



A meeting of the **COUNCIL** will be held in **CIVIC SUITE (LANCASTER / STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **WEDNESDAY, 16 JULY 2025** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1. THOUGHT FOR THE DAY

Reverend Nicholas Witham to open the meeting with a 'Thought for the Day'.

2. MINUTES (Pages 7 - 12)

To approve as a correct record the Minutes of the meeting of the Council held on 15th May 2025.

Time Allocation: 2 Minutes.

3. MEMBERS' INTERESTS

To receive from Members declarations as to disclosable pecuniary, other registerable and non-registerable interests in relation to any Agenda item. See Notes below.

Time Allocation: 2 Minutes.

4. CHAIR'S ENGAGEMENTS AND ANNOUNCEMENTS (Pages 13 - 14)

To note the Chair's engagements since the last Council meeting.

Time Allocation: 5 Minutes.

5. NOTICE OF MOTION

Motion from Councillor N Hunt

The Council notes that:

- The Ask for Angela scheme that began in 2016 and helps anyone feeling unsafe while in a bar, pub, or club to get the support they need – by saying the

code word 'Angela' to staff in participating licensed venues to indicate they are feeling vulnerable.

- HDC is due to review its licensing policy later in 2025.

The Council believes that:

- Everyone in Huntingdonshire deserves to be safe wherever they are - including in bars, pubs, and clubs.
- Women are disproportionately more likely to feel unsafe in bars, pubs, and clubs.

The Council resolves that:

- As part of the licensing review later in 2025, commit to exploring how the council can support the proper operation of the Ask for Angela scheme as 'best practice' for licenced venues in Huntingdonshire and encourage all licensed venues in Huntingdonshire to operate the scheme, including relevant training for venue staff.
- Commit to exploring how the council can support wider adoption and better operation of the Ask for Angela scheme as part of the review of HDC's licensing policy later this year - including potentially updating the policy to achieve this.
- Use the council's communication channels to raise awareness of the Ask for Angela scheme so local residents know how to discreetly ask for help when feeling unsafe in a licensed premise.
- Engage with neighbouring councils where the scheme is more widespread to pick up best practice about how this council can support further uptake and better operation of the scheme.

Time Allocation: 20 Minutes.

6. QUESTIONS BY MEMBERS OF THE PUBLIC

To answer any questions submitted by the public in accordance with the Constitution.

The deadline for the receipt of public questions is five days prior to the meeting and must be submitted to the Monitoring Officer.

7. STATE OF THE DISTRICT

The Executive Leader Councillor S J Conboy to address the Council on behalf of the Joint Administration on the State of the District.

The Chair will invite the Leader of the Opposition to respond to the address.

Time Allocation: 40 Minutes

8. QUESTIONS TO MEMBERS OF THE CABINET

In accordance with the Council Procedure Rules, all questions –

- Must be relevant to an item which the Council has powers or duties;
- Must not relate to an item which is included elsewhere on the Agenda
- Should be limited to obtaining information or pressing for action; and
- Should not exceed two minutes in duration.

Questions should not divulge or require to be divulged, confidential or exempt information.

Time Allocation: 30 Minutes.

9. DISCRETIONARY CHARGES IN PLANNING INFRASTRUCTURE AND PUBLIC PROTECTION (Pages 15 - 30)

The Executive Councillor for Finance and Resources, Councillor B A Mickelburgh to present a report regarding Discretionary Charges in Planning, Infrastructure and Public Protection.

(The report was considered by the Overview and Scrutiny Panel (Performance and Growth) and the Cabinet at their meetings in June 2025. The Cabinet endorsed the recommendations).

Time Allocation: 10 Minutes.

10. TREASURY MANAGEMENT OUTTURN REPORT 2024/25 (Pages 31 - 70)

The Executive Councillor for Finance and Resources, Councillor B A Mickelburgh to present a report regarding Treasury Management Outturn Report 2024/25.

(The report was considered by the Overview and Scrutiny Panel (Performance and Growth) and the Cabinet at their meetings in June 2025. The Cabinet endorsed the recommendations).

Time Allocation: 10 Minutes

11. CORPORATE PERFORMANCE INDICATORS 2025/26 (Pages 71 - 98)

The Executive Councillor for Resident Services and Corporate Performance, Councillor S W Ferguson to present a report regarding Corporate Performance Indicators 2025/26.

(The report was considered by the Overview and Scrutiny Panel (Performance and Growth) and the Cabinet at their meetings in June 2025. The Cabinet endorsed the recommendations).

Time Allocation: 10 Minutes.

12. OVERVIEW AND SCRUTINY ANNUAL REPORT (Pages 99 - 120)

Councillor N J Hunt to present the Overview and Scrutiny Annual Report.

Time Allocation: 5 Minutes.

13. CAMBRIDGE AND PETERBOROUGH COMBINED AUTHORITY CHANGES TO MEMBERS ALLOWANCES

The Executive Councillor Leader, Councillor S J Conboy to present a report regarding Cambridgeshire and Peterborough Combined Authority – Members' Allowances Schemes.

Time Allocation: 5 Minutes.

14. CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY - UPDATE (Pages 121 - 142)

This item provides an opportunity for District Council Members to ask questions on Cambridgeshire and Peterborough Combined Authority issues.

If Members wish to raise questions or issues requiring a detailed response, it would be helpful if they can provide prior notice so that the necessary information can be obtained in advance of the meeting.

Time Allocation: 20 Minutes.

15. USE OF SPECIAL URGENCY PROVISIONS 2024/25 (Pages 143 - 148)

The Council's Access to Information Procedure Rules require the Executive Leader to report on Executive Decisions taken under Special Urgency provisions annually to the Council. A report by the Executive Leader is attached.

Time Allocation: 5 Minutes.

16. OUTCOMES FROM COMMITTEES AND PANELS (Pages 149 - 152)

An opportunity for Members to raise any issues or ask questions arising from recent meetings of the Council's Committees and Panels.

A list of meetings held since the last Council meeting is attached for information and Members are requested to address their questions to Committee and Panel Chairs.

Time Allocation: 10 Minutes.

17. VARIATIONS TO THE MEMBERSHIP OF COMMITTEES AND PANELS

Group Leaders to report on variations to the Membership of Committees and Panels if necessary.

Time Allocation: 5 Minutes.

8 day of July 2025

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

Please contact Mrs Lisa Jablonska, Elections and Democratic Services Manager, Tel No. 01480 388004 / e-mail Lisa.Jablonska@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.

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the COUNCIL held in CIVIC SUITE (LANCASTER / STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN on Thursday, 15 May 2025.

PRESENT: Councillor S R McAdam – Chair.

Councillors T Alban, B S Banks, A Blackwell, R J Brereton, M J Burke, E R Butler, S Bywater, J R Catmur, S Cawley, B S Chapman, S J Conboy, S J Corney, A E Costello, S J Criswell, L Davenport-Ray, D B Dew, S W Ferguson, I D Gardener, C M Gleadow, K P Gulson, J E Harvey, M A Hassall, P J Hodgson-Jones, S A Howell, N J Hunt, A R Jennings, P A Jordan, M Kadewere, P Kadewere, D N Keane, J E Kerr, C Lowe, R Martin, B A Mickelburgh, S Mokbul, J Neish, Dr M Pickering, B M Pitt, T D Sanderson, D J Shaw, R A Slade, S L Taylor, I P Taylor, D Terry, C H Tevlin, S Wakeford and N Wells.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors M L Beuttell, J Clarke, J A Gray and D L Mickelburgh.

1. ELECTION OF CHAIR

It was proposed by Councillor T D Sanderson, seconded by Councillor S Wakeford and upon being put to the vote it was

RESOLVED

that Councillor D Dew be appointed Chair of the Council for the ensuing Municipal Year.

Councillor D Dew in the Chair.

Councillor Dew made the Statutory Declaration of Acceptance of Office.

The Chair paid tribute to the way in which Councillor McAdam had performed his duties as Chair of the District Council over the course of the last year and having proposed a vote of thanks to him, which was seconded by Councillor S J Conboy, presented Councillor McAdam with his past Chair's badge.

2. MINUTES

The Minutes of the meeting of the Council held at 7:00pm on the 26th March 2025 and at 7:30pm on 26th March 2025 were approved as a correct record and signed by the Chair.

3. MEMBERS' INTERESTS

No declarations were received.

4. APPOINTMENT OF VICE-CHAIR

A proposal to appoint Councillor R A Slade to the Vice-Chair was proposed by Councillor T D Sanderson and seconded by Councillor S Wakeford.

A proposal to appoint Councillor S Bywater to the Vice-Chair was proposed by Councillor R Martin and seconded by Councillor T Alban.

Upon being put to the vote it was

RESOLVED

that Councillor R A Slade be appointed Vice-Chair of the Council for the ensuing Municipal Year.

Councillor Slade made the Statutory Declaration of Office.

Councillor Dew paid tribute to former Councillor Keith Baker who had recently passed away, following which the Council observed a minutes silence as a mark of respect for their former colleague.

5. APPOINTMENT OF CABINET

The Executive Leader, Councillor S J Conboy announced that she had appointed Councillors T D Sanderson, S Wakeford, L Davenport-Ray, S W Ferguson, J E Harvey, S A Howell, J E Kerr and B Mickelburgh to the Cabinet for the ensuing Municipal Year. She also announced that Councillor T D Sanderson would be appointed Deputy Executive Leader and Councillor S Wakeford would be appointed Assistant Deputy Executive Leader.

Councillor S L Taylor addressed the Council upon stepping down from the Cabinet and expressed her thanks to Cabinet colleagues and Officers for their support and encouragement during her time in the role.

6. REPRESENTATION OF POLITICAL GROUPS ON DISTRICT COUNCIL COMMITTEES, ETC

A report was submitted by the Elections and Democratic Services Manager (a copy of which was appended in the Minute Book) relating to the principles and proportionality to be applied to the appointment of Committees and Panels in accordance with Section 15 of the Local Government and Housing Act 1989 and Part II of the Local Government Act 2000.

Whereupon it was

RESOLVED

that the allocation of seats on District Council Committees and Panels to political groups and non-aligned Members be determined as set out in the report now submitted.

7. OVERVIEW AND SCRUTINY PANELS

RESOLVED

that the following Members be appointed to the Overview and Scrutiny Panels for the ensuing Municipal Year:-

Overview and Scrutiny Panel (Performance and Growth)

A M Blackwell
J Catmur
B S Chapman
S J Corney
I D Gardener
C M Gleadow
A R Jennings
R Martin
S R McAdam
M Pickering
S L Taylor
C H Tevlin

Overview and Scrutiny Panel (Environment, Communities Partnerships)

T D Alban
S Bywater
S Criswell
M A Hassall
N J Hunt
M Kadewere
C Lowe
S Mokbul
B Pitt
D Shaw
D Terry
N Wells

8. COMMITTEES

RESOLVED

- a) that Members be appointed to serve on the Corporate Governance, Development Management, Employment, Licensing and Protection, Licensing Committee and Senior Officers Committee for the ensuing Municipal Year as follows:-

Corporate Governance Committee (7)

Councillors M J Burke, J A Gray, P J Hodgson-Jones, A R Jennings D J Shaw, I P Taylor and N Wells

Development Management Committee (16)

Councillors R J Brereton, E R Butler, J Clarke, S J Corney, D B Dew, P A Jordan, K P Gulson, S R McAdam, S Mokbul, D L Mickelburgh, J Neish, B Pitt, T D Sanderson, R A Slade C H Tevlin and S Wakeford

Employment Committee (8)

Councillors A M Blackwell, S Cawley, L Davenport-Ray, S A

Howell, P A Jordan, P Kadewere, D N Keane and C A Lowe.

Licensing and Protection Committee (12)

B S Banks, M L Beuttell, S Bywater, A E Costello, S Criswell, S W Ferguson, I D Gardener, S A Howell, P A Jordan, P Kadewere, D Terry, and N Wells.

Licensing Committee (12)

B S Banks, M L Beuttell, S Bywater, A E Costello, S Criswell, S W Ferguson, I D Gardener, S A Howell, P A Jordan, P Kadewere, D Terry, and N Wells.

Senior Officers Committee (4)

M L Beuttell, S Cawley, P A Jordan and T D Sanderson.

that the following Members be nominated from which the Elections and Democratic Services Manager be authorised when necessary to convene a meeting of the Appeals Sub-Group to include up to five Members (excluding Members of the Employment Committee) to determine appeals under the Council's disciplinary and appeals procedures – Councillors B S Banks, A M Blackwell, S Bywater J R Catmur, S Corney, A Costello, S Criswell, S W Ferguson, I D Gardener, P J Hodgson-Jones, N J Hunt, M Pickering, T D Sanderson, D J Shaw and S Wakeford.

9. CONSTITUTION REVIEW WORKING GROUP

RESOLVED

that Councillors M J Burke, J A Gray, J E Harvey, P Hodgson-Jones, R Martin, D Mickelburgh, T D Sanderson and S Wakeford be appointed to the Constitution Review Working Group for the ensuing Municipal Year.

10. CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY MEMBERSHIP AND OTHER APPOINTMENTS

With the assistance of a report by the Chief Executive (a copy of which is appended in the Minute Book), Council were invited to make appointments / nominations to the Cambridgeshire and Peterborough Combined Authority for the 2025/26 Municipal Year.

Whereupon it was

RESOLVED

- a) that Councillor S J Conboy, Executive Leader of Council be appointed to act as the Council's appointee to the Combined Authority and one substitute member;
- b) that one member from the Conservative Party and one member from the Liberal Democrat Party be nominated to the Overview and Scrutiny Committee, with two members from the same political parties be nominated as substitutes;

- c) that one member from the Liberal Democrat party be nominated to the Audit and Governance Committee, with one member from the same political party as the substitute member; and

that the Chief Executive be authorised to make any amendments to the appointments to the Overview and Scrutiny Committee and the Audit and Governance Committee in consultation with the Political Group Leaders, if the Political Balance is amended by the Combined Authority between now and the next Council meeting.

11. CORPORATE PLAN REFRESH 2025

In conjunction with a report by the Head of Policy, Performance and Emergency Planning (a copy of which was appended in the Minute Book), the Executive Leader, Councillor S J Conboy presented to Members the Corporate Plan Refresh 2025 Report for the Council's consideration and approval.

Councillor R Martin addressed the Chamber and stated that he did not wish to question the intentions behind the refreshed Plan but did challenge the assumptions, effectiveness and priorities of the Plan. He observed the national cost of living crisis and felt that the Plan read more like a shopping list of unrestrained aspirations and was therefore unrealistic. He observed that whilst this may be well intentioned, he felt it was unrealistic and noted that in particular the lack of core prioritising and focus had previously been highlighted as an area of concern but was still not addressed by the refresh in his opinion. He also felt that the Plan focussed on outputs rather than outcomes for the district with strong focus being placed on enabling and influencing partners and a reduced focus on Council actions.

In particular, Councillor Martin stated that he felt that the Climate Strategy lacked proportionality and that costly projects were being undertaken without a measured return on investment. He was concerned that there was vagueness when working with housing partners with big aspirations but lack of detail on how Council resources could process these schemes. Councillor Martin was concerned that the Plan was not appealing to residents due to its length and encouraged Members to reject the Plan and ask that it be reworked into a more realistic, slimmer and more targeted version which would hold delivery above discussion, impact above intention and residents above process.

Councillor L Davenport-Ray responded that many of the projects within the Climate Strategy had had external funding which had been hard fought for and was essential to assist the Council in achieving its net zero aspirations.

Councillor Conboy acknowledged the comments of Councillor Martin and lamented that the same sentiments had not been shared as part of the Scrutiny process, as this would have given an opportunity for concerns to be addressed and mitigated. Councillor Conboy further stressed the importance of partnership working in being preventative and that the interventions which could be achieved in this manner of working were beneficial to residents and the local economy.

Further comment was made by Councillor S Wakeford, who gave the example of working with housing partners to ensure good economic growth for the district, and stated that the targets within the Plan allowed for the Council's influence on this to be measured. He felt that this was a Corporate Plan that the Council could be proud of.

Councillor P Hodgson-Jones observed that the right kind of measures and objectives needed to be smart and realistic. In his opinion, the Council's scrutiny function could be more involved in identifying underachieving targets and bringing those back to the Council Chamber. He felt that the Corporate Plan indicators were not sufficient to the Plan's success but that response to scrutiny and criticism would help to drive forward. He observed that with the impending Local Government Review, the Council needed to show that they were able to effectively and efficiently run their affairs to ensure that they could be influential in the new unitary structure, thus ensuring the best outcome for residents.

Councillor Conboy reminded the Council of the work which had been undertaken to improve and evolve the Council's Scrutiny process and noted that this would continue to evolve. She also welcomed feedback and scrutiny from across the Chamber to ensure effectiveness and due diligence.

Having been moved and seconded, and upon being put to the vote, it was

RESOLVED

- a) that the refreshed Corporate Plan (attached at Appendix 1 of the report) be approved; and
- b) that the Key Performance Indicator changes (attached at Appendix 4 of the report) be approved.

Chair

CHAIR'S ENGAGEMENTS 27 March – 8 July 2025

Date:		Event:	Venue:
<u>March:</u>			
Wednesday	23-Apr-25	St Georges Day Flag Raising	Huntingdon
Friday	25-Apr-25	Huntingdonshire Day Flag Raising	Huntingdon
Sunday	27-Apr-25	RBL Huntingdon and District Event of Thanks	Huntingdon
Thursday	1-May-25	Huntingdon Town Council Mayor Making	Huntingdon
Thursday	8-May-25	National Beacon Lighting Ceremony	Huntingdon
Monday	12-May-25	City of Ely Council Mayor Making	Ely
Wednesday	14-May-25	St Ives Town Council Mayor Making	St Ives
Sunday	25-May-25	Stilton Cheese Rolling Festival	Stilton
Monday	26-May-25	Madingley American Military Cemetery Memorial Day Service	Madingley
Sunday	22-Jun-25	St Ives Town Council Civic Parade and Service	St Ives
Friday	27-Jun-25	RAF Alconbury and RAF Molesworth Fireworks	RAF Alconbury
Thursday	3-Jul-25	Great Fen Royal visit	Ramsey Heights
Sunday	6-Jul-25	Friends of Paxton Pits 30 th Anniversary Open Day	Paxton Pits

Notes:

1. The above events have occurred since the Full Council held on 26 March 2025.

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Public
Key Decision – Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Discretionary Charges in Planning, Infrastructure and Public Protection
Meeting/Date:	Overview and Scrutiny – 10 th June 2025 Cabinet – 17 th June 2025 Council – 16 th July 2025
Executive Portfolio:	Executive Councillor for Finance & Resources – Cllr Brett Mickelburgh
Report by:	Head of Planning, Infrastructure & Public Protection- Clara Kerr
Ward(s) affected:	All

Executive Summary:

This report outlines a strategic proposal to review and enhance discretionary Charges in Planning, Infrastructure and Public Protection, focusing on enhancing service delivery, covering rising operational costs, reacting to national government changes and ensuring the sustainability of the services.

