)	(47)	(5.7)	The underspend is due to vacancies within the team and the difference in time between people leaving and the time it takes to recruit.
	Net Impact	910	-	-	910	831	784	-	784	(126)	(13.8)	(47)	(5.7)	
Document Centre														
Expenses	175	-	-	175	179	167	-	167	(8)	(4.6)	(12)	(6.7)		
Net Impact	175	-	-	175	179	167	-	167	(8)	(4.6)	(12)	(6.7)		
Chief Operating Officer														
Income	-	-	-	-	-	-	-	-	-	0.0	-	0.0		
Expenses	109	-	-	109	109	109	-	109	-	0.0	-	0.0		
Net Impact	109	-	-	109	109	109	-	109	-	0.0	-	0.0		
HoS Total	5,313	36	(99)	5,250	5,069	3,683	750	4,433	(817)	(15.6)	(636)	(12.5)		

Provisional Outturn 2023/24 - Service Detail

Monitoring Report - Service Grouping

Head of Service	Service Grouping	Original Budget	Budget B/Fwd from 2022/23	Budget C/Fwd to 2024/25	Current Budget	Q3 Forecast	Actuals to 31 March 2024	Contribution To/(From) Reserves	Provisional Outturn	Variance to Current Budget		Variance to Forecast		Commentary On (Under)/Overspend
		£000	£000	£000	£000	£000	£000	£000	£000	£000	%	£000	%	
Economic Development	Economic Development													
	Income	(6)	-	-	(6)	(9)	(9)	-	(9)	(3)	(50.0)	-	0.0	
	Expenses	213	-	-	213	216	218	-	218	5	2.3	2	0.9	
	Net Impact	207	-	-	207	207	209	-	209	2	1.0	2	1.0	
	HoS Total	207	-	-	207	207	209	-	209	2	1.0	2	1.0	
Housing Strategy	Housing Strategy													
	Expenses	198	-	-	198	199	200	-	200	2	1.0	1	0.5	
	Net Impact	198	-	-	198	199	200	-	200	2	1.0	1	0.5	
	Market Towns													
	Income	(157)	-	-	(157)	(157)	(10)	(71)	(81)	76	48.4	76	48.4	
	Expenses	159	-	-	159	159	90	-	90	(69)	(43.4)	(69)	(43.4)	
	Net Impact	2	-	-	2	2	80	(71)	9	7	350.0	7	350.0	
	HoS Total	200	-	-	200	201	280	(71)	209	9	4.5	8	4.0	
Corporate Leadership	Directors													Salary savings offset by recruitment costs, memberships & consultancy.
	Expenses	1,122	-	(45)	1,077	1,108	601	500	1,101	24	2.2	(7)	(0.6)	
	Net Impact	1,122	-	(45)	1,077	1,108	601	500	1,101	24	2.2	(7)	(0.6)	
	Executive Support & Business Planning													
	Income	-	-	-	-	-	(19)	-	(19)	(19)	0.0	(19)	0.0	
	Expenses	173	-	-	173	176	196	(20)	176	3	1.7	-	0.0	
	Net Impact	173	-	-	173	176	177	(20)	157	(16)	(9.2)	(19)	(10.8)	
HoS Total	1,295	-	(45)	1,250	1,284	778	480	1,258	8	0.6	(26)	(2.0)		
Chief Planning Officer	Head of Service: Chief Planning Officer													End of year reconciliation across the entirety of Planning Services has resulted in an underspend; with the surplus moved to a dedicated reserve in order to support service activity over future years - in particular to support and enable transformation activities associated with continuous improvement (thus unlocking savings), to enable forthcoming years local plan work, and to counter any significant market shifts and manage risks associated to income fluctuation. A significant proportion (c£234k) of the surplus being as a result of in-year staffing savings from vacant posts (which are partially offset by an increased cost in agency staffing and £100k grant funding from DLUHC towards addressing the backlog activities in 23/24 and £37k towards Biodiversity Net Gain burdens. Overall levels of income were down (reflective of market conditions) but this is partially offset by an increase in nationally set fees in December 23; along with various other in-year savings and additional receipts.
	Planning Policy													
	Income	(429)	-	-	(429)	(549)	(555)	-	(555)	(126)	(29.4)	(6)	(1.1)	
	Expenses	1,202	-	(75)	1,127	1,288	1,002	269	1,271	144	12.8	(17)	(1.3)	
	Net Impact	773	-	(75)	698	739	447	269	716	18	2.6	(23)	(3.1)	
	Development Management													
	Income	(1,502)	-	-	(1,502)	(1,344)	(1,353)	-	(1,353)	149	9.9	(9)	(0.7)	
	Expenses	1,718	39	-	1,757	1,643	1,516	124	1,640	(117)	(6.7)	(3)	(0.2)	
Net Impact	216	39	-	255	299	163	124	287	32	12.5	(12)	(4.0)		
HoS Total	989	39	(75)	953	1,038	610	393	1,003	50	5.2	(35)	(3.4)		

Provisional Outturn 2023/24 - Service Detail

Monitoring Report - Service Grouping

Head of Service	Service Grouping	Original Budget	Budget B/Fwd from 2022/23	Budget C/Fwd to 2024/25	Current Budget	Q3 Forecast	Actuals to 31 March 2024	Contribution To /(From) Reserves	Provisional Outturn	Variance to Current Budget		Variance to Forecast		Commentary On (Under)/Overspend
		£000	£000	£000	£000	£000	£000	£000	£000	£000	%	£000	%	
Strategic Insight & Delivery	Head of Service: Strategic Insight & Delivery													
	Markets													
	Income	(163)	-	-	(163)	(106)	(112)	-	(112)	51	31.3	(6)	(5.7)	Have worked to maximise available space for trader pitches however with the current scale of charges and discount schemes, the budgeted income is unachievable. The service is going to discuss the fees and charges with the portfolio holder and the net position/value of the market which features as a service plan item in the coming year. Service plan action also includes a review of service operational expenditure to see if reductions can be made.
	Expenses	132	-	-	132	144	149	-	149	17	12.9	5	3.5	
	Net Impact	(31)	-	-	(31)	38	37	-	37	68	219.4	(1)	(2.6)	
	Car Parks - Off Street													
	Income	(2,835)	-	-	(2,835)	(2,548)	(2,508)	-	(2,508)	327	11.5	40	1.6	Historic accruals for payments to supermarkets were too high based on recovery estimates during covid, following a review once the end of the accounts are available has resulted in a lower payment needed. The majority of the historic accruals are now closed down. Delays to the implementation of CPE have had a net impact on the variance of +£30k.
	Expenses	1,535	16	-	1,551	1,467	1,257	-	1,257	(294)	(19.0)	(210)	(14.3)	
	Net Impact	(1,300)	16	-	(1,284)	(1,081)	(1,251)	-	(1,251)	33	2.6	(170)	(15.7)	
	Transformation													
	Income	(215)	-	-	(215)	(214)	(81)	(134)	(215)	-	0.0	(1)	(0.5)	The budget was removed during budget setting and it was decided that the transformation reserve would cover expenditure in 23/24. Budget has been allocated for projects and programme delivery in 24/25.
	Expenses	420	-	-	420	420	389	31	420	-	0.0	-	0.0	
	Net Impact	205	-	-	205	206	308	(103)	205	-	0.0	(1)	(0.5)	
	Car Park - On Street													
	Income	-	-	-	-	(8)	(8)	-	(8)	(8)	0.0	-	0.0	Accrued too much grant payments from prior years to be paid over to County. This is because for several years on street parking was not charged. CCC still hasn't introduced the parking charges in St Ives as anticipated resulting in no income.
	Expenses	-	-	-	-	(25)	(22)	-	(22)	(22)	0.0	3	12.0	
	Net Impact	-	-	-	-	(33)	(30)	-	(30)	(30)	0.0	3	9.1	
	Projects and Programmes													
Income	-	-	-	-	-	-	-	-	-	0.0	-	0.0	The budget was removed during budget setting and it was decided that the transformation reserve would cover expenditure in 23/24. Budget has been allocated for projects and programme delivery in 24/25.	
Expenses	-	-	-	-	102	144	(144)	-	-	0.0	(102)	(100.0)		
Net Impact	-	-	-	-	102	144	(144)	-	-	0.0	(102)	(100.0)		
Parks and Open Spaces														
Income	(46)	-	-	(46)	(95)	(389)	-	(389)	(343)	(745.7)	(294)	(309.5)	County grant of (£30k) to cover temporary staff costs relating to the Home Energy programme. S106 project income to cover the S106 works. Difference between the Q3 forecast and the outturn is the costs associated with climate project reallocated to climate change cost centre.	
Expenses	605	-	-	605	726	1,000	(94)	906	301	49.8	180	24.8		
Net Impact	559	-	-	559	631	611	(94)	517	(42)	(7.5)	(114)	(18.1)		
Service Group: Countryside														
Income	(277)	-	-	(277)	(405)	(428)	-	(428)	(151)	(54.5)	(23)	(5.7)	Friends for Paxton Pits have agreed to pay for an apprentice from 2023-2025 and as such there is a reserve movement to cover their costs in 23/24 of (£25k). There were a series of break ins at HCP led to an increase in security costs.	
Expenses	677	-	-	677	766	833	(25)	808	131	19.4	42	5.5		
Net Impact	400	-	-	400	361	405	(25)	380	(20)	(5.0)	19	5.3		