Under the Local Government Act 2003, councils may charge for discretionary services such as pre-application planning advice, provided fees reflect actual service costs. These charges must be transparent and publicly accessible. Statutory planning fees remain set by national government.

Following the Corporate Peer Challenge (June 2024) and a Planning Services Peer Review (November 2024), the Council received a final report in March 2025 recommending a three-year Planning Service Improvement Programme. One of the recommendations focused on income generation (Recommendation R7f) and the need to explore further opportunities for discretionary charging. The review also highlighted the need to improve the pre-application service (R8) and review the 'no amendments' policy (R9b).

New legislation requires all developments to deliver a 10% biodiversity net gain, monitored over 30 years. This introduces significant long-term responsibilities for the Council. Charging monitoring fees is essential to ensure this work is cost-neutral and accounted for. There is an urgent need to set up Habitat Banks within the Huntingdonshire to prevent biodiversity units from being directed outside the district.

The Council must continue to **minimise costs and maximise income** to maintain a balanced budget. A full review of discretionary charges is proposed to ensure full cost recovery and alignment with customer needs.

Two options were considered:

- **Option 1:** Review and update discretionary fees in line with peer review recommendations – *recommended*.
- **Option 2:** Maintain current fees – *not recommended*, as it risks financial shortfalls and missed opportunities for local biodiversity investment.

This proposal supports the Council's goals of financial resilience, service modernisation, and inclusive growth. Councillors are asked to endorse the recommended approach to ensure the Planning, Infrastructure and Public Protection Service remains responsive, efficient, and capable of delivering high-quality outcomes for the district.

Recommendation(s):

The Council is

RECOMMENDED

- a) To endorse the review of Discretionary Charges within Planning, Infrastructure and Public Protection, and to delegate authority to the Head of Planning, Infrastructure and Public Protection in consultation with the Section 151 Officer and Executive Councillor for Finance & Resources to implement changes for the current financial year (25/26).
- b) To delegate the following to the Head of Planning, Infrastructure and Public Protection in consultation with the Section 151 officer and Executive Councillor for Finance & Resources for the current financial year (25/26):
 - i. Introduction of new fees
 - ii. Modification of existing fees
 - iii. Updating/adjusting of fees
 - iv. Waiving of fees

1. PURPOSE OF THE REPORT

- 1.1 The report explains the reasons for reviewing and implementing changes to discretionary Charges in Planning, Infrastructure and Public Protection, focusing on enhancing service delivery, covering rising operational costs, reacting to national government changes and ensuring the sustainability of the services.

2. BACKGROUND

- 2.1 The Local Government Act 2003 allows local authorities to charge for discretionary services. Specifically, councils may charge for pre-application planning advice and other advisory services, as long as these services are not statutory or part of the core functions that the council is obligated to provide.
- 2.2 The charges for discretionary planning advice are also governed by principles of cost recovery, meaning that the fees should reflect the actual costs incurred by the council in providing the service. The council must ensure that any fees charged are transparent, reasonable, and aligned with the service provided.
- 2.3 Additionally, under the Planning and Compulsory Purchase Act 2004, the government encourages transparency in planning services, and as such Councils are encouraged to publish their fees for discretionary services, including planning advice, on their websites.
- 2.4 Statutory planning application fees are set by national government. Whilst the income from applications is projected on annual basis, this income can vary due to national economic shifts as well as changes brought in by national government. This may change as the Government looks to bring in a new Planning and Infrastructure Bill 2025 which will allow Local Authorities to vary nationally set fees where they consider the nationally set fee does not meet their actual costs.
- 2.5 Following on from the Corporate Peer Challenge in June 2024 planning services undertook a Peer Review in November 2024. The Planning Services Peer review final report was received in March 2025. Planning services is the key delivery vehicle to ensure the Council delivers on its growth ambitions. The subject of planning is undergoing significant change at a national level including the Levelling Up & Regeneration Bill (LURB) and the National Planning Policy Framework (NPPF) revised in December 2024. The NPPF is clear that planning policies and decisions should help create conditions in which businesses can invest, expand and adapt, and that significant weight should be placed on the need to support economic growth. Alongside, the government is clear we have a need for additional housing and Huntingdonshire District Councils now has an annual housing need of 1213 dwellings pa. It is anticipated that there will be further national changes to the system in the near future, including the proposed national scheme of delegation and removal of Extension of Time agreements. The peer review of planning services is a health check to ensure that the service is agile to respond to national changes in the planning system and

can better deliver corporate priorities, including inclusive growth. It reviews the journey the department has been on and makes recommendations for service improvements to modernise and deliver an efficient service.

- 2.6 A number of recommendations of the Planning Peer Review are directly relevant to this proposal. Most importantly is Recommendation R7f which requires the Planning Service to 'Develop and implement a long-term (3-year) Planning Service Improvement Programme: Income Generation.'
- 2.7 There is also a requirement for all services within the Council to minimise costs and maximise income to secure a balanced budget for the Council. A full review of our discretionary charges is therefore needed to ensure we are securing full cost recovery. In addition, we need to review the level of service that is available to ensure we are meeting the needs of our customers.
- 2.8 In addition to the above, and following the introduction of new legislation at the beginning of last year, there is a mandatory requirement for new developments to demonstrate a 10% biodiversity net gain (BNG) through the creation or enhancement of habitats on development sites (Onsite BNG) or elsewhere (Offsite BNG). From February 2024, all major developments have been required to secure 10% BNG. From April 2024 it became mandatory for minor developments too. All offsite and significant onsite BNG must be managed and monitored for a minimum of 30 years. Mechanisms to secure the long-term management obligations, include Section 106 agreements, Unilateral Undertakings and Conservation Covenants.
- 2.9 The developer will be required to provide the LPA with a copy of its site monitoring reports at intervals (based on the size of the biodiversity gain site and technical difficulty of the habitats to be created) throughout the 30-year period. The LPA must review and sign-off these ecological monitoring reports, which will require officer time and expertise. These activities will carry a significant cost to the LPA which will grow over time. The authority is permitted to levy a fee for this purpose to ensure that monitoring is cost-neutral to the council. If the LPA does not levy a fee this work will be at a cost for the Council.

3. OPTIONS CONSIDERED/ANALYSIS

Review and revise pre-app fees (including PPAs)

- 3.1 Pre-application advice allows the local authority to provide an initial view on a development proposal before a planning application is submitted. Requesting pre-application advice does not guarantee that planning permission will be granted, but it can provide advice on what would be required to ensure certain issues are addressed. The NPPF encourages pre-application engagement with the LPA but, importantly, the LPA can charge for that engagement.
- 3.2 The Council has provided pre-application for many years, but the hard decision was taken to pause it due to COVID-19 and limited resourcing. It

was successfully relaunched in October 2022. One of the key elements of the new service was the introduction of an electronic process which meant pre-application enquiries are submitted and paid for using an online form.

- 3.3 Since the relaunch of the new electronic pre-application advice service, the following income has been generated:
- 2022/23: £112,254
 - 2023//24: £154,770
 - 2024/25: £327,453.60 (includes PPA income as there is a cross over)
- 3.4 It should be noted that both the pre-application and PPA income also varies year to year due to national economic factors that influence market demand.
- 3.5 Within the Planning Peer Review, recommendation R8 is to 'Improve the Pre-application Service' which is also linked to Recommendation R6f (Income Generation Project). Recommendation R8 includes: 'Review charging , quality and length of advice and monitor speed and performance. We suggest reviewing in consultation with a planning agent/developer working group – to broaden range of options/types of pre-app advice.'
- 3.6 In addition to pre-application advice, the Local Authority also offers Planning Performance Agreement's (PPAs).
- 3.7 A Planning Performance Agreement (PPA) sets the project's tasks and timetable and provides an anticipated cost for expected work. In terms of resource within the Planning Service, this is predominantly planning and other specialist officers' time albeit with the ability to outsource discrete workflow elements or indeed the entirety of the PPA's scope of works to qualified external specialists as required by internal capacity constraints. PPA fee quotes are broadly aligned with a Service Level Agreement the Council has in place with Essex Place Services, so that in the worst-case scenario of the entire scope of a PPA's works being outsourced the Council does not find itself in a net loss position. Consequently, the estimated fee for entering a PPA varies according to negotiation of scope between all parties and will be dependent on the project tasks and meetings agreed at the initial inception meeting. The formation of PPA costs must also take into consideration the degree of complexity and include full cost recovery of all officers/ consultants required to met the obligations of the PPA. Failure to meet agreed timescales may require a refund of costs. A PPA can include a range of discretionary services such as pre-application advice as well as all non-statutory functions during the planning application process and post-decision stage.
- 3.8 The Council already successfully engages in PPA's with developers on larger strategic sites.

Fee for amendments to planning applications

- 3.9 To assist with tackling the backlog of planning application, a 'no amendments' policy was introduced in October 2022. This involves not allowing amendments to planning applications (excluding strategic cases) once validated, therefore increasing reliance of applicants/developers on the pre-application advice (which was relaunched at the same time). This enables them to get their applications right the first time.
- 3.10 Recommendation R9b of the Planning Peer Review is to 'Review 'No-amendments policy'.
- 3.11 Once an application has been submitted, the Local Authority is not legally obliged to accept any amendments to the application. Amendments require the Local Authority to carry out additional work that an applicant has not paid for – from re-validating plans, through to reconsulting with neighbours and stakeholders on amended plans including additional assessment time.
- 3.12 Within the Planning Peer Review, it sets out that charging for amendments to planning applications, like other Councils, could contribute to income generation. It would also be covering the cost of carrying out the required work each time an amendment is accepted. For the avoidance of doubt amendments also includes the submission of additional information for consultation and consideration.
- 3.13 The following fees principles are proposed (but will be subject to change):
- £100 for Householders (including Householder Listed Building Consents) and 1 amendment in total.
 - £200 for minors (including minor Listed Building Consents) and 2 amendments in total.
 - £500 for majors between 10-50 dwellings and 2 amendments in total.
 - For any major applications of 50+ dwellings to be agreed via a planning performance agreement.
 - A charge will be levied against each issue to be amended.
- 3.14 The Chief Planning Officer will have discretion to consider if certain development should exempt or benefit from a reduced rate. including but not limited to:
- Schemes proposed by Charities for charitable purposes in Huntingdonshire.
 - Schemes for 100% affordable housing
 - Rural Exception Sites.
 - Proposals by Town/Parish Councils for community use.
- 3.15 This has been benchmarked against other local authorities.

Charges for searches

- 3.16 Solicitors often request confirmation of compliance with planning conditions. Similar requests for confirmation or modification can be received relating to Section 106 legal agreements, Tree Preservation Order's and Enforcement Enquiries (including notices etc). Fulfilling these

requests requires officer time, and in some cases consultation with the Council's Legal Team including modification of registers. The costs should therefore be recovered.

- 3.17 Further work will be undertaken to establish appropriate charges for the requests including bench marking against other authorities.

Fees for the discharge and modification of a Section 106 agreement

- 3.18 In addition to the above, applicants can apply to discharge obligations within Section 106 agreements or seek to modify its terms. This requires officer time, and in some cases consultation with officers.
- 3.19 Further work will be undertaken to establish appropriate charges for this. One option could be to reflect the corresponding fees to discharge or vary a planning condition, which could increase in tandem with any national changes to these fees. This will be benchmarked against other authorities.

Fees for Public Protection Services

- 3.20 The request for pre-application advice is not limited to Planning Services. Public Protection works closely with Planning Services. Having regard to the thrust of the Planning Peer Review and recognising that the Council needs to minimise costs and maximise income to retain a balanced budget, there is scope to extend this service in future to include all services within the Planning & Public Protection service area. This will include (but not limited to) Environmental Health (who work closely with planning services) and licencing. This approach will ensure that the Council can deliver an agile, proactive service to meet the needs of residents and businesses within the district.

BNG Monitoring fees

- 3.21 As outlined above, due to the recent introduction of legislation requiring a mandatory 10% BNG, responsibilities has been placed on the Council to monitor all offsite and significant onsite BNG. This will have to be secured by a legal agreement, specifying an agreed Habitat Management and Monitoring Plan. The developer or third parties (such as a Habitat Bank provider) acting on their behalf will provide the LPA with monitoring reports at specified intervals. These activities by the LPA carry a significant cost, given that the burden of ongoing agreements will grow over time as new developments, tied to 30-year commitments are granted planning permission.
- 3.22 Developers must use BNG units to demonstrate how they will achieve a net gain in biodiversity as a condition of planning permission, as outlined by the Environment Act. A Biodiversity Net Gain (BNG) unit is a standardized measurement of biodiversity value used to quantify the impact of development projects on the environment. It's a key component of the BNG scheme, which aims to ensure that developments leave a net positive impact on biodiversity compared to the pre-development state.

- 3.23 It will not always be possible for developers to achieve a 10% uplift in biodiversity value on-site, so there will be a demand for off-site solutions. This could come to fruition in two different ways. The developer could find a piece of land themselves to provide the off-site BNG or more likely will look to purchase biodiversity units from a habitat bank is one such off-site solution, particularly where the developer has no additional land themselves.
- 3.24 BNG has created new opportunities for landowners to contribute to nature's recovery, diversify income streams, and safeguard businesses. Land which currently is unused, unproductive, or generally unsuitable for other purposes could be turned into a habitat bank to yield new income for landowners. Habitat banks/Provider sites are areas of land where habitat creation or enhancement has achieved an uplift in biodiversity value. This uplift can be sold to developers and allocated to their proposal, to meet BNG requirements through units.
- 3.25 The Council has recently procured specialist Biodiversity Net Gain software to assist officers in the validation, assessment and monitoring of BNG within the district.
- 3.26 The Planning Advisory Service has provided helpful guidance and information for Local Authorities on dealing with BNG. This best practice has been reviewed and will provide the foundation for the charging schedule for the monitoring.
- 3.27 For benchmarking, the charging structures for BNG monitoring in several other English LPAs have been reviewed, namely Leeds City Council ^[2], Buckinghamshire County Council ^[3], North Yorkshire Council ^[4] who reviewed and summarised the work of Leeds City, Buckinghamshire County, New Forest District, Bracknell Forest, Calderdale Councils, and South Cambridgeshire District Councils as a case study within their report.
- 3.28 In summary, most of the case study LPAs charge a one-off fee payable at the signing of the legal agreement to cover the costs over the 30 years and most include an index-linked element to account for inflation. Most also have charges tiered by size of the BNG site and some also by technical difficulty of creating or enhancing the habitats therein.
- 3.29 Of the benchmarked councils the lower end examples start their scale of charges at around £2000 - £5000. The upper end ranges are more variable, some open ended for large complex sites:
- Leeds City Council have a simple two-tier scale, charging £2.5k or £5k with the threshold for the higher fee being sites yielding more than 10 Biodiversity Units. It is not clear how they have arrived at those figures.
 - Buckinghamshire developed the most comprehensive staff-time calculator spreadsheet: the smallest and simplest sites are charged £8,618.24 ranging to the largest and most complex sites charged at £50,315.53, for greater than 20ha. Buckinghamshire specified the most monitoring intervals (10) and used a staff day rate of £700.

- One benchmarked council, Bracknell Forest, charges pro-rata by hectares, e.g. a 25ha site (large in BNG terms) would be £90k (versus £50k in the Buckinghamshire calculator) for the 30-year monitoring costs.
 - North Yorkshire Calculator yields one-off fees ranging from £2,522 (small site up to 5ha, low technical difficulty) through a mid-range of £3,982 (Medium site up to 20ha, moderate difficulty) to a top end of £9,289 (Large site up to 40ha, high difficulty).
- 3.30 A range of charging structures were considered based on a review of other planning authority approaches. Some LPAs have taken a simplified approach, without differentiation of sites by technical difficulty it was felt that by including this variable in our calculator it better reflects estimated staff costs. The more difficult a habitat type is to create, the more likely it is to need closer scrutiny and officers engagement with the sites manager to agree remedial action.
- 3.31 Some LPAs have used the number of Biodiversity Units rather than a site area in hectares. It was felt that site area is easier to equate to officer time for conducting site visits, given also that habitat complexity is accounted for in our calculator. Some LPAs have used just two site size category thresholds rather than three. Buckinghamshire – the other LPA to use a detailed calculator spreadsheet, has also used three size categories. The North Yorkshire calculator differs slightly in that the medium category starts at 5ha rather than 10ha.
- 3.32 We considered charging a fee at each monitoring event over the 30 years, determined at the time in relation to actual salaries /inflation etc at that point in time. This creates a disproportionate burden of administration charges (invoicing, processing etc). A single lump sum payment up-front was considered better, with a forward projection of inflationary increase.
- 3.33 The levying of monitoring fees will place an additional cost on developers, but this cost will be small in comparison to the cost of their offsite Biodiversity Units themselves. For example, prices of Biodiversity Units in the present market range from around £25k - £165k per unit (depending on habitat type).
- 3.34 In the case of habitat banks, the monitoring fee will be applied to the whole habitat bank site and the provider will take responsibility for the management and monitoring obligations. This becomes part of the overall cost of running the habitat bank and will be reflected in the pricing of Biodiversity Units sold to developers.
- 3.35 For particularly small developments and very small amounts of habitat, such as fractions of a Biodiversity Unit the costs of monitoring could be a more significant proportion of overall BNG cost. We expect developers are likely to approach a habitat bank provider for small transactions. This would apply to small developments with vegetated gardens which have a fixed BU value per Ha regardless of the habitats proposed within them.

- 3.36 Once actual costs are better known a future review of the monitoring and reporting fees calculator could consider a de minimis threshold for very small numbers of units, such as less than 1 BU.
- 3.37 It therefore falls to the Local Authority to establish appropriate charging for the monitoring of BNG. However as outlined above, BNG could be either delivered on-site or off-site, and off-site could be either through land also owned by a developer or a habitat bank.
- 3.38 Habitat Banks are in theory the most straightforward given that they are their own entity the sense that they are set up solely to create habitats, units are sold and therefore are not directly part of a planning application.
- 3.39 On-site or off-site land also owned by developers present more of a challenge as the Local Authority must be mindful of the impact of BNG monitoring on the viability of a development especially affordable housing. This means that they may be different fee calculators for the different types of monitoring.
- 3.40 The urgency for implementing BNG monitoring fees is due to the Council having a long waiting list of potential Habitat Banks. Sadly, one of these habitat banks had decided to pursue a conservation covenant instead (which sits outside of the Council). There is a risk that further sites may follow suit or decide to look elsewhere outside of the district if S106 agreements to secure the habitat banks aren't progressed urgently.

Further opportunities for charging services

- 3.41 As part of the ongoing programme of improvements within Planning, Infrastructure and Public Protection and in reaction to further changes brought about by national government, there may be further opportunities for discretionary charging may arise that do not fit within the above categories. This will be following the Planning Peer Review Recommendation R7f which requires the Planning Service to 'Develop and implement a long-term (3-year) Planning Service Improvement Programme: Income Generation.'

Options considered

- 3.42 The following options are considered:
- Option 1 – Review the approach to discretionary fees as outlined above.
 - Option 2 – Do not change the Council's existing fees.
- 3.43 The first option represents the best use of resources and supports the delivery of an efficient and effective service, which does in turn support the Council's priorities. The first option follows the Planning Peer Review Recommendations. It is therefore recommended to Council.
- 3.44 The second option would not represent good practice. Furthermore, it represents a failure to facilitate the establishment of habitat banks within

Huntingdonshire, which may result in the biodiversity net gain units from planning applications within Huntingdonshire being directed outside of the district. Not imposing monitoring fees would be detrimental to the council's finances. Costs will rise significantly over 30 years and the total caseload of agreements to be monitored will increase.

4. COMMENTS OF OVERVIEW & SCRUTINY

4.1 A report was taken to Overview and Scrutiny – 10th June 2025. This forms Appendix 1.

4.2 The Overview and Scrutiny Panel requested the following change to the recommendation:

To be delegated to officers identified above for the current financial year only. Discretionary charges to be developed in consultation with relative Executive councillors as set out above but also include and Shadow Executive Councillors for planning and finance.

4.2 The recommendation has been amended in line with the above.

4.3 Officers met with the Executive councillors for Planning and Finance, as well as the Shadow Executive Councillors for planning and finance, on the 18th of June to develop the fees shown within appendix 2.

4.4 The fees within appendix 2 have been developed on the following principles:

- Planning Advisory Service (PAS) guidance has been followed, and benchmarking has also been undertaken against other local authorities.
- Fee ranges are provided to cover both internal costs and the costs of external contractors. It also reflects the different complexities and scale of work. The lower end of the range covers internal costs whilst the upper end of the range covers external costs. However, the upper range may be exceeded as it is market dependent and subject to supply and demand. These ranges are therefore not fixed.
- Each hourly/day rate has been based upon:
 - the relevant HDC pay grade (different size and complexity of planning application requires a different level of officer experience)
 - corporate overheads which include the specialist costs associated with running a planning department
 - input from management (oversight and sign off)
 - input from our admin team in terms of registering of the advice enquiry, handling of documents/plans consultations, issuing responses etc.
- Bespoke costs for management as the real value of management time far exceeds hourly rate. It will be an officer decision on what level of management is appropriate to be involved.

- The range for specialist officers is large as will be based on the size and complexity of the issue. If external contractors are required, this will be market dependent due to supply and demand.

4.5 Members should note that this report is the same as the report that was discussed at Overview and Scrutiny on the 10th of June 2025 (Appendix 1). The amendments are limited to the recommendation and to this section of the report which address comments of overview and scrutiny.

5. KEY IMPACTS / RISKS

5.1 The key impacts are:

- Council's reputation of not following through on the recommendations of the Planning Peer Review.
- Not being cost neutral in the undertaking of tasks.
- Loss of biodiversity net gain units outside the district.

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

6.1 Subject to endorsement of the proposal, the next steps will be:

1. Complete the drafting of the BNG monitoring S106 template which contains the fees to allow habitat banks to be secured.
2. Continue the review of discretionary charges.
3. Hold a Planning Agents and Developers Forum to discuss the review of discretionary charges.
4. Implement any required discretionary charges.

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

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

7.1 Action 54. Continue the Development Management Improvement programme to improve the performance of the planning service.

8. CONSULTATION

8.1 Given the urgency of needing to set up the BNG monitoring fees, the following of best practice as outlined by PAS and the bench marking against other Local Authorities, it is considered that no consultation is required for this.

8.2 In regard to consultation on other changes to discretionary charges, the vast majority of applicants use a professional planning agent to help them with their application which is the recommended approach. It is noted that Recommendation R15 of the Planning Peer Review is to 'Refresh and relaunch the Planning Agents and Developers Forum'. This would be an appropriate forum to consult with agents and developers on the proposed changes to discretionary charges. A Planning Agents and Developers Forum' will be taking place this summer. Following this forum, the service will advise local agents and architects of the new charges, as well as

advertising them on the website to ensure that all customers are aware of the implications.

9. LEGAL IMPLICATIONS

- 9.1 The Local Government Act 2003 provides the power for local authorities to charge for discretionary services (as defined in the Local Government Act 1999). Discretionary services are those services that an authority has the power but not a duty to provide. An authority may charge where the person who receives the service has agreed to its provision. The power to charge under this provision does not apply where the power to provide the service in question already benefits from a charging power or is subject to an express prohibition from charging.
- 9.2 The Local Government Act 2003 places a duty on authorities to ensure that, taken one year with another, the income from charges for each kind of discretionary service does not exceed the costs of provision. An authority may set charges as it thinks fit, and may charge only certain people for a service or charge different people different amounts.
- 9.3 Local authorities are required to have regard for any guidance that may be issued by the Secretary of State in terms of carrying out their functions under the 2003 Act. Section 93(7) of the Act provides that certain prohibitions in other legislation preventing authorities from raising money are specifically dis-applied in relation to the exercise of the charging power.
- 9.4 Local Planning Authorities therefore have powers to recover the costs of preapplication advice in recognition of the time officers have to spend researching information in order to provide answers to prospective developers or applicants.

10. RESOURCE IMPLICATIONS

- 10.1 There are no resource implications.

11. ENVIRONMENT AND CLIMATE CHANGE IMPLICATIONS

- 11.1 There is no impact on the council's aims regarding carbon neutrality or adverse impacts on the climate or nature emergencies.

12. OTHER IMPLICATIONS

- 12.1 There are no other impacts.

13. REASONS FOR THE RECOMMENDED DECISIONS

- 13.1 The Council is committed to continue the Development Management Improvement programme to improve the performance of the planning service as outlined in the Corporate Plan 2023-2028, and is committed to following through on the recommendations of the Planning Peer Review.

- 13.2 The Council recognises the important responsibilities it must undertake in monitoring BNG within the district but acknowledges this will be a financial burden. Therefore, appropriate monitoring fees must be imposed.

14. LIST OF APPENDICES INCLUDED

- 14.1 Appendix 1 – List of fees.

15. BACKGROUND PAPERS

- 15.1 Huntingdonshire Corporate Peer Review [Corporate Plan](#)

- 15.1 Huntingdonshire Planning Services Peer Review [Agenda for Development Management Committee on Monday, 19 May 2025, 7:00 pm - Huntingdonshire.gov.uk](#)

- 15.2 PAS BNG guidance for Local Authorities [Biodiversity Net Gain \(BNG\) for Local Planning Authorities | Local Government Association](#)

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Position	Rates	
	Hourly	Day
Planner	54-60	326-444
Senior Planner	60-80	444-592
Principal Planner	66-100	489-740
DM Team Leader/Planning Service Delivery Manager	80-110	592-814
Chief Planning Officer	125	925
Urban Design	60-100	444-740
Conservation	60-100	444-740
Landscape	60-100	444-740
Trees	60-100	444-740
Ecology	60-100	444-740
BNG	85-125	629-925

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title: Treasury Management Outturn Report 2024/25

Meeting/Date: Council – 16th July 2025

Executive Portfolio: Executive Councillor for Finance & Resources -
Councillor B A Mickelburgh

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 2024/25 Treasury Management Strategy was approved by the Council on the 21st February 2024 and this report sets out the treasury performance for period between 1st April 2024 and 31st March 2025.

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 2024/25 influencing the Council's decision-making were.

- During 2024/25 inflation rates fell from 2.3% in April 2024, with a low of 1.7% in September 2024, but then increased again to 2.8% (February 2025)
- The Bank of England Bank Rate was at 5.25% at the start of the financial year and had fallen to 4.5% by March 2025. Although this fall was less than forecasts had initially predicted during 2024/25.

- Market interest rates fell during the year, although not as quickly as previously forecast, even though inflation had eased. The Council's average investment rate was 4.45% (2023/24 5.15%).
- **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 which may be required for cashflow purposes.
- No new borrowing was undertaken.
- Where necessary information is provided by the Council's treasury adviser – MUFG Corporate Markets, so that counterparty creditworthiness can be monitored.

The Council's Commercial Investment Strategy (CIS)

The Commercial Investment Strategy commenced in 2015/16. Indicators relating to the investments are shown in **Section 13, and also Appendix 5.**

These investments generated a net income of £3.1m for the Council in 2024/25 after taking account of direct costs.

Recommendation(s):

The Council is recommended to

- **Note the treasury management performance for 2024/25**

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to update councillors on the Council's treasury management activity during 2024/25, 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 2024/25 Treasury Management Strategy at its meeting on 21st February 2024.
- 2.3 All treasury management activity undertaken during 2024/25 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 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 **Section 7.0**.

Performance of Council Funds

- 3.2 The treasury management transactions undertaken during 2024/25 and the details of the investments and loans held as at 31st March 2025 are shown in detail in **Sections 6.0 and 9.0**.

Risk Management

- 3.3 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 **Section 11.0**.

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 13**.

4. COMPLIANCE

- 4.1 Compliance with specific investment and debt limits are indicated in **Sections 5,6,9,10 and Appendix 1**.

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 1**.

6. COMMENTS OF OVERVIEW & SCRUTINY


- 6.1 The Overview & Scrutiny (Performance & Growth) Panel discussed the report at its meeting on 10th June 2025.
- 6.2 Councillor Gleadow expressed her appreciation for the new Treasury Management Outturn report format, the graphs made the report a much easier read.
- 6.3 Councillor Martin agreed with Councillor Gleadow in that the report was very detailed and asked for confirmation of any issues that are foreseen that will negatively impact the good financial position (specifically in relation to treasury management) the Council is currently in. The Panel heard that interest rates are a concern, the forecasts received are from for the Bank of England lending rate rather than general investment interest rates, in addition the Council has a lot of money invested with the DMO and there is little historic evidence, and as a result a risk, in relation to how far and fast the DMO interest rates could fall if general interest rates start to drop (ie DMO could fall faster due to other factors). The DMO is used as there is a guarantee from the Government that they will repay it investments. Another factor to consider is global unrest and how that impacts the economy such as driving inflation or interest rates. The Russia-Ukraine war breaking out was drawn on as an example of this.
- 6.4 Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for an informed decision to be made on the report recommendations.

Treasury Management Outturn Report 2024/25 (appended)


- 1.0** Purpose
- 2.0** Executive Summary
- 3.0** Introduction and Background
- 4.0** The Council's Capital Expenditure and Financing
- 5.0** The Council's overall Borrowing Need
- 6.0** The Treasury Position as at 31st March 2025
- 7.0** The Treasury Strategy for 2024/25
- 8.0** The Borrowing Outturn
- 9.0** The Investment Outturn
- 10.0** Performance Measurement
- 11.0** The Economy and Interest Rates
- 12.0** Other Treasury Management Issues
- 13.0** Commercial Investment Strategy
- Appendix 1** Prudential and Treasury Indicators
- Appendix 2** Graphs - Economy
- Appendix 3** Investment Portfolio
- Appendix 4** Approved Countries for Investment
- Appendix 5** Commercial Investment Property Listing
- Appendix 6** Glossary

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Treasury Management Outturn Report 2024/25

Contents

Annual Treasury Management Review 2024/25

1.0 Purpose

2.0 Executive Summary

3.0 Introduction and Background

4.0 The Council's Capital Expenditure and Financing

5.0 The Council's overall Borrowing Need

6.0 The Treasury Position as at 31st March 2025

7.0 The Treasury Strategy for 2024/25

8.0 The Borrowing Outturn

9.0 The Investment Outturn

10.0 Performance Measurement

11.0 The Economy and Interest Rates

12.0 Other Treasury Management Issues

13.0 Commercial Investment Strategy

Appendix 1 Prudential and Treasury Indicators

Appendix 2 Graphs - Economy

Appendix 3 Investment Portfolio

Appendix 4 Approved Countries for Investment

Appendix 5 Commercial Investment Property Listing

Appendix 6 Glossary

1.0 Purpose

This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2024/25. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

During 2024/25 the minimum reporting requirements were that the Full Council should receive the following reports:

- an annual treasury strategy in advance of the year (Council 21/02/2024)
- a mid-year, (minimum), treasury update report (Council 11/12/2024)
- an annual review following the end of the year describing the activity compared to the strategy, (this report)

In addition, this Cabinet has received quarterly treasury management update reports on the following date 18/06/2024.

The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

This Council confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Overview and Scrutiny Panel (Performance and Growth) before they were reported to the Full Council. Member training on treasury management issues was undertaken during the year on 23/10/2024 in order to support members' scrutiny role.

2.0 Executive Summary

During 2024/25, the Council complied with its legislative and regulatory requirements. The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

Prudential and treasury indicators	2023/24 Actual £m	2024/25 Original £m	2024/25 Actual £m
Capital Expenditure	13.408	26.073	16.851 ⁽¹⁾
Capital Financing Requirement ⁽²⁾	72.341	77.783	72.855
Gross Borrowing	34.27	34.26	34.26
Investments			
Less than 1 year	62.36		65.12
Longer than 1 year ⁽³⁾	5.98		5.98
Total	68.34		71.10
Net Investing	34.07		36.84

⁽¹⁾ Further details of capital expenditure can be found in the Finance Performance Report Provisional Outturn 2024/25

⁽²⁾ The detailed Capital Financing Requirement is available in the Statement of Accounts 2024/25.

⁽³⁾ CCLA Property Fund and Loans to Urban & Civic and Somersham Parish Council.

Other prudential and treasury indicators are to be found in the main body of this report. The Corporate Director (Finance and Resources) also confirms that borrowing was only undertaken for a capital purpose and the statutory borrowing limit, (the authorised limit), was not breached.

3.0 Introduction and Background

This report summarises the following:-

- Capital activity during the year;
- Impact of this activity on the Council's underlying indebtedness, (the Capital Financing Requirement);
- The actual prudential and treasury indicators;
- Overall treasury position identifying how the Council has borrowed in relation to this indebtedness, and the impact on investment balances;
- Summary of interest rate movements in the year;
- Detailed investment activity.

4.0 The Council's Capital Expenditure and Financing

The Council undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions), which has no resultant impact on the Council's borrowing need; or
- If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.

The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed.

General Fund	2024/25 Original Budget £m	2024/25 Current Budget⁽¹⁾ £m	2024/25 Actual £m
Capital expenditure	26.073	31.900	16.851
Financed in year	20.938	24.240	13.513 ⁽²⁾
Unfinanced capital expenditure	5.135	7.660	3.338

⁽¹⁾Includes rephased expenditure from 2024/25

⁽²⁾Excludes Minimum Revenue Provision contribution

5.0 Council's Overall Borrowing Need

The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This 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 2024/25 unfinanced capital expenditure (see above table), and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.

Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies, (such as the Government, through the Public Works Loan Board [PWLB], or the money markets), or utilising temporary cash resources (e.g. reserves not yet used) within the Council.

Reducing the CFR – the Council's (General Fund) underlying borrowing need (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 provision for repaying loan principals. This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR, as the CFR includes on expenditure and funding items such as grants and capital receipts.

The total CFR can also be reduced by:

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

The Council's 2024/25 MRP Policy, (as required by MHCLG Guidance), was approved by Council as part of the Treasury Management Strategy Report for 2024/25 on 21/02/2024.

The Council's CFR for the year is shown below, this is a key prudential indicator. It includes leases on the balance sheet, which increase the Council's borrowing need. No borrowing is actually required against lease schemes as a borrowing facility is included in the contract.

CFR (£m): General Fund	2024/25 Original Budget	2024/25 Current Budget ⁽¹⁾	2024/25 Actual
Opening balance	75.653	72.341	72.341
Add unfinanced capital expenditure (as above)	5.135	7.660	3.338
Less MRP	3.006	2.824	2.824
Closing Balance	77.783	77.177	72.855

⁽¹⁾Includes rephased expenditure from 2024/25

Borrowing activity is constrained by prudential indicators for gross borrowing and the CFR, and by the authorised limit.

Gross borrowing and the CFR - in order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2023/24) plus the estimates of any additional capital financing requirement for the current (2024/25) and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allowed the Council some flexibility to borrow in advance of its immediate capital needs. The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator.

	31.3.24 Actual £m	Movement £m	31.3.25 Actual £m
Gross borrowing position	34.27	(0.01) ⁽¹⁾	34.26
CFR	72.34	0.52	72.86
Underfunding of CFR	38.07	0.53	38.60

⁽¹⁾ A repayment was made on the Salix loan, the PWLB borrowing is paid off at maturity.

Although capital expenditure cannot be 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.

Proportion of Financing Costs to Net Revenue Stream	2023/24 Actual £000s	2024/25 Actual £000s	2025/26 Budget £000s	2026/27 Budget £000s	2027/28 Budget £000s
Net revenue stream	22,170	26,058	26,464	25,165	25,178
Financing Costs ⁽¹⁾	3,633	3,795	4,156	4,757	4,836
Proportion of net revenue stream	16.4%	15.0%	16.0%	19.0%	19.0%

⁽¹⁾ MRP and interest paid (PWLB), interest received is not included.

The authorised limit - the authorised limit is the “affordable borrowing limit” required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during 2024/25 the Council has maintained gross borrowing within its authorised limit.