Provisional Outturn 2023/24 - Service Detail

Monitoring Report - Service Grouping														
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		£000	£000	£000	£000	£000	£000	£000	£000	£000	%	£000	%	
Strategic Insight & Delivery	Service Group: Strategic Insight & Delivery													
	Income	-	-	-	-	(3)	(4)	-	(4)	(4)	0.0	(1)	(33.3)	
	Expenses	196	-	-	196	212	212	-	212	16	8.2	-	0.0	
	Net Impact	196	-	-	196	209	208	-	208	12	6.1	(1)	(0.5)	
	Service Group: Sports Development													
	Income	(42)	-	-	(42)	(32)	(32)	-	(32)	10	23.8	-	0.0	
	Expenses	130	-	(1)	129	97	86	-	86	(43)	(33.3)	(11)	(11.3)	
	Net Impact	88	-	(1)	87	65	54	-	54	(33)	(37.9)	(11)	(16.9)	
HoS Total	117	16	(1)	132	498	486	(366)	120	(12)	(9.1)	(378)	(75.9)		

Underspend due to vacancies within the sports development team. Due to staff turnover of the management team and delivery officers in 23/24, programmes were limited and therefore income was less than budgeted.

Provisional Outturn 2023/24 - Service Detail

Monitoring Report - Service Grouping

Head of Service	Service Grouping	Original Budget	Budget B/Fwd from 2022/23	Budget C/Fwd to 2024/25	Current Budget	Q3 Forecast	Actuals to 31 March 2024	Contribution To/(From) Reserves	Provisional Outturn	Variance to Current Budget		Variance to Forecast		Commentary On (Under)/Overspend
		£000	£000	£000	£000	£000	£000	£000	£000	£000	%	£000	%	
Operations	Head of Service: Operations													
	CCTV													
	Income	(115)	-	-	(115)	(109)	(114)	-	(114)	1	0.9	(5)	(4.6)	
	Expenses	-	-	-	-	-	7	-	7	7	0.0	7	0.0	
	Net Impact	(115)	-	-	(115)	(109)	(107)	-	(107)	8	7.0	2	1.8	
	CCTV Shared Service													
	Income	(338)	-	-	(338)	(692)	(666)	-	(666)	(328)	(97.0)	26	3.8	
	Expenses	628	-	-	628	921	942	(17)	925	297	47.3	4	0.4	
	Net Impact	290	-	-	290	229	276	(17)	259	(31)	(10.7)	30	13.1	
	Service Group: Head of Operations													
	Expenses	151	-	(40)	111	145	82	(2)	80	(31)	(27.9)	(65)	(44.8)	
	Net Impact	151	-	(40)	111	145	82	(2)	80	(31)	(27.9)	(65)	(44.8)	
	Service Group: Green Spaces													
	Income	(306)	-	-	(306)	(406)	(325)	(94)	(419)	(113)	(36.9)	(13)	(3.2)	
	Expenses	977	-	-	977	998	1,027	-	1,027	50	5.1	29	2.9	
	Net Impact	671	-	-	671	592	702	(94)	608	(63)	(9.4)	16	2.7	
	Service Group: Street Cleansing													
	Income	(80)	-	-	(80)	(46)	(36)	-	(36)	44	55.0	10	21.7	
	Expenses	982	-	-	982	1,044	1,081	(15)	1,066	84	8.6	22	2.1	
	Net Impact	902	-	-	902	998	1,045	(15)	1,030	128	14.2	32	3.2	
Service Group: Waste Management														
Income	(1,644)	-	-	(1,644)	(1,773)	(1,827)	-	(1,827)	(183)	(11.1)	(54)	(3.0)		
Expenses	4,594	-	-	4,594	4,691	5,103	(110)	4,993	399	8.7	302	6.4		
Net Impact	2,950	-	-	2,950	2,918	3,276	(110)	3,166	216	7.3	248	8.5		
Fleet Management														
Income	(39)	-	-	(39)	(32)	(6)	-	(6)	33	84.6	26	81.3		
Expenses	342	-	-	342	319	251	-	251	(91)	(26.6)	(68)	(21.3)		
Net Impact	303	-	-	303	287	245	-	245	(58)	(19.1)	(42)	(14.6)		
Garden Waste Subscription Service														
Income	-	-	-	-	-	-	-	-	-	0.0	-	0.0		
Expenses	-	-	-	-	848	370	401	771	771	0.0	(77)	(9.1)		
Net Impact	-	-	-	-	848	370	401	771	771	0.0	(77)	(9.1)		
HoS Total	5,152	-	(40)	5,112	5,908	5,889	163	6,052	940	18.4	144	2.4		