The operational boundary – the operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.

Actual financing costs as a proportion of net revenue stream - this indicator identifies the trend in the cost of capital, (borrowing and other long term obligation costs net of investment income), against the net revenue stream.

Authorised Limit and Operational Boundary⁽¹⁾	2024/25 £m
Authorised limit	135.00
Maximum gross borrowing position during the year	34.27
Operational boundary	115.00
Average gross borrowing position	34.265
Financing costs as a proportion of net revenue stream	15%

⁽¹⁾ These limits are set in the Treasury Management Strategy each year, and approved at Council.

6.0 The Treasury Position as of 31st March 2025

The Council's treasury management debt and investment position is organised in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices (Procedure Notes). At the end of 2024/25 the Council's treasury position was as follows:-

DEBT PORTFOLIO	31.3.24 £m	Weighted Average Rate	Average Life yrs	31.3.25 £m	Weighted Average Rate	Average Life yrs
Fixed rate funding:						
-PWLB	34.25	2.84%	20.5	34.25	2.84%	19.5
-Salix	0.02	0%	1.9	0.01	0%	0.9
Total debt	34.27	2.84%	20.5	34.26	2.84%	19.5
CFR	72.34			72.86		
Over / (under) borrowing	38.07			38.60		
Total investments⁽¹⁾	66.35	5.2%	80 days	69.11	4.5%	81 days
Net debt						

⁽¹⁾ Treasury investments includes bank deposits, Money Market Funds, DMO deposits, CCLA property fund.

The maturity structure of the debt portfolio was as follows:

	31.3.24 Actual	2024/25 Upper Limit	31.3.25 actual
Under 12 months ⁽¹⁾	0.0%	80%	0.02%
12 months and within 24 months	0.1%	80%	0.0%
24 months and within 5 years	0.0%	80%	0.0%
5 years and within 10 years	0.0%	100%	0.0%
10 years and within 20 years ⁽²⁾	70.8%	100%	70.79%
20 years and above ⁽²⁾	29.1%	100%	29.19%
Total	100.0%		100.0%

⁽¹⁾ Salix

⁽²⁾ PWLB

INVESTMENT PORTFOLIO	31.3.24 Actual £m	31.3.24 Actual % ⁽¹⁾	31.3.25 Actual £m	31.3.25 Actual % ⁽¹⁾
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Treasury investments

Banks	0.553	3.24	0.333	2.50
DMADF DMO (HM Treasury)	45.600	5.19	47.750	4.45
Money Market Funds	16.200	5.25	17.030	4.51
Property Fund	4.000	4.62	4.000	4.50

TOTAL TREASURY INVESTMENTS	66.353	5.16	69.113	4.45
Non-Treasury investments				
Loans to Other Organisations	1.988	7.25	1.986	7.85
TOTAL INVESTMENTS	68.341	7.25	71.099	7.85

⁽¹⁾Weighted return - based on the rate of return and the investments held as at 31/03/2025.

The maturity structure of the investment portfolio was as follows:

Maturity	31.3.24 Actual £m	31.3.25 Actual £m
Investments		
Up to 1 year ⁽¹⁾	62.357	65.115
Longer than 1 year ⁽²⁾	5.984	5.984
TOTAL	68.341	71.099

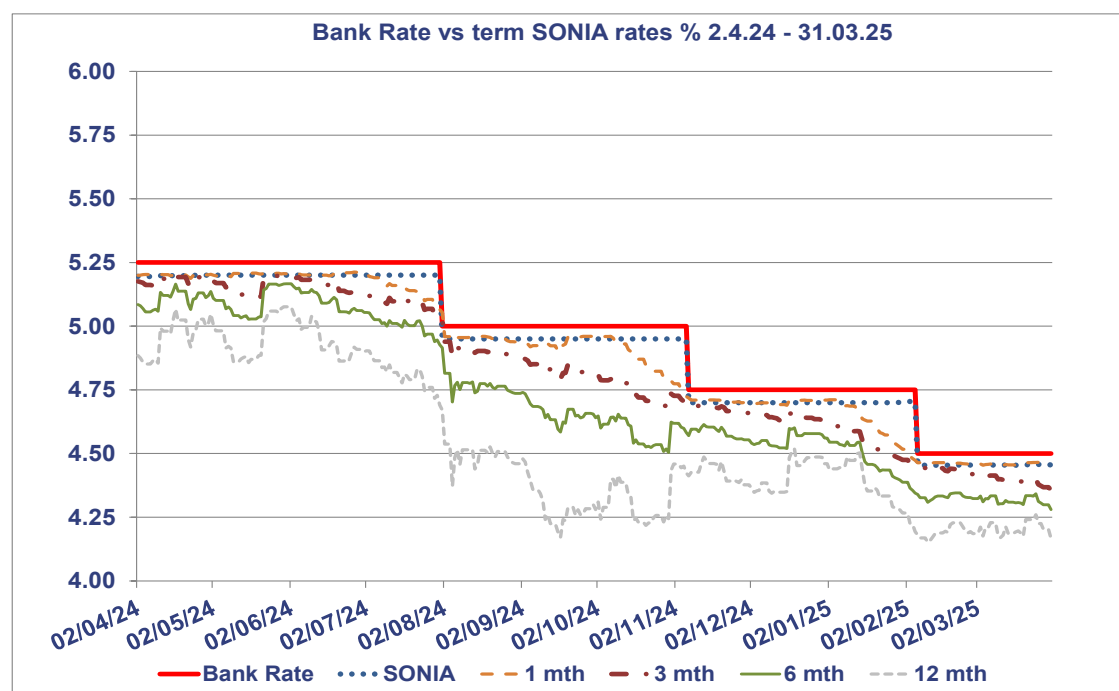
⁽¹⁾ Bank deposits, Money Market Funds, DMO deposits, Somersham PC loan.

⁽²⁾ CCLA Property Fund, Urban and Civic Loan.

7.0 The Treasury Strategy for 2024/25

7.1 Investment strategy and control of interest rate risk

Investment Benchmarking Data – Sterling Overnight Index Averages (Term) 2024/25



FINANCIAL YEAR TO QUARTER ENDED 31/03/2025							
	Bank Rate	SONIA	7 day	30 day	90 day	180 day	365 day
High	5.25	5.20	5.20	5.21	5.23	5.26	5.33
High Date	02/04/2024	03/05/2024	13/05/2024	26/06/2024	26/07/2024	26/07/2024	01/08/2024
Low	4.50	4.45	4.46	4.46	4.58	4.73	5.02
Low Date	06/02/2025	12/02/2025	13/02/2025	12/03/2025	31/03/2025	31/03/2025	31/03/2025
Average	4.95	4.90	4.91	4.94	5.02	5.11	5.22
Spread	0.75	0.75	0.75	0.75	0.65	0.53	0.30

Investment returns remained robust throughout 2024/25 with Bank Rate reducing steadily through the course of the financial year (three 0.25% rate cuts in total), and even at the end of March the yield curve was still relatively flat (i.e. not much differential between investment periods), which might be considered unusual as further Bank Rate cuts were expected in 2025/26.

Bank Rate reductions of 0.25% occurred in August, November and February, bringing the headline rate down from 5.25% to 4.5%.

As of early April 2025, the market has been heavily influenced of late by President Trump's wide-ranging trade tariffs policy. Commentators anticipate a growing risk of a US recession, whilst UK GDP is projected by the Office for Budget Responsibility to remain tepid, perhaps achieving 1% GDP growth in 2025/26.

Looking back to 2024/25, investors were able to achieve returns in excess of 5% for all periods ranging from 1 month to 12 months in the spring of 2024 but by March 2025 deposit rates were

some 0.75% - 1% lower (note reduction in the Council's return from 5.2% in 2023/24 and 4.5% in 2024/25). Extending the duration of investments through the use of "laddered investments", paid off (i.e. regular periodic maturing investments), as rates were often higher for short investing periods, than they were for longer periods.

Concerns over rising inflation after the Autumn Statement in October led to reduced expectations for Bank Rate to fall. Indeed, the CPI measure of inflation is expected to reach c3.75% by the autumn of 2025, which would exceed the Bank of England's target of 2%. At the end of March, only two further rate cuts were priced into the market for 2025 (4% at December 2025). A week later and sentiment has changed dramatically in the wake of the equity market sell-off to the extent that markets now expect three Bank Rate reductions between May and December 2025 (Bank Rate to fall to 3.75%).

7.2 Borrowing strategy and control of interest rate risk

During 2024/25, the Council maintained an under-borrowed position. This means that the capital borrowing need, (the Capital Financing Requirement), was not fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow was used as an interim measure. This strategy was prudent as although near-term investment rates were equal to, and sometimes higher than, long-term borrowing costs, the latter are expected to fall back through 2025 and 2026 in the light of economic growth concerns and the eventual dampening of inflation. The Council has avoided taking on of long-term borrowing at elevated levels (above 5%) and has focused on a policy of internal borrowing, no short-term temporary borrowing was undertaken.

Against this background and the risks within the economic forecast, caution was adopted with the treasury operations. The Corporate Director (Finance and Resources) therefore monitored interest rates in financial markets and would have adopted a pragmatic borrowing strategy, if it had been required, based upon the following principles to manage interest rate risks

- if it had been felt that there was a significant risk of a sharp FALL in long and short-term rates, (e.g., due to a marked increase of risks around a relapse into recession or of risks of deflation), then long term borrowings would have been postponed, and potential rescheduling from fixed rate funding into short term borrowing would have been considered.
- if it had been felt that there was a significant risk of a much sharper RISE in long and short-term rates than initially expected, perhaps arising from the stickiness of inflation in the major developed economies, then the portfolio position would have been re-appraised. Most likely, fixed rate funding would have been drawn whilst interest rates were lower than they were projected to be in the next few years.

Interest rate forecasts initially suggested gradual reductions in short, medium and longer-term fixed borrowing rates during 2024/25. The Bank Rate did peak at 5.25% as anticipated, but the initial expectation of significant rate reductions did not transpire, primarily because inflation concerns remained elevated. Forecasts were too optimistic from a rate reduction perspective.

At the start of April 2025, following the introduction of President Trump's trade tariffs policies, the market now expects Bank Rate to fall to 3.75% by the end of December 2025, pulling down the 5- and 10-year parts of the curve as well.

This should provide an opportunity for greater certainty to be added to the debt portfolio, although a significant fall in inflation will be required to underpin any material movement lower in the longer part of the curve.

The tables below show how interest rate expectations changes during 2024/25

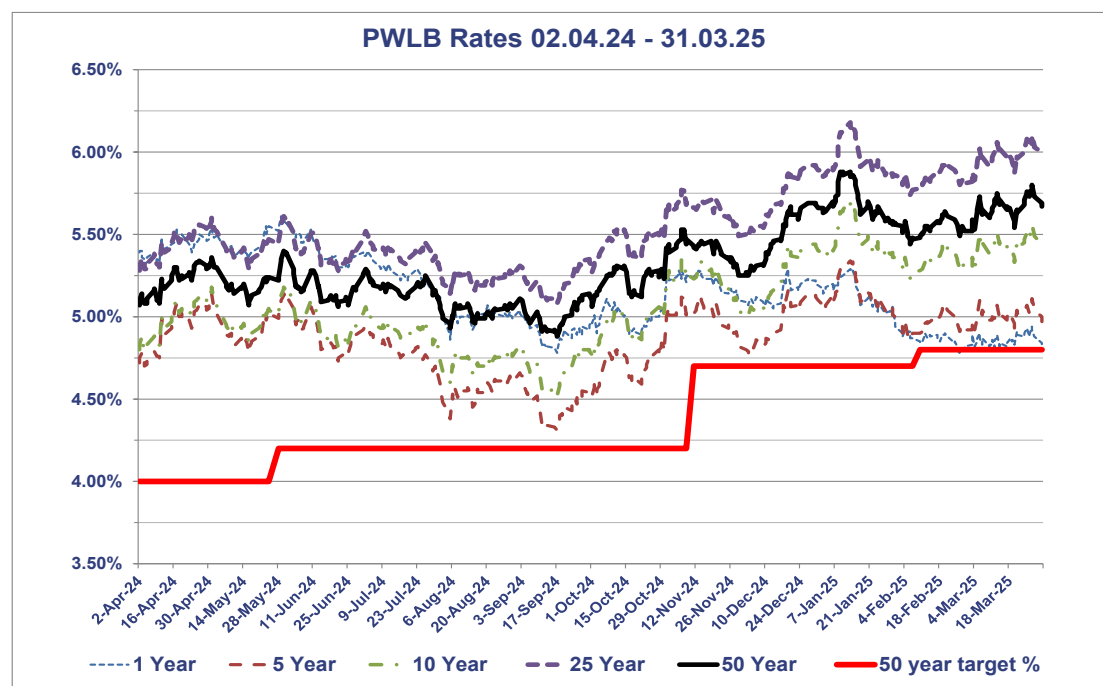
MUFG Corporate Markets Interest Rate View 10.02.25													
	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28
BANK RATE	4.50	4.25	4.25	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50	3.50
3 month ave earnings	4.50	4.30	4.30	4.00	3.80	3.80	3.50	3.50	3.50	3.50	3.50	3.50	3.50
6 month ave earnings	4.40	4.20	4.20	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50	3.50	3.50
12 month ave earnings	4.40	4.20	4.20	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50	3.50	3.60
5 yr PWLB	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.40	4.30	4.20	4.20	4.10	4.00
10 yr PWLB	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.70	4.60	4.50	4.50	4.40	4.40
25 yr PWLB	5.80	5.70	5.60	5.50	5.40	5.30	5.20	5.10	5.00	5.00	4.90	4.90	4.80
50 yr PWLB	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.70	4.60	4.60	4.50

MUFG Corporate Markets Interest Rate View 11.11.24													
	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27
BANK RATE	4.75	4.50	4.25	4.00	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50
3 month ave earnings	4.70	4.50	4.30	4.00	4.00	4.00	3.80	3.80	3.80	3.50	3.50	3.50	3.50
6 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
12 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
5 yr PWLB	5.00	4.90	4.80	4.60	4.50	4.50	4.40	4.30	4.20	4.10	4.00	4.00	3.90
10 yr PWLB	5.30	5.10	5.00	4.80	4.80	4.70	4.50	4.50	4.40	4.30	4.20	4.20	4.10
25 yr PWLB	5.60	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.50
50 yr PWLB	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.30	4.30

MUFG Corporate Markets Interest Rate View 28.05.24												
	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27
BANK RATE	5.25	5.00	4.50	4.00	3.50	3.25	3.25	3.25	3.25	3.00	3.00	3.00
3 month ave earnings	5.30	5.00	4.50	4.00	3.50	3.30	3.30	3.30	3.30	3.00	3.00	3.00
6 month ave earnings	5.30	4.90	4.40	3.90	3.50	3.30	3.30	3.30	3.30	3.10	3.10	3.20
12 month ave earnings	5.10	4.80	4.30	3.80	3.50	3.40	3.40	3.40	3.40	3.20	3.30	3.40
5 yr PWLB	4.90	4.70	4.50	4.30	4.10	4.00	3.90	3.90	3.90	3.90	3.90	3.80
10 yr PWLB	5.00	4.80	4.60	4.40	4.30	4.10	4.10	4.10	4.00	4.00	4.00	3.90
25 yr PWLB	5.30	5.20	5.00	4.80	4.70	4.50	4.50	4.40	4.40	4.40	4.30	4.30
50 yr PWLB	5.10	5.00	4.80	4.60	4.50	4.30	4.30	4.20	4.20	4.20	4.10	4.10

MUFG Corporate Markets Interest Rate View 08.01.24													
	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27
BANK RATE	5.25	5.25	4.75	4.25	3.75	3.25	3.00	3.00	3.00	3.00	3.00	3.00	3.00
3 month ave earnings	5.30	5.30	4.80	4.30	3.80	3.30	3.00	3.00	3.00	3.00	3.00	3.00	3.00
6 month ave earnings	5.20	5.10	4.60	4.10	3.70	3.30	3.10	3.10	3.10	3.10	3.10	3.10	3.10
12 month ave earnings	5.00	4.90	4.40	3.90	3.60	3.20	3.10	3.10	3.10	3.10	3.10	3.20	3.20
5 yr PWLB	4.50	4.40	4.30	4.20	4.10	4.00	3.80	3.70	3.60	3.60	3.50	3.50	3.50
10 yr PWLB	4.70	4.50	4.40	4.30	4.20	4.10	4.00	3.90	3.80	3.70	3.70	3.70	3.70
25 yr PWLB	5.20	5.10	4.90	4.80	4.60	4.40	4.30	4.20	4.20	4.10	4.10	4.10	4.10
50 yr PWLB	5.00	4.90	4.70	4.60	4.40	4.20	4.10	4.00	4.00	3.90	3.90	3.90	3.90

7.3 PWLB Rates



HIGH/LOW/AVERAGE PWLB RATES FOR 2024/25

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	4.77%	4.31%	4.52%	5.08%	4.88%
Date	26/02/2025	17/09/2024	17/09/2024	17/09/2024	17/09/2024
High	5.61%	5.34%	5.71%	6.18%	5.88%
Date	29/05/2024	13/01/2025	13/01/2025	13/01/2025	09/01/2025
Average	5.14%	4.86%	5.07%	5.56%	5.32%
Spread	0.84%	1.03%	1.19%	1.10%	1.00%

PWLB rates are based on gilt (UK Government bonds) yields through HM Treasury determining a specified margin to add to gilt yields. The main influences on gilt yields are Bank Rate, inflation expectations and movements in US treasury yields. Inflation targeting by the major central banks has been successful over the last 30 years in lowering inflation and the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, and inflation. This has pulled down the overall level of interest rates and bond yields in financial markets over the last 30 years. Indeed, in recent years many bond yields up to 10 years in the Eurozone turned negative on expectations that the EU would struggle to get growth rates and inflation up from low levels. In addition, there has, at times, been an inversion of bond yields in the US whereby 10-year yields have fallen below shorter-term yields. In the past, this has been a precursor of a recession.

However, since early 2022, yields have risen dramatically in all the major developed economies, first as economies opened post-Covid; then because of the inflationary impact of the war in Ukraine in respect of the supply side of many goods. In particular, rising cost pressures emanating from shortages of energy and some food categories have been central to inflation rising rapidly. Furthermore, at present the US Fed, ECB and Bank of England are all being

challenged by levels of persistent inflation that are exacerbated by tight labour markets and high wage increases relative to what central banks believe to be sustainable.