Provisional Outturn 2023/24 - Service Detail

Monitoring Report - Service Grouping

Head of Service	Service Grouping	Original Budget	Budget B/Fwd from 2022/23	Budget C/Fwd to 2024/25	Current Budget	Q3 Forecast	Actuals to 31 March 2024	Contribution To /(From) Reserves	Provisional Outturn	Variance to Current Budget		Variance to Forecast		Commentary On (Under)/Overspend	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	%	£000	%		
Leisure & Health	Head of Service: Leisure & Health Leisure & Health Facilities														
	Income	(5,895)	-	-	(5,895)	(5,760)	(5,779)	-	(5,779)	116	2.0	(19)	(0.3)	<ul style="list-style-type: none"> •The P&L variance from Q3 forecast to Q4 actual for leisure centres was £124k. •Of this £25k was due to the capital sinking fund for the 3g pitch at Ramsey Leisure Centre. •The Q3 forecast to Q4 actual income was better by (£19k) and expenditure had worsened by £142k. •In terms of income this betterment was due to membership revenue (£10K) higher than forecast as we sold over 2,000 new membership sales between January - March 2024 which is a One Leisure record and higher than Q3 forecast. •This was supported by higher-than-expected junior swimming sales which bought £5k of additional revenue compared to Q3 forecast. •Finally on revenue One Leisure re-opened the Pure Spa's in January 2024 at St Ives Indoor & St Neots LC and this generated £4k of new unbudgeted revenue. •In terms of expenditure the difference between Q3 forecast and Q4 actual was £142k. •Of the overall change to expenditure between periods £86k of this is through utility costs. Actual costs for gas at year end were £82k higher than originally forecast in quarter 3. •In addition, there was a £70k change to the supplies and services expenditure between periods. This can be attributed to additional marketing costs (£7k) to support early 2024 health and fitness sales campaign. •The remaining £24k is from unbudgeted maintenance costs for the re-opening of the Pure Spa's, purchase of new fitness equipment to help improve service delivery and unbudgeted and one-off maintenance costs for 3g football pitch annual maintenance contracts at St Ives Outdoor and Ramsey LC. •Regarding utility expenditure One Leisure had forecast in quarter 3 for higher water consumption than actual bills received. This was a benefit of £22k. •There were also a number of under/overs in expenditure across all expenditure codes that offset the overall position of £142k. 	
	Expenses	6,139	-	-	6,139	6,133	6,276	25	6,301	162	2.6	168	2.7		
	Net Impact	244	-	-	244	373	497	25	522	278	113.9	149	39.9		
	One Leisure Active Lifestyles														
	Income	(212)	-	-	(212)	(326)	(267)	-	(267)	(55)	(25.9)	59	18.1		
	Expenses	272	-	-	272	381	378	(54)	324	52	19.1	(57)	(15.0)		
	Net Impact	60	-	-	60	55	111	(54)	57	(3)	(5.0)	2	3.6		
	HoS Total	304	-	-	304	428	608	(29)	579	275	90.5	151	35.3		
	3CICT Shared Service	Head of Service: 3CICT Shared Service ICT Shared Service													
Income		(5,092)	-	-	(5,092)	(5,271)	(5,806)	-	(5,806)	(714)	(14.0)	(535)	(10.1)		
Expenses		7,750	-	(34)	7,716	7,893	8,439	(70)	8,369	653	8.5	476	6.0		
Net Impact		2,658	-	(34)	2,624	2,622	2,633	(70)	2,563	(61)	(2.3)	(59)	(2.3)		
HoS Total	2,658	-	(34)	2,624	2,622	2,633	(70)	2,563	(61)	(2.3)	(59)	(2.3)			
Total	24,113	142	(306)	23,949	22,418	17,573	4,719	22,292	(1,657)	(6.9)	(126)	(0.6)			

2023/24 Provisional Outturn - Capital Programme

Head of Service	Project Name	Original Budget	Year End Rephase	Net Rephase	Growth/Virement	Current Budget	Q3 Forecast	Actual	Over/(Under) Spend	Rephase to 2024/25	Comment on Outturn Variance	Comment on requirement to rephase (if rephasing required)
		£000	£000	£000	£000	£000	£000	£000	£000	£000		
Finance and Capital Resources	Bridge Place Car Park	0	0	0	0	0	27	20	20		Project Manager costs for the sale of Bridge Place Car Park	
	Loves Farm Community Centre	0	0	0	0	0	0	0	0			
	Loves Farm Lighting	0	0	0	0	0	0	0	0			
	Retro-Fit Buildings	226	0	(226)	0	0	0	0	0			
	Building Efficiency	0	0	0	0	0	106		0			
	Health and Safety Works on Commercial Properties	9	51	42	0	51	0		(51)	51	Delay in receipt of property condition surveys have meant that we can't prioritise the most necessary expenditure	Rephasing will allow HDC to use the money more efficiently
	Energy Efficiency Works at Commercial Properties	22	81	59	0	81	20	19	(62)	62	Delay in receipt of property condition surveys have meant that we can't prioritise the most necessary expenditure	Rephasing will allow HDC to use the money more efficiently
	Estates Roof Replacement	32	130	98	0	130	0		(130)	130	Delay in receipt of property condition surveys have meant that we can't prioritise the most necessary expenditure	Rephasing will allow HDC to use the money more efficiently
	Re-Letting Enhancement Works	163	500	337	0	500	0		(500)	500	Delay in receipt of property condition surveys have meant that we can't prioritise the most necessary expenditure	Rephasing will allow HDC to use the money more efficiently
	Re-Letting Incentives	0	150	150	0	150	0		(150)	150	Delay in receipt of property condition surveys have meant that we can't prioritise the most necessary expenditure	Rephasing will allow HDC to use the money more efficiently
	Upgrade/Replacement of Public Toilets	0	10	10	0	10	0		(10)	10	Project complete	Used to cover last remaining invoices that will come through in 24/25
	Fareham Offices Capital Works	1,350	0	0	0	1,350	1,960	1,808	458		Project is complete and fully funded from the CIS reserve.	
	VAT Exempt Capital	21	0	0	0	21	21		(21)	21	This expenditure is calculated after the end of the financial year, the outcome is not yet known.	Will be rephased to 2024/25 in case it is required
Company Share Investment	0	100	100	0	100	100		(100)	100	Relates to the set up of HDC Ventures.	Will be rephased to 2024/25 for the company to be set up.	
Capita & Payment Portal Upgrade	0	11	11	0	11	4		(11)	11	This budget is surplus from the Paye.net security upgrade.	Rephase to be added to income management replacement project budget in 2024/25	
Democratic Services Software	27	0	0	0	27	19	14	(13)	0	Underspend due to non-move to cloud as anticipated		
Total		1,850	1,033	581	0	2,431	2,257	1,860	(570)	1,035		
Community Services											DFGs are funded via funding awarded to HDC from the Better Care Fund. Despite an increase in demand, an ageing population and an increase in the cost of labour and materials, the allocations received by LAs has not been amended to reflect this. The overspend is consistent with previous years and is as a result of the demand of an ageing population, increased number of children's cases and people living longer with complex needs.	
	Disabled Facilities Grants	1,689	0	(39)	0	1,650	1,867	2,185	535	0		
Total		1,689	0	(39)	0	1,650	1,867	2,185	535	0		
Chief Planning Officer												
	Community Infrastructure Levy	3,476	0	0	0	3,476	3,885	2,174	(1,302)			
	Conservation Area Appraisals	94	0	0	0	94	21		(94)			
Total		3,570	0	0	0	3,570	3,906	2,174	(1,396)	0	This budget will be amended in 2024/25 to reflect the latest expenditure plan, which will include the funding.	

2023/24 Provisional Outturn - Capital Programme

Head of Service	Project Name	Original Budget £000	Year End Rephase £000	Net Rephase £000	Growth/Virement £000	Current Budget £000	Q3 Forecast £000	Actual £000	Over/(Under) Spend £000	Rephase to 2024/25 £000	Comment on Outturn Variance	Comment on requirement to rephase (if rephasing required)
Housing Manager	Housing Fund	0	0	0	744	744	2,480	1,829	1,085	(1,085)	This project was phased across 2023/24 and 2024/25, more was spent in 2023/24 than budgeted. The total expenditure is expected to be as budgeted as less will be spent in 2024/25. This project is funded by government grant.	Rephase overspend to reduce budget in 2025/26.
	Housing Company	206	206	0	0	206	0		(206)	0		
	Total	206	206	0	744	950	2,480	1,829	879	(1,085)		
Customer Services	Voice Bots	0	34	34	0	34	0		(34)	34	In the Customer Services service plan for 2024/25.	Rephase budget to 24/25
	Total	0	34	34	0	34	0	0	(34)	34		
Page 390 of 424 Operations and Maintenance	Leisure Cents - Future Improvements	300	63	63	0	363	326	284	(78)	61	The work was contracted but not yet completed, so still need these funds to complete the projects. Including the retention on the hockey pitches due to be paid in november 2025 £15k Drainage issues causing delays. Car park still to be upgraded. Need to carry budget into 24/25 Emergency repairs to broken AC units to be funded from reserves. See above	£61k to carry forward to 24/25 for building maintenance finishing existing works. Plus retention £15k This is still ongoing with the help of Facilities team and is needed for 24/25 Further funds will be required in 24/25 as work was still being carried out to repair units in April.
	One Leisure Ramsey 3G	0	70	70	0	70	70	7	(63)	63		
	OL St Ives Changing Rooms	12	0	(12)	0	0	0		0			
	Burgess Hall Air Conditioning Unit	0	0	0	0	0	0	68	68			
	OLSI Pitch Replacement	300	0	0	275	575	592	592	17			
	Total	612	133	121	275	1,008	989	952	(56)	124		
Operations	Lone Worker Software	0	20	20	0	20	0		(20)	20	Extra income from developers. Vehicle lives have been extended as much as possible to avoid purchasing new vehicles, a review is being undertaken to improve service delivery to ensure that we have the right vehicles for the right job	Projected delayed to be rephased The underspend will need to be rephased to meet expenditure on the delayed purchases in future years
	Wheeled Bins	407	0	(153)	0	254	200	160	(94)	0		
	Vehicles & Plant	1,532	564	389	0	1,921	1,169	901	(1,019)	1,019		
	Waste & Grounds Maintenance Tablet & Smartphones	27	0	0	0	27	27	27	0			
	Total	1,966	584	256	0	2,222	1,396	1,089	(1,133)	1,039		
Insights and Delivery	Play Equipment	30	4	4	0	34	25	33	(1)	0	The lease for the site has not been signed over to HDC and so work has not been able to commence Planning application had to be withdrawn leading to 12 months of delays of major building works commencing Delays in the procurement process Funded from grant. CPE implementation costs are higher than budgeted. The budget will be used for CPE Delays in the implementation of CPE. Legacy project, project manager has confirmed this has already been completed. Districtwide Signage Legacy project, project manager has confirmed this has already been completed.	Sitework will commence in 24/25, alongside significant public engagement around the management of the park Planned application resubmission in summer 2024, expected completion date is spring 2026 The contract has been let and works to commence in 24/25 Change Request supported for use of this against CPE remedial works due to increased volume of works. To be rephased to 2024/25 due to a review of the remedial works requirement
	Park Fencing	0	0	0	0	0	21	17	17			
	St.Ives Park	80	80	0	0	80	60		(80)	80		
	Hinchingsbrooke Country Park	2,689	2,706	17	0	2,706	45	125	(2,581)	2,581		
	St Neots Riverside Park Path/Cycle Imps	433	421	(12)	0	421	318	7	(414)	414		
	Changing Places	0	0	0	0	0	0	45	45			
	Parking Strategy	13	148	148	0	161	0		(161)	161		
	Civil Parking Enforcement	0	217	217	0	217	0		(217)	217		
	Districtwide Signage	0	70	70	0	70	0		(70)	0		
	Priory Park Power	15	15	0	0	15	11		(15)	0		
Total	3,260	3,661	444	0	3,704	481	228	(3,476)	3,453			

2023/24 Provisional Outturn - Capital Programme

Head of Service	Project Name	Original Budget	Year End Rephase	Net Rephase	Growth/Virement	Current Budget	Q3 Forecast	Actual	Over/(Under) Spend	Rephase to 2024/25	Comment on Outturn Variance	Comment on requirement to rephase (if rephasing required)
		£000	£000	£000	£000	£000	£000	£000	£000	£000		
ICT	Hardware Replacement (HDC IT)	350	0	(120)	0	230	79	128	(102)	0	Delays in ITT plan, will be issued in Q1 or July at the latest. Then money to be spent in 24/25 Budget is for consumable items (headsets etc), demand was not what is budgeted Spend to happen in 24/25 line cancellations and installation of digital or SIM where applicable - there is a legislation for this to be completed by 09/25 To be merged with Data Centre Rack project, changes in scope of project has meant that we will need to use this money in 24/25 This project is expected to occur in 24/25 Racks to be procured in 24/25 and DC hybrid PO to be completed by August 24 SQL - The project has closed. We are requesting that the underspend is to be rephased to begin discovery work and replacement of Windows 2016 Servers due next year. W2012 - The project has closed. We are requesting that the underspend is to be rephased to begin discovery work and replacement of Windows 2016 Servers due next year.	Delays in ITT plan, will be issued in Q1 or July latest. Then money to be spent in 24/25
	AV Equipment	30	60	30	0	60	60		(60)	60		
	Telephony Replacement	8	68	68	(60)	16	5	1	(15)	0		
	Public Switched Telephone Network	0	0	0	60	60	15		(60)	60		
	Shared Data Centre Capacity	0	6	6	0	6	0		(6)	6		
	Information@Work Consolidation	20	0	(20)	0	0	0		0	0		
	Replacement Corporate Scanners	7	0	(7)	0	0	2		0	0		
	Data Warehouse & GIS	0	16	16	0	16	5		(16)	16		
	Datacentre Racks	459	244	0	0	459	419	170	(289)	289		
	Server & SQL Server 2012 Migration	10	10	(0)	0	10	0		(10)	10		
Windows 2012 Server Replacement	45	0	0	0	45	16	15	(30)	30			
Total	929	403	(28)	0	901	600	314	(587)	471			
Place	Market Towns Programme	834	615	278	0	1,112	0	21	(1,091)	1,091	All schemes are all ongoing and need the budgets to be rephased into 24/25. Where current budgets will be reconciled with funding made available since the budgets were set. Remaining FHSF spend is allocated against the Priory Centre and Old Falcon, all FHSF allocations to the 'Town Centre improvements' have been utilised. This scheme is contracted for and in delivery. The majority of funds being drawn against are sourced from National Highways and CPCA. Project is closed Project is closed Project is closed Note, this scheme has been extended to St Neots using £50K of legacy funding, this is included within row 20 figures. This scheme will close March 2024. We are currently reviewing project spend and this figure is subject to change, a confirmed spend figure will be available at the end of January. Covers the projects Business Pillar, Local Communities Digital Infrastructure (Underspend to be slipped into 24/25) Feasibility study currently being produced which will provide more certainty on overall scheme costs and deliverability. Delivering targeted within 2024/25. Project delivery underway, no current issues.	Underspend to be slipped into 24/26
	Future High Streets	11,644	11,370	500	0	12,144	797	653	(11,491)	11,491		
	Market Square	0	0	0	0	0	1,717	1,693	1,693	(1,693)		
	Solar Benches	0	1	1	0	1	1	1	(0)			
	Covered Benches	0	5	5	0	5	5	5	0			
	Sites for SMEs	0	6	6	0	6	6	6	0			
	Wayfinding & Info - Digital Screens	0	200	200	0	200	30	54	(146)	146		
	Smarter Towns	0	71	71	0	71	72	15	(56)			
	Moore's Walks	6	20	14	0	20	2		(20)	20		
	UK Shared Prosperity Fund	68	0	0	0	68	599	13	(55)	55		
Rural Prosperity	479	0	0	0	479	0		(479)	476			
St Neots Masterplan Phase 1	285	0	0	0	285	100	50	(235)	235			
Ramsey Food Hall	1,150	0	0	295	1,445	69	23	(1,422)	1,422			
Market Towns Future Schemes	844	0	0	0	844	292	241	(603)	603			
Total	15,310	12,289	1,076	295	16,681	3,690	2,776	(13,905)	13,846			
Grand Total	29,392	18,342	2,444	1,314	33,150	17,667	13,407	(19,743)	18,917			