Gilt yields have been volatile through 2024/25. Indeed, the low point for the financial year for many periods was reached in September 2024. Thereafter, and especially following the Autumn Statement, PWLB Certainty rates have remained elevated at between c5% - 6% with the exception of the slightly cheaper shorter dates.

At the close of 31 March 2025, the 1-year PWLB Certainty rate was 4.82% whilst the 25-year rate was 5.98% and the 50-year rate was 5.67%.

Regarding PWLB borrowing rates, the various margins attributed to their pricing are as follows: -

- **PWLB Standard Rate** is gilt plus 100 basis points (G+100bps)
- **PWLB Certainty Rate** is gilt plus 80 basis points (G+80bps)
- **Local Infrastructure Rate** is gilt plus 60 basis points (G+60bps)

There is likely to be a fall in gilt yields and PWLB rates across the whole curve over the next one to two years as Bank Rate falls and inflation (on the Consumer Price Index measure) moves lower.

As a general rule, short-dated gilt yields will reflect expected movements in Bank Rate, whilst medium to long-dated yields are driven primarily by the inflation outlook.

The Bank of England is also continuing on a process of Quantitative Tightening. The Bank's original £895bn stock of gilt and corporate bonds will gradually be sold back into the market over several years (currently c£623bn). The impact this policy will have on the market pricing of gilts, while issuance is still markedly increasing, and very high in historic terms, is an unknown at the time of writing.

8.0 The Borrowing Outturn

Treasury Borrowing

Due to significant cash balances, there was no need to undertake any borrowing during the year.

Borrowing in advance of need

The Council has not borrowed more than, or in advance of its needs, purely in order to profit from the investment of the extra sums borrowed.

Rescheduling

No rescheduling was done during the year as the approximate 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

9.0 The Investment Outturn

Investment Policy – the Council’s investment policy is governed by MHCLG investment guidance, which has been implemented in the annual investment strategy approved by the Council on 21/02/2024. This policy sets out the approach for choosing investment counterparties and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data, (such as rating outlooks, credit default swaps, bank share prices etc.).

The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties i.e. meeting cash outflows. Investments have been in bank deposits (Natwest), money market funds, and the Debt Management Office.

Resources – the Council’s cash balances comprise revenue and capital resources and cash flow monies. The Council’s core cash resources comprised as follows:

Balance Sheet Resources (£m)	31.3.24	31.3.25
Capital Financing Requirement	72.3	72.9
Less Debt Liabilities ⁽¹⁾	(0.5)	(0.5)
External Borrowing (PWLb mainly)	(34.3)	(34.3)
Internal Borrowing	37.5	38.1
Balance Sheet Resources ⁽²⁾	(105.8)	(109.1)
Investments	(68.3)	(71.0)

⁽¹⁾This relates to Phoenix Court

⁽²⁾Includes from the balance sheet as at 31/03/2025 debtors, stock, long term debtor, cash and overdraft, creditors, capital grants received in advance, provisions, and usable reserves.

Investments held by the Council

- The Council maintained an average balance of £71.5m of internally managed funds.
- The treasury investments earned an average rate of return of 4.5%.
- Total investment income was £3.9m compared to a budget of £1.6m

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

Proportionality of Investments	2023/24 Actual £000s	2024/25 Actual £000s	2025/26 Budget £000s	2026/27 Budget £000s	2027/28 Budget £000s
Gross service expenditure	80,918	88,527	83,349	81,950	81,120
Net Investment income ⁽¹⁾	2,771	3,409	3,620	3,698	3,747
Proportion	3.4%	3.9%	4.3%	4.5%	4.6%

⁽¹⁾This is Commercial Estates net income, CCLA Property Fund and Loan to Other Organisations.

10 Performance Measurement

One of the key requirements in the Code is the formal introduction of performance measurement relating to investments, debt and capital financing activities. Whilst investment performance criteria have been well developed and universally accepted, debt performance indicators continue to be a more problematic area with the traditional average portfolio rate of interest acting as the main guide, (as incorporated in the table in section 6). The Council's performance indicators were set out in the annual Treasury Management Strategy Statement.

This service has set the following performance indicators

Investment Benchmarking⁽¹⁾

Benchmarking	Portfolio Risk Score ⁽²⁾	Average Credit Rating	Weighted Average Maturity (days)	Rate of Return %
31.03.2024	1.02	AA	17	5.16
31.03.2025	1.02	AA-	19	4.45

⁽¹⁾ DMO, banks and MMFs, CCLA Property Fund.

⁽²⁾ This score works on a scale of 1 to 7, with 7 the highest risk.

Security

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

Credit Rating	31.3.25 Actual	2024/25 Target
Portfolio average credit rating	AA-	A-

⁽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.

	30.3.25 Actual £m	2024/25 Target £m
Total cash available within 3 months	65.11	10

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:

Interest rate risk indicator	31.3.25 Actual	2024/25 Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£443,932 (Net Income)	£630,000 (Income)
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£443,932 (Net Expenditure)	£630,000 (Expenditure)

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. This risk is being managed by the use of fixed interest loans from the PWLB. The total interest earned in 2024/25 was £3.6m (2023/24 £3.5m) and total interest paid £1.0m (2023/24 £1.0m).

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.

Price risk indicator	2024/25 Limit £m	2024/25 Actual £m
Limit on principal invested beyond year end (CCLA Property Fund)	12	4

11.0 The Economy and Interest Rates

UK Economy

UK inflation has proved somewhat stubborn throughout 2024/25. Having started the financial year at 2.3% year on year (April), the CPI measure of inflation briefly dipped to 1.7% year on year in September before picking up pace again in the latter months. The latest data shows CPI rising by 2.8% year on year (February), but there is a strong likelihood that figure will increase to at least 3.5% by the Autumn of 2025.

Against that backdrop, and the continued lack of progress in ending the Russian invasion of Ukraine, as well as the potentially negative implications for global growth as a consequence of the implementation of US tariff policies by US President Trump in April 2025, Bank Rate reductions have been limited. Bank Rate currently stands at 4.5%, despite the Office for Budget Responsibility reducing its 2025 GDP forecast for the UK economy to only 1% (previously 2% in October).

Moreover, borrowing has becoming increasingly expensive in 2024/25. Gilt yields rose significantly in the wake of the Chancellor's Autumn Statement, and the loosening of fiscal policy, and have remained elevated ever since, as dampened growth expectations and the minimal budget contingency (<£10bn) have stoked market fears that increased levels of borrowing will need to be funded during 2025.

The table below provides a snapshot of the conundrum facing central banks: inflation pressures remain, labour markets are still relatively tight by historical comparisons, and central banks are also having to react to a fundamental re-ordering of economic and defence policies by the US administration.

	UK	Eurozone	US
Bank Rate	4.50%	2.5%	4.25%-4.5%
GDP	0.1%quarter to quarter Q4 (1.1%year on year)	0.1%quarter to quarter Q4 (0.7%year on year)	2.4% Q4 Annualised
Inflation	2.8%year on year (Feb)	2.3%year on year (Feb)	2.8%year on year (Feb)
Unemployment Rate	4.4% (Jan)	6.2% (Jan)	4.1% (Feb)

The Bank of England sprung no surprises in their March meeting, leaving Bank Rate unchanged at 4.5% by a vote of 8-1, but suggesting further reductions would be gradual. The Bank of England was always going to continue its cut-hold-cut-hold pattern by leaving interest rates at 4.50% but, in the opposite of what happened at the February meeting, the vote was more hawkish than expected. This suggested that as inflation rises later in the year, the Bank cuts rates even slower, but the initial impact of President Trump's tariff policies in April 2025 on the financial markets underpin our view that the Bank will eventually reduce rates to 3.50%.

The Bank still believes inflation will rise from 2.8% in February to 3.75% in Q3. While in February it said "inflation is expected to fall back thereafter to around the 2% target", this time it just said it would "fall back thereafter". That may be a sign that the Bank is getting a bit more worried about the "persistence in domestic wages and prices, including from second-round effects". Accordingly, although a series of rate cuts is expected over the next year or so, that does not contradict the

Bank taking “a gradual and careful” approach to cutting rates, but a tepid economy will probably reduce inflation further ahead and prompt the Bank to cut at regular intervals.

From a fiscal perspective, the increase in businesses’ national insurance and national minimum wage costs from April 2025 is likely to prove a headwind, although in the near-term the Government’s efforts to provide 300,000 new homes in each year of the current Parliament is likely to ensure building industry employees are well remunerated. Currently wages continue to increase at a rate close to 6% year on year. The MPC would prefer a more sustainable level of c3.5%.

As for equity markets, the FTSE 100 has recently fallen back to 7,700 having hit an all-time intra-day high 8,908 as recently as 3rd March. The £ has also endured a topsy-turvy time, hitting a peak of \$1.34 before dropping to \$1.22 in January and then reaching \$1.27 in early April 2025.

USA Economy

Despite the markets willing the FOMC to repeat the rate cuts of 2024 (100 basis points in total), the Fed Chair, Jay Powell, has suggested that the Fed. Funds Rate will remain anchored at 4.25%-4.5% until inflation is under control, and/or the economy looks like it may head into recession as a consequence of President Trump’s tariff policies.

Inflation is close to 3% and annualised growth for Q4 2024 was 2.4%. With unemployment just above 4%, and tax cuts in the pipeline, the FOMC is unlikely to be in a hurry to cut rates, at least for now.

EuroZone Economy

The Eurozone economy has struggled throughout 2024 and is flat lining at present, although there is the promise of substantial expenditure on German defence/infrastructure over the coming years, which would see a fiscal loosening. France has struggled against a difficult political backdrop, but with a large budget deficit it is difficult to see any turn-around in economic hopes in the near-term.

With GDP currently below 1% in the Euro-zone, the ECB is likely to continue to cut rates, although the headline inflation rate is still above 2% (2.3% February 2025). Currently at 2.5%, a further reduction in the Deposit Rate to at least 2% is highly likely.

12.0 Other Treasury Management Issues

A. IFRS 9 fair value of investments

Following the consultation undertaken by the Ministry of Housing, Communities and Local Government [MHCLG] 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 2029, with the exception of any new pooled investments from 1st April 2024. 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. The unusable reserve is called the Financial Instruments Revaluation Reserve.

The Council's CCLA Property Fund investment falls in this category.

B. Non-treasury management investments.

The commercial property is dealt with in paragraph 13 and appendix 5. Also the Finance Performance Report Provisional Outturn 2024/25 will cover income and expenditure arising from the commercial properties.

C. Changes in risk appetite

The limits for Money Market Funds (MMFs) were adjusted upwards for 2024/25 from £4m to £5m, but the previous limit of £4m proved adequate for 2024/25. Investing limits with local authorities was increased from £2m to £4m and banks from £2m to £4m but neither increased limit was used. The Council's own bank Natwest was already set at a limit of £4m.

D. Sovereign limits

The sovereign lower limit has remained at AA- if any investments were to be made. The UK remains a special case if it were to fall below AA-.

E. IFRS 16

All lessee (leased in) assets are now (2024/25) considered finance leases (i.e. no longer operational leases). In practice the number of assets leased by the Council at a commercial rate is minimal, so should not impact the balance sheet. Especially since some leased assets are already on balance sheet and revalued regularly.

13.0 Commercial Investment Strategy

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

Indicator	2024/25 Forecast	2024/25 Actual	2025/26 Forecast
Interest Cover Ratio	2.1	1.8	2.1
Loan to Value Ratio	104.9%	107.5%	104.9%
Gross Rent Multiplier	13.6	12.7	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 2024/25 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.

The net income from Commercial Properties was £3.1m for 2024/25.

Net Income from Commercial and Service Investments

	2023/24 Actual £000s	2024/25 Actual £000s	2025/26 Budget £000s	2026/27 Budget £000s	2027/28 Budget £000s
Net income from Commercial and Service Investments ⁽¹⁾	2,771	3,409 ⁽²⁾	3,620	3,698	3,747
Net revenue stream	22,170	26,058	26,464	25,165	25,178
Proportion	12%	13%	14%	15%	15%

⁽¹⁾CCLA Property Fund, loans to organisations, Commercial Estates net income.

⁽²⁾CCLA Property Fund £180k, Loans to Organisations £161k, Commercial Estates net income £3,068k.

Appendix 1: Prudential and treasury indicators

1. PRUDENTIAL INDICATORS	2023/24	2024/25	2024/25
Extract from the budget report	Actual	Original	Actual
	£'000	£'000	£'000
Capital Expenditure			
General Fund	13,408	26,073	16,851
TOTAL	13,408	26,073	16,851
Ratio of financing costs to net revenue stream			
General Fund	16%	15%	15%
Gross borrowing requirement General Fund			
brought forward 1 April	72,261	75,653 ⁽¹⁾	72,341
carried forward 31 March	72,341	77,783	72,855
in year borrowing requirement	80	2,130	514
Gross debt	34,270	34,260	34,260
CFR			
General Fund	72,341	77,783	72,855
TOTAL	72,341	77,783	72,855
Annual change in Capital Financing Requirement			
General Fund	80	2,129	514
TOTAL	80	2,129	514

⁽¹⁾ The actual expenditure for 2023/24 is not known at the time the budget is assembled, so the opening CFR is based on the 2023/24 forecast expenditure

2. TREASURY MANAGEMENT INDICATORS	2023/24	2024/25	2024/25
	Actual	Original	Actual
	£'000	£'000	£'000
Authorised Limit for external debt -			
Borrowing (including other long-term liabilities)	95,000	95,000	95,000
Loans to other Organisations	15,000	15,000	15,000
CIS ⁽¹⁾	25,000	25,000	25,000
TOTAL	135,000	135,000	135,000
Operational Boundary for external debt -			
Borrowing (including other long-term liabilities)	75,000	75,000	75,000
Loans to other Organisations	15,000	15,000	15,000
CIS ⁽¹⁾	25,000	25,000	25,000
TOTAL	115,000	115,000	115,000
Actual external debt	34,270	34,260	34,260

⁽¹⁾To allow for previously purchased assets

Maturity structure of fixed rate borrowing during 2024/25	Upper Limit	Lower Limit
under 12 months	80%	0%
12 months and within 24 months	80%	0%
24 months and within 5 years	80%	0%
5 years and within 10 years	100%	0%
10 years and within 20 years	100%	0%
20 years and above	100%	0%
Maturity structure of investments during 2024/25	Upper limit	Actual
Longer than 1 year	£12m	£4m
Total		

Appendix 2: Graphs – Economy

Interest Rate, GDP and Earnings Graphs

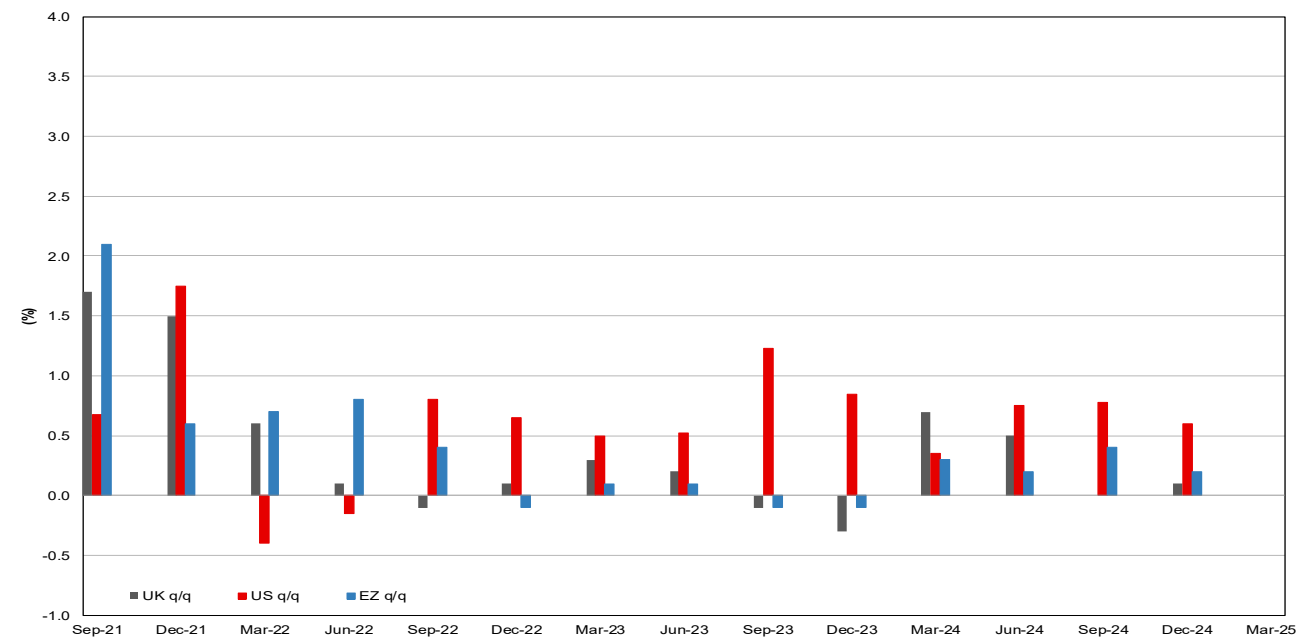
Market Expectations for Future Increases in Bank Rate (8th April 2025)



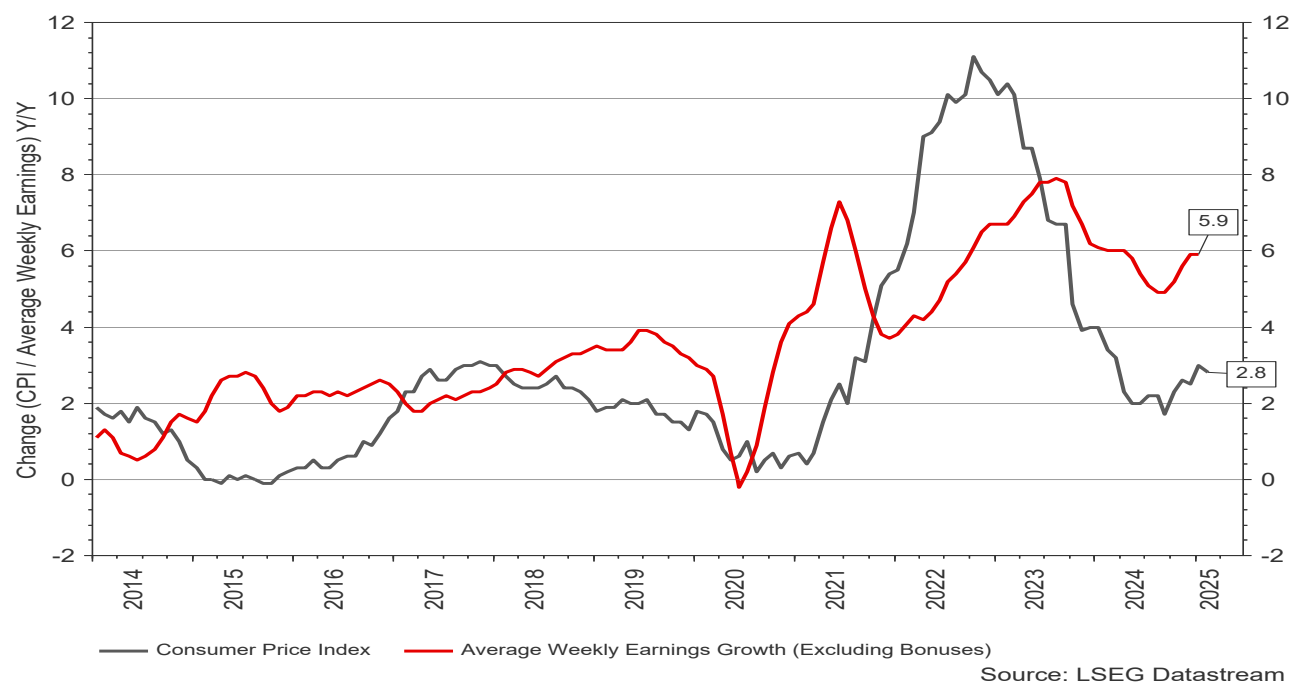
Source: Reuters Eikon

*MD0 = Change in Bank Rate expected at MPC meeting to be held May 2025, MD1 = Jun-25, MD2 = Aug-25, MD3 = Sep-25, MD4 = Nov-25.