2023/24 Provisional Outturn - Capital Programme

Head of Service	Project Name	Original Budget	Year End Rephase	Net Rephase	Growth/Virement	Current Budget	Q3 Forecast	Actual	Over/(Under) Spend	Rephase to 2024/25	Comment on Outturn Variance	Comment on requirement to rephase (if rephasing required)
		£000	£000	£000	£000	£000	£000	£000	£000	£000		
						33,150			19,743			
	Funding											
	Grants and Contributions											
	DFGs	(1,300)	0	0	0	(1,300)	(1,693)	(1,702)	(402)			
	Wheeled Bins	(101)	0	0	0	(101)	(54)	(115)	(14)			
	Market Town Funding (Including future schemes)	(1,678)	0	(278)	0	(1,956)	(292)	(235)	1,721			
	Future High Streets	(11,644)	0	(500)	0	(12,144)	(2,514)	(2,274)	9,870			
	St Neots Riverside Park Path/Cycle Imps (Rephase)	(401)	0	0	0	(401)	(318)		401			
	St Ives Park	(80)	0	0	0	(80)	(60)		80			
	Priory Park Mains Power (CIL)	(15)	0	0	0	(15)	(11)	(15)	0			
	Hinchingbrooke Country Park (CIL)	(1,254)	0	(246)	0	(1,500)	0		1,500			
	UK Shared Prosperity Fund	(68)	0	0	0	(68)	(599)	(13)	55			
	Rural England Prosperity Fund	(479)	0	0	0	(479)	0		479			
	Ramsey Food Hall (CPCA)	(1,150)	0	0	(295)	(1,445)	(69)		1,445			
	Ramsey Public Realm	0	0	0	0	0	0	(23)	(23)			
	St Neots Masterplan Phase 1	(285)	0	0	0	(285)	(100)	(50)	235			
	Upgrade works at Fareham	(400)	0	0	0	(400)	(400)	(1,808)	(1,408)			
	OLSI Pitch Replacement (CIL)	(175)	0	0	(275)	(450)	(450)	(175)	275			
	Sites for SMEs	0	0	0	0	0	0	(6)	(6)			
	Wayfinding	0	0	(200)	0	(200)	(30)	(47)	153			
	Smarter Towns	0	0	(71)	0	(71)	(72)	(15)	56			
	Moores Walk	0	0	(14)	0	(14)	(2)		14			
	Small Accelerated Projects	0	0	(13)	0	(13)	(13)	(6)	7			
	Housing Fund	0	0	0	(744)	(744)	(2,480)	(1,829)	(1,085)			
	Changing Places	0	0	0	0	0	0	(45)	(45)			
		(19,030)		(1,322)	(1,314)	(21,666)	(9,156)	(8,358)	13,308			
	Use of Capital Reserves											
	Community Infrastructure Levy Reserve	(3,476)	0	0	0	(3,476)	(3,885)	(2,174)	1,302			
		(3,476)		0	0	(3,476)	(3,885)	(2,174)	1,302			
	Capital Receipts											
	Loan Repayments	(9)	0	0	0	(9)	(91)	(121)	(112)			
	Housing Clawback Receipts	(350)	0	0	0	(350)	(350)	(15)	335			
	Asset Sales	0	0	0	0	0	(18)	0	0			
		(359)		0	0	(359)	(459)	(136)	223			
	Net	6,527		1,122	0	7,649	4,167	2,739	(4,910)			

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Treasury Management Outturn Report 2023/24

Meeting/Date: Overview & Scrutiny Panel (Performance and Growth) – 5th June 2024

Executive Portfolio: Executive Councillor for Finance & Resources

Report by: Director of Finance and Resources

Ward(s) affected: All Wards

RECOMMENDATION

The Overview and Scrutiny Panel is invited to comment on;

- The Treasury Management Outturn Report 2023/24 attached. This report sets out treasury management activity from 1st April 2023 to 31st March 2024, and the prudential indicators and treasury indicators as at 31st March 2024.

**Public
Key Decision - No**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title: Treasury Management Outturn Report 2023/24

Meeting/Date: Cabinet – 18th June 2024

Executive Portfolio: Strategic Resources: Councillor B A Mickelburgh
(Executive Councillor for Finance & Resources)

Report by: Chief Finance Officer

Ward(s) affected: All Wards

Executive Summary:

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

The Council's 2023/24 Treasury Management Strategy was approved by the Council on the 22nd February 2023 and this report sets out the treasury performance for period between 1st April 2023 and 31st March 2024.

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 2023/24 influencing the Council's decision-making were.

- During 2023/24 inflation rates remained high, although rates starting easing towards the end of 2023/24. High rates of inflation (and remaining higher for longer than expected), has resulted in interest rates also remaining higher for longer than initially forecast.
- The Bank of England Bank Rate was at 4.25% at the start of the financial year and had increased to 5.25% by March 2024. With forecasts

indicating falls in 2024/25.

- Market rates increased during the year (but not as substantially as 2022/23), with the council's weighted average interest earned rate increasing from 3.85% as at 31st March 2023 to 5.22% as at 31st March 2024. Rates therefore remained high for the post financial crash period.

The Council's responses to the key issues were.

- When the Council has surplus funds, these were primarily invested on a short-term basis, in the Debt Management Office, money market funds and bank deposits.
- Where possible to take a higher return without sacrificing liquidity.
- If borrowing the Council would use the Public Works Loan Board (PWLB), which offers low fixed rate borrowing, based on gilt yields over a long period.
- Where economic and credit conditions are forecast to deteriorate it is vital to monitor financial institutions credit rating, and credit default swap rates (the cost to insure lending) in order to assess counterparty risk. This information is provided by the Council's treasury adviser – Link Group, the provision of information includes a credit alerts system.

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, table 17, table 18 and Annex A**.

These investments generated £2.4m of investment income for the Council in 2023/24 after taking account of direct costs. The breakdown of the property's portfolio is shown in **Table 8 and Annex A**, 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 2023/24 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 2023/24, 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 2023/24 Treasury Management Strategy at its meeting on 22nd February 2023.
- 2.3 All treasury management activity undertaken during 2023/24 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 2023/24 and the details of the investments and loans held as at 31st March 2024 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 **tables 10 to 16 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 5th June 2024.*

List of Appendices;

Appendix A

- Economic review (source: Link Group)
- Borrowing and Investment as at 31st March 2024
- Risk Management
- Non-treasury Investments
- Treasury Management Indicators

Appendix B

- Capital Prudential Indicators

Appendix C

- Glossary

CONTACT OFFICERS

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Sharon Russell-Surtees, Chief Finance Officer

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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 2023/24 was approved at a meeting on 22nd February 2023. 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 22nd February 2023.

2.0 External Context

2.1 The UK Economy

Against a backdrop of stubborn inflationary pressures, the Russian invasion of Ukraine, and war in the Middle East, UK interest rates have continued to be volatile right across the yield curve, from Bank Rate through to 50-year gilt yields, for all of 2023/24.

Markets have sought an end to central banks' on-going phase of keeping restrictive monetary policy in place on at least one occasion during 2023/24 but to date only the Swiss National Bank has cut rates and that was at the end of March 2024.

UK, EuroZone and US 10-year yields have all stayed stubbornly high throughout 2023/24. The table below provides a snapshot of the conundrum facing central banks: inflation is easing, albeit gradually, but labour markets remain very tight by

historical comparisons, making it an issue of fine judgment as to when rates can be cut.

Table 1: Economic Indicators

	UK	Eurozone	US
Bank Rate	5.25%	4%	5.25%-5.5%
GDP	-0.3%q/q Q4 (-0.2%/y/y)	0.0%q/q Q4 (0.1%/y/y)	2.0% Q1 Annualised
Inflation	3.4%/y/y (Feb)	2.4%/y/y (Mar)	3.2%/y/y (Feb)
Unemployment Rate	3.9% (Jan)	6.4% (Feb)	3.9% (Feb)

The Bank of England sprung no surprises in their March meeting, leaving interest rates at 5.25% for the fifth time in a row and, despite no MPC members no longer voting to raise interest rates, it retained its relatively hawkish guidance. The Bank’s communications suggest the MPC is gaining confidence that inflation will fall sustainably back to the 2.0% target. However, although the MPC noted that “the restrictive stance of monetary policy is weighing on activity in the real economy, is leading to a looser labour market and is bearing down on inflationary pressures”, conversely it noted that key indicators of inflation persistence remain elevated and policy will be “restrictive for sufficiently long” and “restrictive for an extended period”.

Of course, the UK economy has started to perform a little better in Q1 2024 but is still recovering from a shallow recession through the second half of 2023. Indeed, Q4 2023 saw negative GDP growth of -0.3% while y/y growth was also negative at -0.2%.

But it was a strange recession. Unemployment is currently under 4%, against a backdrop of still over 900,000 job vacancies, and annual wage inflation is running at above 5%. With gas and electricity price caps falling in April 2024, the CPI measure of inflation - which peaked at 11.1% in October 2022 – is now forecast to slide below the 2% target rate in April and to remain below that Bank of England benchmark for the next couple of years, according to Capital Economics. The Bank of England still needs some convincing on that score, but upcoming inflation and employment releases will settle that argument shortly. It is noted that core CPI was still a high 4.5% in February and, ideally, needs to fall further.

Shoppers largely shrugged off the unusually wet weather in February, whilst rising real household incomes should support retail activity throughout 2024. Furthermore, the impact of higher interest rates on household interest payments is getting close to its peak, even though fixed rate mortgage rates on new loans have shifted up a little since falling close to 4.5% in early 2024.

From a fiscal perspective, the further cuts to national insurance tax (from April) announced in the March Budget will boost real household disposable income by 0.5 - 1.0%. After real household disposable income rose by 1.9% in 2023, Capital Economics forecast it will rise by 1.7% in 2024 and by 2.4% in 2025. These rises in real household disposable income, combined with the earlier fading of the drag from previous rises in interest rates, means GDP growth of 0.5% is envisaged in 2024 and

1.5% in 2025. The Bank of England is less optimistic than that, seeing growth struggling to get near 1% over the next two to three years.

2.2 Equity Markets

As for equity markets, the FTSE 100 has risen to nearly 8,000 and is now only 1% below the all-time high it reached in February 2023. The modest rise in UK equities in February was driven by strong performances in the cyclical industrials and consumer discretionary sectors, whilst communications and basic materials have fared poorly.

Despite its performance, the FTSE 100 is still lagging behind the S&P 500 (US index), which has been at an all-time high for several weeks.

2.3 Global

USA.

Despite the markets willing the FOMC (Federal Open Market Committee, set the interest rate in the US) to cut rates as soon as June 2024, the continued resilience of the economy, married to sticky inflation, is providing a significant headwind to a change in monetary policy. Markets currently anticipate three rate cuts this calendar year, but two or less would not be out of the question. Currently, policy remains flexible but primarily data driven.

In addition, the Federal Reserve (US central bank) will want to shrink its swollen \$16 trillion balance sheet at some point. Just because the \$ is the world's foremost reserve currency (China owns over \$1 trillion) does not mean the US can continually run a budget deficit. The mix of stubborn inflation and significant treasury issuance is keeping treasury yields high. The 10 year stands at 4.4%.

As for inflation, it is currently a little above 3%. The market is not expecting a recession, but whether rates staying high for longer is conducive to a soft landing for the economy is uncertain, hence why the consensus is for rate cuts this year and into 2025, but how many and when?

Euro Zone

Although the Euro-zone inflation rate has fallen to 2.4%, the ECB (European Central Bank) will still be mindful that it has further work to do to dampen inflation expectations. However, with growth steadfastly in the slow lane (GDP flatlined in 2023), a June rate cut from the current 4% looks probable.

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 mechanism applies to the CCLA Property Fund in which the council has £4m invested.

IFRS 16 Leases

IFRS16 which will have the effect of bringing currently off-balance sheet leased assets onto the balance sheet, has been delayed by accounting regulators until 2024/25.

3.0 Local Context

On 31st March 2024, the Council had net investing of £32.08m 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. The CFR is a measure of the Council's indebtedness

These factors are summarised in Table 2 below.

Table 2: Balance Sheet Summary

	31.3.24 Actual £m
General Fund CFR	72.3
Less: *Other debt liabilities	(0.5)
Total CFR	71.8
External borrowing	(34.3)
Internal borrowing	37.5
Balance Sheet Resources ⁽¹⁾⁽²⁾	(105.8)
Investments	(68.3)

⁽¹⁾Includes debtors, stock, long term debtor, overdraft, creditors, capital grants received in advance, provisions, long term liabilities, usable reserves.

⁽²⁾This is an unaudited figure.

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

The treasury management position as at 31st March 2024 and the change during the year is shown in Table 3 below.

Table 3: Treasury Management Summary

	30.3.23 Balance £m	Movement £m	31.3.24 Balance £m	31.3.24 Rate %⁽¹⁾
Long-term borrowing	34.36	(0.09)	34.27	2.84
Short-term borrowing	0.00	0.00	0.00	
Total borrowing	34.36	(0.09)	34.27	2.84
Long-term investments	4.00	0.00	4.00	4.62
Short-term investments	40.00	5.60	45.60 ⁽²⁾	5.19
Cash and cash equivalents	11.52	5.23	16.75	5.19
Total investments	55.52	10.83⁽³⁾	66.35	5.15
Net Investing	21.16	10.74	32.08	

⁽¹⁾Weighted average

⁽²⁾This does not include loans to local organisations, as these are not considered investments. This is DMO deposits.

⁽³⁾This is a net movement, investments made were £587.73m and investments returned £576.90m.

3.1 Borrowing Strategy during the period

At 31st March 2024, the Council held £34.27m of loans, a decrease of £0.09m from 31st March 2023. The main decrease resulted from the council repaying PWLB borrowing related to the Cambridge Regional College loan. Outstanding borrowing on 31st March are summarised in Table 4 below.

Table 4: Borrowing Position

	30.3.23 Balance £m	Net Movement £m	31.3.24 Balance £m	31.3.24 Weighted Average Rate %	31.3.24 Weighted Average Maturity (years)
Public Works Loan Board	34.33	(0.08)	34.25	2.84%	20.5
Salix	0.03	(0.01)	0.02	0.00%	1.9
Short-term ⁽¹⁾	0.00	0.00	0.00	0.00%	0.0
Total borrowing	34.36	(0.09)	34.27	2.84%	20.5

⁽¹⁾There has been no short-term borrowing in 2023/24

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 if necessary short-term loans instead. The Council had not used short-term loans facility in this financial year.

It was anticipated that the Council's CFR would increase due to the capital programme expenditure. 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	33.75
PWLB 12	506436	5,000,000	2.78	13.52
PWLB 13	508696	7,291,685	2.49	14.95
PWLB 15	509389	11,963,000	2.18	15.25
Salix		17,550	0.00	1.88
Total borrowing		34,272,235	2.84	20.50

The Council's borrowing decisions are not predicated on any one outcome for interest rates and a balanced portfolio of medium and long-term borrowing is 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 31.03.2024 was 5.22% (31.03.2023 3.85%).

	30.3.23	Net	31.3.24	31.3.24	31.3.24
	Balance	Movement	Balance	Weighted	Weighted
	£	£m	£m	Income	Average
				Return ^(1,2)	Maturity ⁽⁴⁾
				%	days
Banks & building societies (unsecured)	1,121,000	(568,000)	553,000	3.24%	1
Government DMO	40,000,000	5,600,000	45,600,000	5.19%	17
Money Market Funds	10,400,000	5,800,000	16,200,000	5.25%	1
Loans to other organisation	2,080,000	(92,000)	1,988,000	7.25% ⁽³⁾	1,628 ⁽⁵⁾
Other Pooled Funds .					
- <i>Property funds</i>	4,000,000	0	4,000,000	4.62%	>365
Total investments	57,601,000	10,740,000	68,341,000	5.22%	

⁽¹⁾Weighted Income return is based on the rate of return and the investments held as at 31/03/2024.

⁽²⁾Returns as at 31/03/2023, Banks and Building Societies 0.10%, Government 3.96%, MMFs 3.68%, Loans 4.24%, Property Fund 3.98%.