UK, US and EZ Quarterly GDP



CPI v Average Weekly Earnings Growth



Appendix 3: Investment Portfolio

Investments held as of 31st March 2025 compared to the counterparty list:

	31.3.25 Actual £m	2024/25 Limit £m
Deposit Accounts		
NatWest	0.332	4.00
Barclays	0.001	4.00
Government and LAs		
Debt Management Office (DMO) - HMG	47.75	unlimited
Money Market Funds		
Aberdeen Liquidity Fund	2.55	5.00
BlackRock Institutional sterling liquidity Fund	2.56	5.00
CCLA Public Sector Deposit Fund	2.18	5.00
Federated Short Term Prime Fund	2.55	5.00
HSBC ESG	2.35	5.00
Insight Liquidity Funds	1.20	5.00
Invesco	2.44	5.00
Legal & General Sterling Liquidity Fund	1.20	5.00
Total	65.11	
Long-term Investments		
CCLA Property Fund	4.00	5.00
Total	69.11	

Appendix 4: Approved countries for investments as of 08.04.25

This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the MUFG Corporate Markets creditworthiness service.

Based on lowest available rating

AAA

- Australia
- Denmark
- Germany
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Canada
- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)
- Qatar

AA-

- Belgium
- France
- **U.K.**

THIS LIST IS AS AT 08.04.25

Appendix 5 Commercial Investment Property Listing

Commercial Investment Property	31/03/2023 Value £000s	Gain/(Loss) Additions £000s	31/03/2024 Value £000s	Gain/(Loss) Additions £000s	31/03/2025 Value £000s
Legacy Properties;					
Huntingdon					
Cinema and Shops	540	12	552	(5)	547
Oak Drive Shops	977	134	1,111	(52)	1,059
Mayfield Road Shops	750	(8)	742	(62)	680
Pub Site Sapley Square	193	0	193	0	193
Oak Tree Health Centre	11,786	0	11,786	0	11,786
Clifton Road Industrial Units	1,825	0	1,825	(79)	1,746
Alms Close Industrial Units	1,453	102	1,555	86	1,641
Land Clifton Road	144	0	144	0	144
Land St Peters Road	2,930	0	2,930	0	2,930
Land Redwongs Way	380	5	385	0	385
Phoenix Court Units	621	(252)	369	479	848
	21,599	(7)	21,592	367	21,959
St Ives					
Library Row Shops	532	29	561	0	561
Enterprise Centre	883	0	883	79	962
	1,415	29	1,444	79	1,523
St Neots					
Queens Gardens Shops	430	78	508	17	525
Naseby Gardens Shops	273	0	273	0	273
Leys Road Shops	117	9	126	0	126
Cambridge Street Shops	140	(8)	132	0	132
Cambridge Street	719	0	719	0	719
Levellers Lane Industrial	5,220	(115)	5,105	32	5,137
Caravan Site Rush Meadows	257	0	257	0	257
Café Riverside Park	158	0	158	0	158
	7,314	(36)	7,278	49	7,327
Total	30,328	(14)	30,314	495	30,809
CIS Properties					
2 Stonehill, Huntingdon	2,481	(205)	2,276	0	2,276
80 Wilbury Way, Hitchin	1,873	35	1,908	0	1,908
Shawlands Retail Park,	6,055	(273)	5,783	(232)	5,551
Parkway Fareham	4,037	0	4,037	0	4,037
Rowley Arts Centre, St Neots	6,641	(98)	6,543	(644)	5,899
Little End Road, St Neots	3,321	(33)	3,288	1,977	5,265
Tri-link, Wakefield	14,748	(62)	14,686	1,264	15,950
Alms Close, Huntingdon	1,447	2	1,449	57	1,506
	40,603	(634)	39,970	2,351	42,392
Total	70,931	(648)	70,284	2,847	73,201

Note Trilink/Little End Road gains due to rent increases. Shawlands/Rowley loses due to vacancies and rent reductions.

Appendix 6 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).

Capital Receipts

Funds received when an asset is sold. This can be used to fund new capital expenditure.

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. There will be an exposure of risk with a counterparty.

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.

FOMC (Federal Open Market Committee)

The committee within the US Federal Reserve that makes decisions about interest rates, and the US money supply.

Forward Deal

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

GDP (Gross Domestic Product)

The total value of all final goods and services produced and sold in a year by a country.

Gilts

Bonds issued by the Government in Sterling.

Link Group

The council's treasury advisors, who took over from Arlingclose in March 2023. Now called MUFG Corporate Markets.

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 annually from revenue to repay external debt.

Monetary Policy Committee (MPC)

A committee of the Bank of England that meets to decide on the UK interest rate.

Monetary Policy

A policy adopted by government to affect monetary and financial conditions in the economy.

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.

MUFG Corporate Markets

The council's treasury advisors, was called Link Group.

Passive Investor

An investor that does not usually or frequently buy individual stocks, and does not individually pick investments to beat the market. Holdings are usually long term. This contrasts with an active investor.

Prudential Code

The CIPFA code of practice which ensures local authorities spending plans are affordable, prudent and sustainable.

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.

Purchasing Managers Index

Economic indicators derived from monthly surveys of private sector companies.

REFCUS

Revenue Expenditure Funded from Capital Under Statute. Expenditure which would normally be considered revenue expenditure, but has been statutorily defined as capital expenditure, including the giving of a loan, grant or other financial assistance to any person, whether for use by that

person or by a third party, towards expenditure which would, if incurred by the authority, be capital expenditure. Or expenditure incurred on the acquisition, production or construction of assets for use by, or disposal to, a person other than the local authority which would be capital expenditure if those assets were acquired, produced or constructed for use by the local authority.

Reserves

The accumulation of past revenue surpluses and contributions, which can be used to meet future expenditure. The reserves can be general reserves, or earmarked for a specific purpose.

Security, Liquidity, Yield (SLY)

The factors taken into account when investing and are prioritised in the order.

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.

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title: Key Performance Indicators 2025/26

Meeting/Date: Overview and Scrutiny – 10th June 2025
Cabinet – 17th June 2025
Council 16th July 2025

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

Report by: Head of Policy, Performance and Emergency Planning &
Ben Clifton-Attfield, Insights Coordinator

Ward(s) affected: All

Executive Summary:

This report presents Members with the refreshed targets and tolerances for the suite of key performance indicators approved in the Corporate Plan 2025/26. This was approved by Cabinet on the 15th April.

The draft changes and additions to indicators were presented for early comment to the Performance and Growth Scrutiny Panel on the 2nd April. This feedback and subsequent review by Cabinet on the 15th April has informed the final targets and tolerances presented.

On 17th June, Cabinet resolved to endorse the proposed target and tolerances for the key performance indicators 2025/26 as set out in Appendix 1 of the report.

Recommendation(s):

The Council is

RECOMMENDED

- a) To approve the proposed target and tolerances for the key performance indicators 2025/26 (set out in Appendix 1)

1. PURPOSE OF THE REPORT

- 1.1 The report presents Members with the targets and tolerances for the key performance indicators against which the performance of the Council's services will be monitored.
- 1.2 The indicators were agreed by Cabinet on 15th April 2025 as part of the Corporate Plan refresh.

2. WHY IS THIS REPORT NECESSARY?

- 2.1 The Council's Corporate Plan outlines the Council's priorities, desired outcomes, and strategies. The performance indicators are refreshed annually to ensure they reflect the outcomes in the Corporate Plan and continue to drive continuous improvement based on performance in 2024/25.
- 2.2 The Council adopted a performance management framework in 2023 which integrated the delivery of Corporate Plan Actions and Projects with the monitoring of key indicators. As part of the Council's approach to continuous improvement, the targets and tolerances are reviewed for the year ahead. The proposals for change are reviewed and approved by Cabinet, this report presents these for approval for the year 2025/26.

3. PRIORITIES AND OUTCOMES

- 3.1 The refreshed Corporate Plan 2023-2028 sets out the outcomes the Council intends to deliver, enable or influence. They reflect the vision co-created with communities as set out in Huntingdonshire Futures:

'We all want to live in a place with the highest possible quality of life. A place people are drawn to, where they feel included and can aspire to something. A place people are proud to call home.'

- 3.2 The updated Corporate Plan recognises the emerging changes in Local Government organisation following the English devolution White Paper. Whilst proposals will be shaped during the year, the Corporate Plan sets out how everything the Council does will proactively ensure the benefits and opportunities for Huntingdonshire's communities are maximized.
- 3.3 The Council's services remain vital to communities during this period of change to the structures of local public services. The Council will continue to deliver them to the highest standard possible and remain focused on the Corporate Plan to deliver the best for the district now and into the future. The revised targets, interventions and new indicators are essential to continue to manage performance during 2025/26.

4. KEY PERFORMANCE MEASURES FOR 2025/26

- 4.1 Pages twenty six and twenty seven of the Corporate Plan 2025/26 list the indicators now adopted.
- 4.2 The revised targets and indicators incorporate the feedback from the Overview and Scrutiny Panel for Economy and Growth on the 2nd April. Appendix 2 lists the comments raised which have been considered.
- 4.3 Whilst not normally confirmed until September in the Quarter 1 Performance report, the Council has brought forward the consultation and hence final proposal for targets to May, reflecting the importance of performance management, setting targets early for the year ahead.
- 4.4 Appendix 3 sets out the changes made to the measures, targets and intervention levels for 2025/26. This includes the reasons supporting the revisions.
- 4.5 In summary:

	2024/25 Total	2025/26 Total	2025/26 Target increased	2025/26 Target decreased	2025/26 Subject to Change
Number of KPIs	32	35	5	2	4

- 4.6 The final proposals take past performance, resources available and known issues/challenges into account, as well as benchmarking data where possible (e.g. for those indicators that the Local Government Association Inform platform reports on or where the Council is a member of benchmarking clubs such as the Association for Public Service Excellence).
- 4.7 Both quarterly and year-end results will continue to be published via the Overview & Scrutiny (Performance & Growth) Panel and Cabinet meeting agendas and on the website.

5. COMMENTS OF OVERVIEW & SCRUTINY

- 5.1 The Overview & Scrutiny (Performance & Growth) Panel discussed the report at its meeting on 10th June 2025.
- 5.2 Councillor Jennings expressed his pleasure that his previous comments regarding One Leisure targets have been incorporated in the Plan. It demonstrates that Scrutiny does work in practise.
- 5.3 Councillor Martin agreed with Councillor Jennings and expressed his thanks for the adjustments that had been made based on the feedback provided previously. He expressed an interest in receiving further data and statistics from other organisations as this would provide a rounder picture which will aid in the scrutinising process. The Panel heard that it had been a difficult year for reporting due to people leaving but they now have two new Officers who have agreed to continue assisting with the

reporting.

- 5.4 Councillor Taylor expressed her concern and reminded Members that setting targets is a good thing, but it must be remembered that behind the data is humans and the cost of setting targets that are unattainable could be demoralising. The Panel heard that they have always been cognizant of that and that they are trying to encourage people, drive performances and reward excellent performance. This is carried out with the consent of the Service owners, and they try not to set unattainable targets. They have adjusted 2 on the report for this reasoning.
- 5.5 Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for an informed decision to be made on the report recommendations..

6.0 RISKS

- 6.1 The Corporate Plan is funded through the 2025/26 budget approved in February 2025. However, Local Government Reorganisation could affect its delivery. The Council has a project team examining the implications to ensure the best outcomes for Huntingdonshire's communities. This will be clearer later in 2025. Actions within the Corporate Plan that may be impacted by the reorganisation will be reviewed and flagged in the quarterly performance monitoring reports.

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

- 7.1 The Council continues to align service plans with the Corporate Plan. This ensures services are working to the same priorities, aiming to deliver the same outcomes, and measuring their performance in a consistent way, where possible. For 2025/26 the service plan actions will be collated into a single transformation plan which will be published.
- 7.2 The Corporate Plan provides a 'golden thread' throughout the organisation, linking activity at strategic levels from Huntingdonshire Futures through to activity in service plans, filtering through to objectives set for teams.
- 7.3 The refreshed Corporate Plan 2025/26 sets out key priorities and outcomes for 2023-2028 and list of key performance measures for 2025/26.

8. CONSULTATION

- 8.1 The Corporate Plan 2023-2028 was informed by 2022's programme of engagement, which included both public and stakeholder consultations to help develop both the Huntingdonshire Futures place strategy and the Council's Climate Strategy.
- 8.2 In September 2024 Council adopted a Community Health and Wealth Strategy. Consultation was completed with a wide range of strategic partners and coproduction sessions with members of the community evaluating the approach and the three proposed objectives of the work. This consultation, its outputs and subsequent priorities also informed the

revision to corporate plan actions.

- 8.3 The Performance and Growth Scrutiny Panel reviewed the draft indicators as part of the adoption of the Corporate Plan 2025/26 on 2nd April. The Panel was also provided with draft targets for review and comment. These are summarised in Appendix 2 and have informed the final proposals presented.

9. RESOURCE IMPLICATIONS

- 9.1 The Council's 2025/26 Budget and Medium-Term Financial Strategy to 2028/29 was approved by Council in February 2025. The proposed actions and performance measures have been informed by the approved service budgets and savings and growth proposals. It is anticipated that there will be no additional resource implications because of agreeing new actions or performance indicators beyond this approved budget.

10. HEALTH IMPLICATIONS

- 10.1 Under the first priority, the outcome statement for "improving quality of life for local people" specifically references 'good health' as one of the foundations of a good life. Actions proposed to help improve the health of residents include delivering the actions to deliver the Community Health and Wealth Strategy approved in 2024 and work to maximise physical activity in the district.

11. ENVIRONMENT AND CLIMATE CHANGE IMPLICATIONS

- 11.1 The Corporate Plan supports the approach set out through the Climate Strategy and commits us to applying a "green lens" to decision making – embedding the climate and green agenda through all the Council does and considering environmental impacts and opportunities to improve the environment when making all decisions.

12. REASONS FOR THE RECOMMENDED DECISIONS

- 12.1 This report is seeking endorsement from Cabinet and approval from Council for the key performance indicator targets and intervention levels that support the Corporate Plan for 2025/26. The updated list of key performance measures and targets will help us to achieve the Council's priorities and desired outcomes.

13. LIST OF APPENDICES INCLUDED

Appendix 1 – Operational Performance Measures 2025/26 with targets
Appendix 2 – Overview and Scrutiny Panel (Economy and Growth)
Comments on Performance Indicators, 2nd April 2025.
Appendix 3 – Changes to Performance Indicators for 2025/26.

14. BACKGROUND DOCUMENTS

[Cabinet 15th April – Approval of Corporate Plan](#)
[Huntingdonshire Futures](#)

CONTACT OFFICER

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Head of Policy, Performance and Emergency Planning

Email: neil.sloper@huntingdonshire.gov.uk

KPIs for the 2025/26 financial year.

Performance and Insights Team
April 2025

Foreword



This appendix is to highlight all of the key performance indicators (KPIs) for the 2025/26 financial year.

If you have any questions, please direct them to:

performance@huntingdonshire.gov.uk

Proposed KPI Changes

Performance Indicator	Stakeholder	Portfolio Holder	Target	Tolerance
1. Number of attendances at One Leisure Active Lifestyles and Sports Development programmes.	Active Lifestyles & Health Manager	Cllr Sally Howell	65,000	58,500
2. Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall and school admissions) (cumulative year to date)	One Leisure Business and Operations Manager	Cllr Sally Howell	1,518,380	1,442,461
3. The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay at hospital due to a Disabled Facilities Grant (DFG) (cumulative year to date)	Private Sector Housing Team	Cllr Stephen Ferguson	200	180
4. Average time (weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants (cumulative year to date)	Private Sector Housing Team	Cllr Stephen Ferguson	24 Weeks	31 Weeks

Proposed KPI Changes

Performance Indicator	Stakeholder	Portfolio Holder	Target	Tolerance
5. Average number of days to process new claims for Housing Benefit and Council Tax Support (cumulative year to date)	Revenues and Benefits Manager	Cllr Stephen Ferguson	22.0 Days	26.0 Days
6. Average number of days to process changes of circumstances for Housing Benefits and Council Tax support (cumulative year to date)	Revenues and Benefits Manager	Cllr Stephen Ferguson	4.0 Days	6.0 Days
7. Number of homelessness preventions achieved (cumulative year to date)	Housing Needs and Resources Manager	Cllr Stephen Ferguson	480*	445*
8. Number of households housed through the housing register and Home-Link scheme (cumulative year to date)	Housing Needs and Resources Manager	Cllr Stephen Ferguson	685*	616*
9. Number of households in Temporary Accommodation (snapshot at the end of each period)	Housing Needs and resources Manager	Cllr Stephen Ferguson	135*	148*

* A target and tolerance for the Housing Needs metrics is still in the works but will be updated here before Scrutiny and Cabinet. The previous years metrics have been inserted as place holders.

Proposed KPI Changes

Performance Indicator	Stakeholder	Portfolio Holder	Target	Tolerance
10. Net change in the number of homes with a council tax banding (cumulative year to date)	Business Performance and Insights Team	Cllr Stephen Ferguson	968	871
11. Number of new affordable homes delivered (cumulative year to date)	Head of Housing Delivery	Cllr Sam Wakeford	444	344
12. Percentage of planning applications processed on target – major (within 8 weeks or agreed extended period) (cumulative year to date)	Head of Planning, Infrastructure & Public Protection	Cllr Tom Sanderson	82%	72%
13. Percentage of planning applications processed on target – minor (within 8 weeks or agreed extended period) (cumulative year to date)	Head of Planning, Infrastructure & Public Protection	Cllr Tom Sanderson	82%	77%
14. Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period) (cumulative year to date)	Head of Planning, Infrastructure & Public Protection	Cllr Tom Sanderson	87%	82%

Proposed KPI Changes

Performance Indicator	Stakeholder	Portfolio Holder	Target	Tolerance
15. Number of planning applications over 16 weeks old where there is no current extension of time in place (total at the end of each month)	Head of Planning, Infrastructure & Public Protection	Cllr Tom Sanderson	15	20
16. Cumulative footfall in our market towns (monthly)	Economic Development Manager	Cllr Sam Wakeford	15,719,143	14,147,229
17. Total number of business engagements by the Economic Development Team (cumulative)	Economic Development Manager	Cllr Sam Wakeford	420	378
18. Efficiency of vehicle fleet driving – Energy Efficient Driving Index score for the waste service (cumulative year to date)	Waste Minimisation Officer	Cllr Simone Taylor	81%	75%
19. Percentage of household waste reused/recycled/composted (cumulative year to date) Aim to maximise.	Waste Minimisation Officer	Cllr Simone Taylor	51%	48%

Proposed KPI Changes

Performance Indicator	Stakeholder	Portfolio Holder	Target	Tolerance
20. Collected household waste per person (kilograms) (cumulative year to date)	Waste Minimisation Officer	Cllr Simone Taylor	360 kgs/pp	370 kgs/pp
21. Residual waste collected per household (kilograms) (cumulative year to date)	Waste Minimisation Officer	Cllr Simone Taylor	354 kgs/ph	416 kgs/ph
22. Number of missed bins (cumulative year to date)	Waste Minimisation Officer	Cllr Simone Taylor	3360	3624
23. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations (cumulative year to date)	Operations Manager (Env Services)	Cllr Simone Taylor	92.5%	90.0%
24. Number of fly tips recorded (cumulative year to date)	Operations Manager (Env Services)	Cllr Simone Taylor	3000	3150
25. Sanctions against environmental crimes and anti-social behaviour	Community Action Team	Cllr Stephen Ferguson	96	84

Proposed KPI Changes

Performance Indicator	Stakeholder	Portfolio Holder	Target	Tolerance
26. The number of programmed food safety inspections undertaken (cumulative year to date)	Environmental Health Services Manager	Cllr Stephen Ferguson	612	581
27. Percentage of calls to Call Centre (cumulative year to date)	Customer Services Manager	Cllr Stephen Ferguson	85%	80%
28. Average wait time for customers calling the Call Centre	Customer Services Manager	Cllr Stephen Ferguson	180 Seconds	300 Seconds
29. Customer Satisfaction (Contact Centre)	Customer Services Manager	Cllr Stephen Ferguson	This metric is currently still in the trial phase and will be reported on as of Q3.	
30. Council Tax Collection Rate (cumulative year to date)	Revenues and Benefits Manager	Cllr Stephen Ferguson	97.86%	97.56%
31. Business Rates Collection rate (cumulative year to date)	Revenues and Benefits Manager	Cllr Stephen Ferguson	99.12%	98.62%

Proposed KPI Changes

Performance Indicator	Stakeholder	Portfolio Holder	Target	Tolerance
32. Short-term staff sickness days lost per full time equivalent (FTE) (Rolling 12-month total)	Human Resources Manager	Cllr Davenport-Ray	3.0	3.5
33. Long-term staff sickness days lost per full time equivalent (FTE) (Rolling 12-month total)	Human Resources Manager	Cllr Davenport-Ray	5.0	5.5
34. Staff Turnover (per month)	Human Resources Manager	Cllr Davenport-Ray	1.5% (+/- 0.25%)	0.75-1.24% / 1.76-2.25%
35. Average length of service (years)	Human Resources Manager	Cllr Davenport-Ray	9.6	9.0

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Appendix 2 - You Said We Did from Overview & Scrutiny

PI 1: Active Lifestyles

You Said: The new target looks light compared to the outturn for 2024/25. Combining the metrics is ok, but don't make the target easier.

We: Went back to the service manager and agreed a new stretch target of 3.5% of 24/25s performance. The new target of 65,000 attendances is over 10,000 attendances greater than the previous proposal, helping to drive improvement within the service.

PI 4: Disabled Facilities Grant

You Said: That while it is accepted that the current target is not tenable, decreasing it as much as proposed seems like rewarding poor performance. It appears to be setting a target that we know we can achieve rather than something to work towards.

We: went back to the responsible officers and have revised the proposed target to be more lenient, but still a stretch target. The tolerance was also increased to 31 weeks (from 30 weeks) to ensure that our performance does not fall below the previous years average (30.6 weeks in 2024/25).

PI 18: Business Engagements

You Said: That while it is good to measure the number of contacts you would be keen to understand how F2F are recorded. Some extra qualitative examples were also requested for the commentary.

We: have committed to completing the data quality templates for the new and changing performance indicators, ready for publication alongside the quarter 4 report. After talking to the responsible officer, it was also agreed that the commentary given in the reports would have a significant qualitative aspect and would also (where appropriate) comment on the benefit of the interaction / customer satisfaction.

PI 25: Environmental Crime

You Said: That it is great to see the measurement being broadened out to be more inclusive of all of the elements and that it would be interesting to see the makeup of the new metric.

We: have committed to completing the data quality template for this metric, along with the templates for the other new and changed metrics, ready for publication alongside the quarter 4 report. After talking with the responsible officer, it was also agreed that a breakdown would be included in the commentary of the indicator.

PI 29: Customer Satisfaction (Contact Centre)

You Said: That you were very happy to see this metric being trialled and would be interested to see the results.

We: began implementation of the software earlier this year and are currently trying to fine tune the system, ready for full implementation in late quarter 1. To allow time for the system to be perfected, this metric will not be reported on until quarter 3. This will also allow us to collect more baseline data to better inform the target and tolerance.

2025-26 KPI Amendment Proposals

Performance and Insights Team
April 2025

Foreword



This appendix is to highlight the key performance indicators (KPIs) that are new or have had changes made to them for the 2025/26 financial year.

Page 90

If you have any questions, please direct them to:

performance@huntingdonshire.gov.uk

Proposed KPI Changes

Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
1. Number of Attendances at Active Lifestyle Programmes And Number of Attendances at Sport Development Activities and Programmes	Jo Peadon	Alteration	Proposed Target: 65,000	Both metrics are now under the control of the Active Lifestyles manager, so the new combined metric would show overall health of the service, rather than the health of its constituent parts.
			Proposed Tolerance: 58,500	The proposed target is a roughly 3% increase on the 24/25 performance.
2. Number of One Leisure Facilities Admissions (excluding Burgess Hall and School Admissions)	Leigh Allaker & Gregg Holland	More Difficult Target	Current Target: 1,483,123	This new target is a 3% growth on the forecasted performance seen this year. This growth is expected due to the recent renovations across One Leisure sites.
			Proposed Target: 1,518,380	
			Current Tolerance: 1,334,811	
			Proposed Tolerance: 1,442,461	

Proposed KPI Changes

Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
4. Average time (weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants	Melanie Barnes & Claudia Deeth	More Lenient Target	Current Target: 22 Weeks	The target and tolerance would be increased to reflect the significant delays faced due to issues with our Social Landlord partners. Previous performance indicates that no targets below 28 weeks have been met in the last three years.
			Proposed Target: 24 Weeks	
			Current Tolerance: 30 Weeks	
			Proposed Tolerance: 31 Weeks	
6. Average number of days to process changes of circumstances for Housing Benefit and Council Tax support	Katie Kelly & Barnes Huggins	More Difficult Target	Current Target: 5 Days	This metric has significantly exceeded its target all year and is the best actual performance for the last three years by a significant margin. Therefore, a target change is proposed.
			Proposed Target: 4 Days	
			Current Tolerance: 7 Days	
			Proposed Tolerance: 6 Days	
7. Number of Homeless Preventions Achieved	Jon Collen	Subject to Change	Current Target: 480	* A target and tolerance for this metric cannot be predicted at this time, so while no change is currently reported, this is subject to change.
			Proposed Target: 480	
			Current Tolerance: 445	
			Proposed Tolerance: 445	

Proposed KPI Changes

Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
8. Number of households housed through the housing register and Home-link scheme. (cumulative)	Jon Collen	Subject to Change	Current Target: 685	* A target and tolerance for this metric cannot be predicted at this time, so while no change is currently reported, this is subject to change.
			Proposed Target:	
			Current Tolerance: 616	
			Proposed Tolerance:	
9. Number of households in Temporary Accommodation. (cumulative)	Jon Collen	Subject to Change	Current Target: 135	* A target and tolerance for this metric cannot be predicted at this time, so while no change is currently reported, this is subject to change.
			Proposed Target:	
			Current Tolerance: 148	
			Proposed Tolerance:	
12. Number of new affordable houses delivered	Frank Mastrandrea & Pamela Scott	More Difficult Target	Current Target: 292 Houses	The Local Plan and latest Housing Needs Assessment indicate that we need to build 444 affordable houses a year to meet demand, therefore this is the proposed target.
			Proposed Target: 444 Houses	
			Current Tolerance: 219 Houses	
			Proposed Tolerance: 356 Houses	

Proposed KPI Additions

Proposed Performance Indicator	Proposed PI Holder	Proposed Addition Justification	Proposed Details
17. Cumulative footfall in market towns (Monthly)	Rebecca Tomlin	ADDITION - This metric will highlight how attractive our market towns are and how this changes over time. This metric is also correlated to the success of the economic development team and will allow members to track the effects of their initiatives.	Target: 15,719,143
			Tolerance: 14,147,229
18. Total number of business engagements by the Economic Development Team (cumulative)	Rebecca Tomlin	ADDITION - This metric will highlight to members how many local businesses are receiving advice or support from the Economic Development team. This metric will be inclusive of LinkedIn growth, newsletter signups, the number of events attended by the econ dev team and the number of businesses receiving support monthly.	Target: 420 Engagements
			Tolerance: 378 Engagements

Proposed KPI Changes

Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
25. Sanctions against environmental crimes and anti-social behaviour.	Robert Mitchell & Anthony Hayes	Alteration	Current Target: 12 Fines	It is proposed that this metric replaces PI 24 (enforcements against Fly-tips). This change better reflects the role of the service and will highlight their activity in countering environmental crime and anti-social behaviour.
			Proposed Target: 96 Sanctions	
			Current Tolerance: 10 Fines	
			Proposed Tolerance: 84 Sanctions	
27. Percentage of calls to Contact Centre answered (cumulative)	Michelle Greet & Cedric Gough-Goodman	More Difficult Target	Current Target: 80%	The percentage of calls answered has not dipped below 86% since June 2023 and the Call Centre has gained many new full time staff members. This new target also brings us closer in line with our peers.
			Proposed Target: 85%	
			Current Tolerance: 72%	
			Proposed Tolerance: 80%	

Proposed KPI Change & Addition

Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
28. Average wait time for customers calling the Contact Centre (cumulative)	Michelle Greet & Cedric Gough-Goodman	More Difficult Target	Current Target: 240 Seconds	Previous performance significantly exceeds the current target (by 150 seconds) and the tolerance (by 450 seconds). This target would also bring us closer in line with the targets of our peers.
			Proposed Target: 180 Seconds	
			Current Tolerance: 600 Seconds	
			Proposed Tolerance: 300 Seconds	

Proposed Performance Indicator	Proposed PI Holder	Proposed Addition Justification	Proposed Details
29. Customer Satisfaction (Contact Centre)	Michelle Greet & Cedric Gough-Goodman	The software used to record this metric is currently still being implemented. To allow time for this system to be perfected, this metric will not be reported on until Quarter 3. The baseline data we collect in this period will be used to better inform a target and tolerance closer to the time.	

Proposed KPI Change & Addition

Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
34. Staff turnover (percentage per individual month)	Leanne Harfield & Ryan Roden	More Lenient Target	Current Target: 1.2% (+/- 0.2%)	Turnover is increasing nationally and is on average between 2.0-2.8% in English local governments. Uncertainty from the LGR and expiring contracts are expected to drive turnover further. Therefore, it is proposed that the margins be widened.
			Proposed Target: 1.5 (+/- 0.25%)	
			Current Tolerance: 0.6-1.8%	
			Proposed Tolerance: 0.75-2.25%	

Proposed Performance Indicator	Proposed PI Holder	Proposed Addition Justification	Proposed Details
35. Average length of service (years)	Leanne Harfield & Ryan Roden	ADDITION - This metric would supplement KPI 34 by highlighting if we are retaining our experience. This would be especially valuable during a potentially high turnover period. This should be reported quarterly. Currently, we have an average length of service of 9.6 years, and this typically changes by about 0.5 every year. Therefore, the target will be to retain this 9.6 years of average experience and the tolerance will be 9 years.	Target: 9.6 Years
			Tolerance: 9.0 Years

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Overview and Scrutiny Annual Report

Contents:

Introduction

Overview and Scrutiny in Huntingdonshire

Overview and Scrutiny Performance and Growth Panel

Overview and Scrutiny Environment, Communities and Partnerships Panel

Overview and Scrutiny Training and Development

Overview and Scrutiny in Huntingdonshire in 2025/26

Participating in the Overview and Scrutiny Process

Looking Forward to 2025/26 Municipal Year

Appendices:

Appendix A - Overview and Scrutiny Roles and Remits

Appendix B - Scrutiny Topic Selection Process Map

Introduction

Overview and Scrutiny in Huntingdonshire comprises two Panels, the Chairs and Vice-Chairs of the Panels in 2024/25 were:



Councillor Cath Gleadow
Chair of the Performance and
Growth Panel



Councillor Julie Kerr
Chair of the Environment,
Communities and Partnerships



Councillor Sally
Howell
Vice Chair of the
Performance and
Growth Panel

Until January 2025



Councillor Nic Wells
Vice Chair of the
Performance and
Growth Panel

From February 2025



Councillor Nathan Hunt
Vice Chair of the
Environment,
Communities and
Partnerships Panel

Introduction from Councillor Cath Gleadow, Chair of the Overview and Scrutiny, Performance and Growth Panel.

Since being elected in 2022 I have been privileged to be appointed to the Chair of the Overview and Scrutiny Performance and Growth Panel. In the first few months, it was a pretty steep learning curve understanding the processes and adjusting to local government procedures. However, with the help of officers I soon learned and appreciated the transparency of the process.

Huntingdonshire District Council, experienced significant changes in 2022 when control of the Council changed from being managed by a single political party to a Joint Administration of four political parties/groups, for the first time ever. Inevitably, new approaches were introduced to make the Council more accountable to residents by increasing transparency and visibility of the decision making processes which resulted in live video recording of all committee meetings in the Council.

Over the intervening years further improvements have been introduced to enhance the scrutiny process by the introduction of additional training for Overview and Scrutiny members to increase their effectiveness and expand knowledge in areas such as Finance and Treasury management as well as additional tools and techniques to be used to fine tune their interrogation and analysis skills. The Panels have been encouraged to make recommendations and changes to policy and processes for further consideration. In addition, the Panels have also taken ownership of their agendas as well reintroducing the Annual Overview and Scrutiny Report. There is also a desire from the Panels to align with our values identified in the Corporate Plan as good scrutiny allows us to do the Council's core work well. It is recognised that this process is iterative in nature and there are ongoing discussions to look for continued improvement of the process

Change is a constant feature of life and 2025 saw the publication of the government White Paper on Local Government Reorganisation (LGR). This has major implications for all English Councils and Huntingdonshire is no exception. I know that the Panels will continue to play their part in ensuring that the decision making process is robust and will ensure that the right decisions are made for the people of Huntingdonshire

This report summaries the Panels' activities over the year and contains illustrations of their impact through the outcomes and results they have achieved.