⁽³⁾This includes the annual average rate for the Urban and Civic loan, 7.4%, which is a variable (monthly) rate. The loans to Cambridge Regional College and Huntingdon Gym Club were paid off during 2023/24.

⁽⁴⁾Measured from 31/03/2024 not the deposit date.

⁽⁵⁾Approximately 4.5 years

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

	Portfolio Risk Score⁽¹⁾	Average Credit Rating	Weighted Average Maturity (days)	Rate of Return %
31.03.2023	1.04	AA	17	3.92
30.09.2023	1.03	AA	42	5.27
31.03.2024	1.02	AA	17	5.16

⁽¹⁾This score 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 £184,685 (4.62%), for period of 1st April 2023 to 31st March 2024 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.

Commercial Investment Property (Summary)	31/03/2023 Value £000s	Gain/(Loss) Addition £000s	31/03/2024 Value ⁽¹⁾ £000s
Legacy Properties;			
Huntingdon	21,599	(7)	21,592
St Ives	1,415	29	1,444
St Neots	7,314	(36)	7,278
	30,328	(14)	30,314
CIS Properties			
2 Stonehill	2,481	(205)	2,276
80 Wilbury Way	1,873	35	1,908
Shawlands Retail Park	6,055	(273)	5,783
1400 & 1500 Parkway	4,037	0	4,037
Rowley Arts Centre, St Neots	6,641	269	6,910
Little End Road, St Neots	3,321	(33)	3,288
Tri-link, Wakefield	14,748	(62)	14,686
Alms Close	1,447	2	1,449
	40,603	(267)	40,337
Total	70,931	(281)	70,651

⁽¹⁾The valuations are still subject to review and audit

These investments generated £3.92m (2022/23 £5.36m) of investment income for the Authority for 2023/24, a decrease of 37% on 2022/23, as a result of reduced rents at Fareham, Stonehill and Rowley Arts Centre. This is a yield of 5.55% (2022/23 7.58%).

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

	2022/23 Actual £000s	2023/24 Actual £000s	2024/25 Budget £000s	2025/26 Budget £000s	2026/27 Budget £000s
Gross service expenditure	83,412	80,918	81,168	78,839	75,936
Net Investment income;					
Commercial Property	4,177	2,624	3,330	3,547	3,615
Service Investments	92	147	120	120	120
Proportion	5%	3%	4%	5%	5%

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 current counterparty rates start to fall, and a more diverse portfolio is required to maintain returns.

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 has attended meetings with the council's 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 undertaken during 2024/25.

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 11 below.

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 10 below.

Table 10: Debt Limits

	31.3.24 Actual £m	2023/24 Operational Boundary £m	2023/24 Authorised Limit £m	Complied?
General	10.02	70.00	80.00	Yes
Service Loans	0.00	15.00	20.00	Yes
CIS	24.25	30.00	35.00	Yes
Total debt	34.27	115.00	135.00	

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

Table 11: Investment Limits

	31.3.24 Actual £m	2023/24 Limit £m	Complied?
Deposit Accounts			
NatWest	0.552	4.00	Yes
Barclays	0.001	4.00	Yes
Government and LAs			
Debt Management Office (DMO) - HMG	45.60	unlimited	Yes
Money Market Funds			
Aberdeen Liquidity Fund	2.40	4.00	Yes
BlackRock Institutional sterling liquidity Fund	2.40	4.00	Yes
CCLA Public Sector Deposit Fund	2.00	4.00	Yes
Federated Short Term Prime Fund	2.20	4.00	Yes
HSBC ESG	2.40	4.00	Yes
Insight Liquidity Funds	1.20	4.00	Yes
Invesco	2.40	4.00	Yes
Legal & General Sterling Liquidity Fund	1.20	4.00	Yes
Total	62.35		
Long-term Investments			
CCLA Property Fund	4.00	5.00	Yes
	66.35		

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⁽¹⁾

	31.3.24 Actual	2023/24 Target	Complied?
Portfolio average credit rating	AA	A-	Yes

⁽¹⁾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

	30.3.24 Actual £m	2023/24 Target £m	Complied?
Total cash available within 3 months	62.35	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	31.3.24 Actual	2023/24 Limit	Complied?
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£436,171 (Net Income)	£630,000 (Income)	Yes
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£436,171 (Net Expenditure)	£630,000 (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 2023/24 was £3.5m (2022/23 £1.3m) and total interest paid £1.0m (2022/23 £1.0m).

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	31.3.24 Actual	Upper Limit	Lower Limit	Complied?
Under 12 months	0.0%	80%	0%	Yes
12 months and within 24 months	0.1%	80%	0%	Yes
2 years and within 5 years	0.0%	80%	0%	Yes
5 years and within 10 years	0.0%	100%	0%	Yes
10 years and within 20 years	70.8%	100%	0%	Yes
20 years and above	29.1%	100%	0%	Yes
Total	100%			

Long Term Treasury Management Investments

The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments.

Table 16: Long Term Treasury Management Investments

Price risk indicator	2023/24 Limit £m	2023/24 Actual £m
Limit on principal invested beyond year end	12.0	4.0

Other Indicators - CIS

The council has adopted voluntary indicators for the Commercial Investment Strategy properties.

Table 17: Other Indicators (CIS)

Indicator	2023/24 Forecast	2023/24 Actual	2024/25 Forecast
Interest Cover Ratio	1.7	1.6	2.1
Loan to Value Ratio	104.9%	103.6%	104.9%
Gross Rent Multiplier	12.7	14.0	13.6

Interest cover ratio is used to measure how readily a business can pay the interest due on loans. The higher the number, the increased likelihood that the interest will be paid. The reduction in 2023/24 is due to the vacant units at Fareham, Stonehill and Rowley Arts Centre. Loan to value is the value of the loan to the value of the property. If the percentage is over 100% that means the value of loan is currently more than the value of the property. Gross rent multiplier is the value of a property compared to its annual rental income the lower the number the more attractive the investment is.

Table 18: Net Income from Commercial and Service Investments

	2022/23 Actual £000s	2023/24 Actual £000s	2024/25 Budget £000s	2025/26 Budget £000s	2026/27 Budget £000s
Net income from Commercial and Service Investments	4,269	2,771	3,450	3,667	3,735
Net revenue stream	17,303	22,170	25,413	26,432	24,205
Proportion	25%	12%	14%	14%	15%

Commercial Investment Property Listing

Annex A

Commercial Investment Property	31/03/2023 Value £000s	Gain/(Loss) Additions £000s	31/03/2023 Value £000s
Legacy Properties;			
Huntingdon			
Cinema and Shops	540	12	552
Oak Drive Shops	977	134	1,111
Mayfield Road Shops	750	(8)	742
Pub Site Sapley Square	193	0	193
Oak Tree Health Centre	11,786	0	11786
Clifton Road Industrial Units	1,825	0	1825
Alms Close Industrial Units	1,453	102	1,555
Land Clifton Road	144	0	144
Land St Peters Road	2,930	0	2,930
Land Redwongs Way	380	5	385
Phoenix Court Units	621	(252)	369
	21,599	(7)	21,592
St Ives			
Library Row Shops	532	29	561
Enterprise Centre	883	0	883
	1,415	29	1,444
St Neots			
Queens Gardens Shops	430	78	508
Naseby Gardens Shops	273	0	273
Leys Road Shops	117	9	126
Cambridge Street Shops	140	(8)	132
Cambridge Street Warehouse and Yard	719	0	719
Levellers Lane Industrial Units	5,220	(115)	5,105
Caravan Site Rush Meadows	257	0	257
Café Riverside Park	158	0	158
	7,314	(36)	7,278
Total	30,328	(14)	30,314
CIS Properties			
2 Stonehill, Huntingdon	2,481	(205)	2,276
80 Wilbury Way, Hitchin	1,873	35	1,908
Shawlands Retail Park, Sudbury	6,055	(273)	5,783
1400 & 1500 Parkway, Fareham	4,037	0	4,037
Rowley Arts Centre, St Neots	6,641	269	6,910
Little End Road, St Neots	3,321	(33)	3,288
Tri-link, Wakefield	14,748	(62)	14,686
Alms Close, Huntingdon	1,447	2	1,449
	40,603	(267)	40,337
Total	70,931	(281)	70,651

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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 often 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 2023/24.

Table 1: Summary of Capital Expenditure in £000s

	2023/24 Original Budget £000s	2023/24 Current Budget £000s	2023/24 Outturn £000s
Property, Plant and Equipment	4,661	6,291	2,421
Investment Properties	1,802	2,262	1,833
Intangible Assets	102	168	81
REFCUS	19,419	20,916	8,477
Assets Under Construction	0	0	595
Community	3,202	3,207	0
Loan	206	306	0
Total	29,392	33,150	13,407

The major variations (out of a total of £19.7m) between the current budget and the outturn include;

Underspends and rephasings;

- Market Towns programme £13.9m
- Hinchbrooke Country Park £2.6m
- Vehicles and Plant £1.1m
- Commercial Property Improvements £0.9m
- Community Infrastructure Levy Funding and Planning £1.4m
- Car Parking £0.4m
- IT hardware and software £0.6m
- Parks schemes £0.5m
- Finance schemes £0.2m

Overspends

- Fareham Improvements £0.5m (Funded from reserves)

- Housing Fund £0.9m (Funded from external grant)
- Disabled Facilities Grants £0.5m (Extra grant of £0.4m was received, the net extra expenditure was £0.1m)

Full details of the variances are included in the Finance Performance Report Outturn 2023/24.

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

	2023/24 Original Budget £000s	2023/24 Current Budget £000s	2023/24 Outturn £000s
Capital Receipts	359	359	136
Capital Grants and Contributions	19,030	21,666	6,358
Community Infrastructure Levy	3,476	3,476	2,365
Earmarked Reserve	0	0	1,808
Minimum Revenue Provision	2,771	2,771	2,660
Internal Borrowing	3,756	4,878	80
Total	29,392	33,150	13,407

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).

The CFR figure is a gauge of the Council's indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the 2023/24 unfinanced capital expenditure, and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.

Table 3: Summary of Capital Financing Requirement (CFR)

	2023/24 Original Budget £000s	2023/24 Current Budget £000s	2023/24 Outturn £000s
Opening CFR	71,592	72,261	72,261
Net expenditure	6,527	7,648	2,739
MRP	(2,771)	(2,771)	(2,660)
Closing CFR	75,348	77,138	72,340

Note the 2023/24 budget is set before the 2022/23 outturn is known, and as a result underspends in 2022/23 are not taken into account in the CFR balance.

Reducing the CFR. The Council's underlying borrowing need (the CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge, called the Minimum Revenue Provision – MRP, to reduce the CFR. This is effectively a repayment of borrowing need. External debt can also be borrowed or repaid at any time, but this does not change the CFR.

The total CFR can also be reduced by:

- the application of additional capital financing resources, (such as unapplied capital receipts); or
- charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).

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 loan principal also generate capital receipts.

Table 4: Summary of the capital receipts

	2023/24 Original Budget £000s	2023/24 Current Budget £000s	2023/24 Outturn £000s
Housing clawback	350	350	15
Loan Repayments	9	9	121
Total	359	359	136

Table 5: Gross Debt and the Capital Financing Requirement

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term.

	2023/24 Original Budget £000s	2023/24 Actual £000s	Complied
Debt (including leases)	34,300	34,816	N/A
Capital Financing Requirement	75,300	72,340	N/A
Excess of CFR over Debt	41,000	37,524	Yes

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

Table 6: Proportion of financing costs to net revenue stream

	2022/23 Actual £000s	2023/24 Actual £000s	2024/25 Budget £000s	2025/26 Budget £000s	2026/27 Budget £000s
Net revenue stream	17,303	22,170	25,413	26,432	24,205
Financing Costs	2,103	101	2,344	2,842	3,411
Proportion of net revenue stream	12%	0.5%	9%	11%	14%

GLOSSARY**Bail in Risk**

Bail in risk arises from the failure of a bank. Bondholders 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 Rate

The official interest rate of the Bank of England, this rate is charged by the bank on loans to commercial banks.

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.

Basis Point

1/100th of 1% i.e., 0.01%. 10 basis points is 0.1%.

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).

Certificate of Deposit

Evidence of a deposit with a financial institution repayable on a fixed date. They are negotiable instruments, and have a secondary market, and can be sold before maturity.

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.)

Constant Net Asset Value (CNAV)

Constant Net Asset Value refers to funds which use amortised cost accounting to value all of their assets. They aim to maintain a Net Asset Value (NAV), or value of a share of the fund at £1 and calculate their price to 2 decimal places.

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 +/-.

DMADF

The Debt Management Account Deposit Facility. This is run by the UK's Debt Management Office and provides investors with the ability to invest with UK central government.

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, which 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.

Forward Deal

The act of agreeing today to deposit/loan funds for an agreed time limit at an agreed date and rate.

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.

MiFID

Markets in Financial Instruments Directive, is a regulation that increases the transparency across the EU's financial markets and standardises the regulatory disclosures required. In force since 2008.

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 council, 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 council which would be capital expenditure if those assets were acquired, produced or constructed for use by the council.

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.

UN Principles for Responsible Banking

Are a unique framework for ensuring that signatory banks' strategy and practice align with the vision society has set out for its future in the Sustainable Development Goals and the Paris Climate Agreement.

The framework consists of 6 Principles designed to bring purpose, vision and ambition to sustainable finance. They were created in 2019 through a partnership between founding banks and the United Nations. Signatory banks commit to embedding these 6 principles across all business areas, at the strategic, portfolio and transactional levels.

- Principle 1: Alignment, align business strategy with individual's goals as expressed in the sustainable development goals, the Paris Climate Agreement and national and regional frameworks.
- Principle 2: Impact and Target Setting, increase positive impacts and reduce negative impacts on, and managing the risks to people and environment.
- Principle 3: Clients and Customers, work with clients and customers to encourage sustainable practices and enable economic activities that create shared prosperity.
- Principle 4: Stakeholders, engage with stakeholders to achieve society's goals.
- Principle 5: Governance and Culture, implement the commitment to these principles through effective governance.
- Principle 6: Transparency and Accountability, periodic review of the implementation of these principles, and be transparent about and accountable for the positive and negative impacts, and the contribution to society's goals.

A 3-step process guides signatories through implementing their commitment:

1. Impact Analysis: identifying the most significant impacts of products and services on the societies, economies and environments that the bank operates in.
2. Target Setting: setting and achieving measurable targets in a banks' areas of most significant impact.
3. Reporting: publicly report on progress on implementing the Principles, being transparent about impacts and contributions.

UN Principles for Responsible Investments

The 6 principles for responsible investments offer possible actions for incorporating ESG issues into investment practice.

The principles that the signatories sign up to are;

- **Principle 1:** We will incorporate ESG issues into investment analysis and decision-making processes.
- **Principle 2:** We will be active owners and incorporate ESG issues into our ownership policies and practices.
- **Principle 3:** We will seek appropriate disclosure on ESG issues by the entities in which we invest.
- **Principle 4:** We will promote acceptance and implementation of the Principles within the investment industry.
- **Principle 5:** We will work together to enhance our effectiveness in implementing the Principles.
- **Principle 6:** We will each report on our activities and progress towards implementing the Principles.

The Principles for Responsible Investment were developed by an international group of institutional investors reflecting the increasing relevance of environmental, social and corporate governance issues to investment practices. The process was convened by the United Nations Secretary-General.

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