Overview and Scrutiny in Huntingdonshire

Scrutiny can be many things. It can:

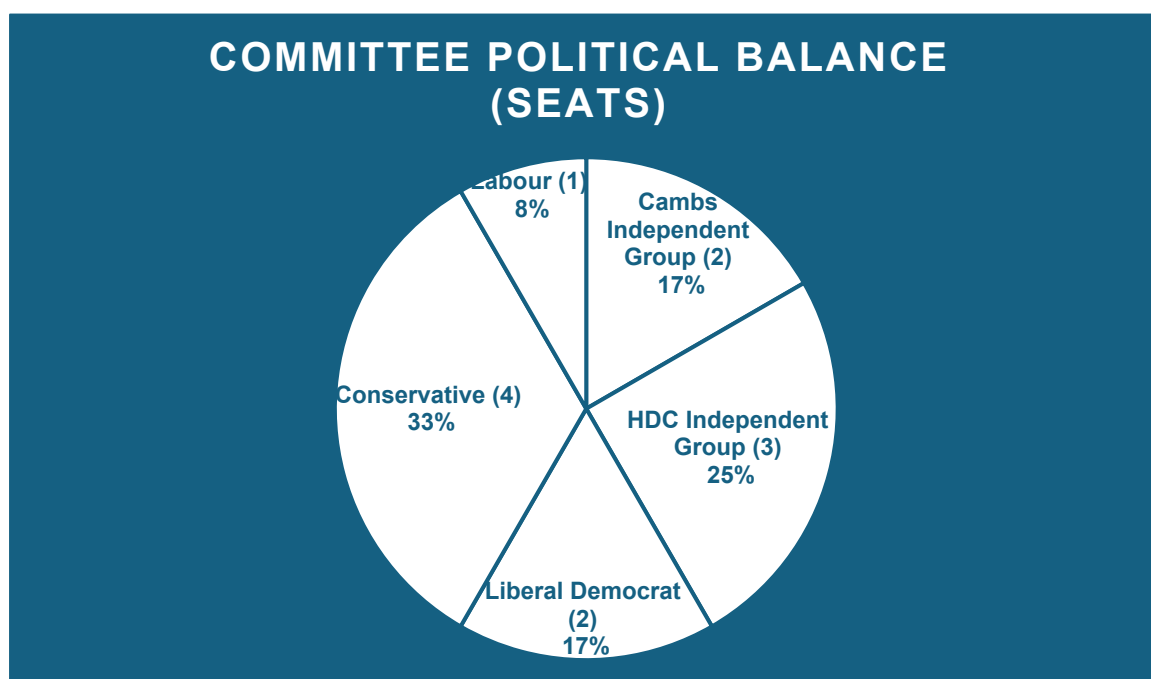
- Hold the Executive to account
- Review existing policies and procedures
- Identify new policies to recommend to the Executive (Scrutiny cannot make policy decisions)
- Consider reports before decisions have been made by Executive (a review of the Key Decisions and pre decision scrutiny)
- Scrutinise partnerships and partners
- Carry out service specific scrutiny
- Address referrals/requests from Council/Executive
- Make proposals to the Executive for developments in so far as they relate to the matters within the committees Terms of Reference
- Address Councillor Calls for actions
- Exercise functions relating to Call In
- Consider any matter affecting the area or its residents.

Both of the Scrutiny Panels may exercise responsibility for the finances, in relation to the roles and remits of each Panel.

Overview and Scrutiny Panel

(Performance and Growth)

- Councillor Catherine Gleadow (Chair)
- Councillor Nic Wells (Vice-Chair) (from February 2025)
- Councillor Sally Howell (Vice-Chair) (until January 2025)
- Councillor Ann Blackwell
- Councillor James Catmur
- Councillor Barry Chapman
- Councillor Stephen Corney
- Councillor Ian Gardener
- Councillor Andrew Jennings
- Councillor Ross Martin
- Councillor Dr Marcus Pickering
- Councillor Ben Pitt (from February 2025)
- Councillor Doug Terry



Topics Scrutinised during the municipal year 2024/25

The reports considered by the Panel included:

- Corporate Performance Report 2023/24 Quarter 4
- Corporate Plan Targets 2024/25

- CCTV Shared Service Agreement
- Community Infrastructure Levy Governance Review
- Finance Performance Report 2023/24 Quarter 4
- Treasury Management Outturn Report 2023/24
- Market Towns Programme Summer Update
- Huntingdonshire Place Strategy Update
- Productivity Plans
- East Park Solar Farm
- Local Plan: Further Issues and Options
- Local Plan: Land Availability Assessments
- Local Plan: Initial Sustainability Appraisal
- Fens and Lincs Reservoirs Update
- 3C ICT Shared Service Review
- Finance Performance Report 2024/25 Quarter 1
- Corporate Performance Report 2024/25 Quarter 1
- Local Government Association Corporate Peer Challenge
- Corporate Performance Report 2024/25 Quarter 2
- Finance Performance Report 2024/25 Quarter 2
- Treasury Management 6 Month Performance Review 2024/25
- Commercial Investment Property Portfolio
- Affordable Housing Delivery
- Market Towns Programme Update
- 2025/26 Revenue Budget and Medium Term Financial Strategy (2026/27 to 2029/30) including the Capital Programme
- 2025/26 Treasury management, Capital and Investment Strategies
- Corporate Performance Report 2024/25 Quarter 3
- Market Towns Programme – Spring Update
- Market Towns Update Report
- Community Infrastructure Levy Spend Allocation
- Land Availability Assessments and Sustainability Appraisal for Additional Sites Submitted Between 1st August 2024 and 31st January 2025
- Planning Enforcement
- Corporate Plan Refresh 2025
- Corporate Peer Challenge Actions Update

Call-ins considered during the municipal year 2024/25

No call-ins have been considered by the Panel this municipal year.

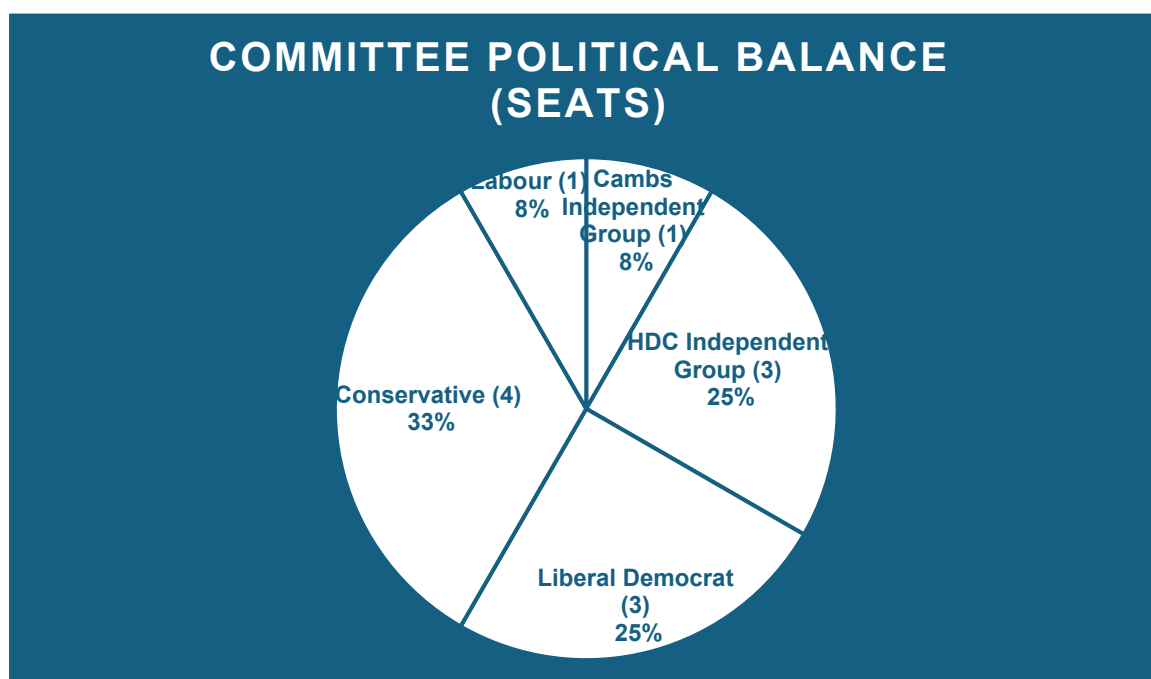
Task and Finish Groups Established during the municipal year 2024/25

No Task and Finish Groups have been established by the Panel this municipal year.

Overview and Scrutiny Panel

(Environment, Communities and Partnerships)

- Councillor Julie Kerr (Chair)
- Councillor Nathan Hunt (Vice-Chair)
- Councillor Tim Alban
- Councillor Simon Bywater
- Councillor Steve Criswell
- Councillor Martin Hassall (from July 2024)
- Councillor Marion Kadewere
- Councillor Charlotte Lowe
- Councillor Steve McAdam
- Councillor Shariqa Mokbul
- Councillor Dave Shaw
- Councillor Clare Tevlin
- Councillor Graham Welton (until June 2024)



Topics Scrutinised during the municipal year 2024/25

The reports considered by the Panel included:

- Annual Climate Review
- Electrical Vehicle Charging in Huntingdonshire

- Home Energy Update
- Local Authority Housing Fund Round 3
- Civil Parking Enforcement in Huntingdonshire
- Local Area Energy Plan
- Garden Waste Subscription Service Update
- Community Health and Wealth Building Strategy Principles
- Priority One Delivery Update Quarter One
- Community Health and Wealth Building Strategy
- Huntingdonshire Priority Natural Landscapes
- Council Tax Premiums
- Council Tax Support 2025-26
- One Leisure PV Solar Installs
- Priority One Delivery Update Quarter Two
- Business Rates – Rural Settlement List
- Net Zero Villages Project Proposal 2024-25
- Business Rates – Discretionary Rate Relief Policy
- Hydrotreated Vegetable Oil Trial
- Procurement of Vehicles and Containers for Weekly Food Waste Collection Service
- Garden Waste Incentive Schemes
- Leisure Opportunities
- CPE Update and Off-Street Parking Places Order
- Huntingdon Sport and Health Hub Feasibility Report

Additional Recommendations made to Cabinet during the municipal year

An additional 15 recommendations were submitted to Cabinet for consideration during the municipal year.

Appointment to the Cambridgeshire County Council Health Committee

The Panel appointed Councillor Clare Tevlin as a non-voting co-opted Member to the Cambridgeshire County Council Health Committee and Councillor Julie Kerr as substitute.

Call-ins considered during the municipal year 2024/25

No call-ins have been considered by the Panel this municipal year.

Task and Finish Groups Established during the municipal year 2024/25

A Task and Finish group looking at Disabled Facilities Grants was established by the Panel this municipal year.

Overview and Scrutiny Training and Development

Proposals for improved working methods

Following a successful training session in September 2024, the Overview and Scrutiny Panels expressed a desire to take more ownership of their agendas. An additional agenda planning session was added to the schedule for January 2025 and this has already been planned for the calendar for January 2026. Members of the Panels are encouraged to submit topics to be considered at meetings and a process chart is then applied to establish a way forward, this can be viewed in Appendix B.

The Panels have also undertaken considering alternative or additional recommendations where appropriate on reports and have passed these forward to Cabinet to consider. An additional 15 recommendations were submitted to Cabinet for consideration during the municipal year.

Overview and Scrutiny in Huntingdonshire in 2025/26

Between them, the Panels have begun to develop a programme of work for 2025/26 and preparation is underway for the first member suggested topics which have been submitted through the new suggestion process.

Topics already identified for possible inclusion are:

- Hinchingsbrooke Hospital – Update on redevelopment works, linking with preventative and integrated care.
- Hinchingsbrooke Country Park – Update on development plans
- Community Safety Partnerships
- Right To Grow
- Community Health and Wealth Strategy
- Food Waste Collection Scheme
- Refuse Collections – understanding financial aspects of green waste collection
- Market Towns Programme – lessons learned following project completion

Working Groups are scheduled to consider:

- Disabled Facilities Grants
- Food Waste Collection Scheme – Communications plan

Participating in the Overview and Scrutiny Process

All Councillors are able to suggest topics for scrutiny. If you wish to do so, please do so via the topic suggestion form which may be obtained from Democratic Services.

When submitting your ideas for scrutiny, please supply any ideas that are suitable for an information briefing or supporting information to allow for consideration for a future review.

Democratic Services will use the Institute of Local Government Studies (Birmingham University) prioritisation guide to help screen out topics that will not result in positive change. Officers will consider topic viability and timescales when adding to the Work Programme.

Looking Forward to the 2025/26 Municipal Year from Councillor Nathan Hunt, Chair of the Overview and Scrutiny, Environment, Communities and Partnerships Panel.

Over the 3 years of this administration's term, Overview and Scrutiny has been on a long journey.

When I joined the (then) Customers and Partnerships panel as Vice Chair in 2022 as a brand new Councillor, the process we inherited felt like a rubber stamp - providing little input to what seemed like a conveyor belt of decisions.

Since then, it has been a major goal of mine, and this administration, to build a scrutiny process that matters, which provides meaningful input from members to draft policy, at a meaningful stage. This has been a long road, and over the past twelve months we have taken the next major steps towards this.

In this time, we have already seen the first member-led items come through the Scrutiny process, including the Community Health and Wealth Building Strategy, which has allowed members to truly input into the delivery of the scheme. Following the workshop earlier in 2025 preparations are underway for the first topics that have been submitted through the topic suggestion process to be brought in front of the panel.

We have also reviewed how and when items are coming to the scrutiny panels - ensuring that items are considered and discussed at a time where genuine input can be made - with this helping to ensure that decisions and policies are as robust as possible. The impact of this change can already be seen with the increasing number of recommendations being made by the panels to the cabinet.

I'm incredibly proud of the role I've been able to play in these large steps forward while serving as Vice Chair of the Environment, Communities and Partnerships Panel, and I look forward to continuing to drive this change as Chair of the Panel. I would like to

thank Cllr Kerr for the work that she has done as Chair over the past year, and positive input that Panel members have made over the past twelve months.

Finally, I would also like to recognise the support from officers that the Environment, Communities, and Partnerships panel has received over the past year - especially from Beccy Buddle and John Taylor.

The changes which we have made and are continuing to make are helping this Council be as transparent and democratic as possible - helping to make sure that we are delivering for residents.

OVERVIEW AND SCRUTINY REMITS

ENVIRONMENT, COMMUNITIES AND PARTNERSHIPS

Service Area	Portfolio	Responsible Officer
Biodiversity	Parks and Countryside, Waste and Street Scene	Head of Leisure, Health & Environment: Gregg Holland
CCTV	Parks and Countryside, Waste and Street Scene	Head of Operations: Andy Rogan CCTV Operations Manager: Neil Howard
Climate Strategy	Climate, Transformation & Workforce	Head of Leisure, Health & Environment, Gregg Holland
Communications Strategy	Leader	Head of Communications, Engagement and Public Affairs: Michael Hann
Communities (includes engagements, initiatives, community resilience and safety)	Communities, Health and Leisure	Public Protection Manager: Claudia Deeth Community Resilience Manager: Rob Mitchell
Community Wealth Building	Communities, Health and Leisure	Public Protection Manager: Claudia Deeth
Customer Services (including Document Centre)	Resident Services and Corporate Performance	Customer Change Director: Prashant Parekh Customer Services Manager: Michelle Greet
Digital & ICT	Climate, Transformation & Workforce	Chief Digital & Information Officer: Simon Oliver
External Partnerships	Leader	Corporate Director – Communities: John Taylor
Health & Healthy Communities	Communities, Health and Leisure	Public Protection Manager: Claudia Deeth Head of Leisure, Health & Environment: Gregg Holland
Housing Services (including Housing Needs & Homelessness) and HIA	Resident Services and Corporate Performance	Housing Needs Manager: Jon Collen
One Leisure Active Lifestyles & Centres and Sports Development	Communities, Health and Leisure	Head of Leisure, Health & Environment: Gregg Holland Active Lifestyles and Health Manager: Jo Peadon
Parks and Countryside	Parks and Countryside, Waste and Street Scene	Head of Leisure, Health & Environment: Gregg Holland Development and Delivery Manager – Parks, Countryside and Climate: Helen Lack
Place Strategy (Embedding)	Leader	Head of Policy, Performance & Emergency Planning: Neil Sloper

Resident Advice	Communities, Health and Leisure	Public Protection Manager: Claudia Deeth
Revenues & Benefits	Resident Services and Corporate Performance	Revenues & Benefits Manager: Katie Kelly
Street scene including Street Cleaning and Grounds Maintenance	Parks and Countryside, Waste and Street Scene	Head of Operations: Andy Rogan Operations Manager: Matt Chudley
Town and Parish Council Relations	Leader	Elections and Democratic Services Manager: Lisa Jablonska
Voluntary Sector Grants and Community Chest	Communities, Health and Leisure	Public Protection Manager: Claudia Deeth
Waste Services including Recycling, Waste Minimisation and Trade Waste	Parks and Countryside, Waste and Street Scene	Head of Operations: Andy Rogan Waste and Recycling Operations Manager: Louise Joyce

PERFORMANCE AND GROWTH

Service Area	Portfolio	Responsible Officer
Budget and MTFS	Finance and Resources	Head of Finance: Sharon Russell-Surtees
Capital Projects	Finance and Resources	Head of Finance: Sharon Russell-Surtees
Car Parking (including Civil Enforcement)	Parks and Countryside, Waste and Street Scene	Head of Economy, Regeneration & Housing Delivery: Pam Scott
CIL	Planning	Implementation Team Leader: <i>Claire Burton</i>
Commercial Investment Strategy	Finance and Resources	Corporate Director (Finance and Resources): Suzanne Jones
Corporate Estates	Finance and Resources	Head of Property & Facilities: Liz Welbourn
Corporate Performance	Resident Services and Corporate Performance	Business Performance and Transformation Manager: Lucy Aston
Economic Development	Economy, Regeneration & Housing	Head of Economy, Regeneration & Housing Delivery: Pam Scott Economic Development Manager: Rebecca Tomlin
Facilities Management including Energy Management	Communities, Health and Leisure	Facilities Manager – Hard Services: Matt Raby Facilities Manager – Soft Services: Caroline Wilson
Fleet Management	Parks and Countryside, Waste and Street Scene	Head of Operations: Andy Rogan Transport Manager: Colin Moss
Financial Management	Finance and Resources	Head of Finance: Sharon Russell-Surtees
Strategic Housing	Planning Economy, Regeneration & Housing	Head of Planning Infrastructure & Public Protection: Clara Kerr Head of Economy, Regeneration & Housing Delivery: Pam Scott
Local Plan and Local Plan Advisory Group	Planning	Head of Planning Infrastructure & Public Protection: Clara Kerr Planning Policy Team Leader: Clare Bond
Market Town Regeneration	Economy, Regeneration & Housing	Head of Economy, Regeneration & Housing Delivery: Pam Scott
Planning Enforcement	Planning	Planning Services Manager: Julie Ayre
Planning Policies	Planning	Head of Planning Infrastructure & Public Protection: Clara Kerr

Procurement	Climate, Transformation & Workforce	Procurement Manager: Vacant
Shared Services (including 3C)	Climate, Transformation & Workforce	Corporate Director Communities: John Taylor
Skills, Employment & Learning	Economy, Regeneration & Housing	Economic Development Manager: Rebecca Tomlin
Strategic Sites and Major Developments	Planning	Head of Planning Infrastructure & Public Protection: Clara Kerr
Transport & Infrastructure	Economy, Regeneration & Housing	Head of Planning Infrastructure & Public Protection: Clara Kerr
Treasury Management	Finance and Resources	Head of Finance: Sharon Russell-Surtees Financial and Treasury Accountant: Oliver Colbert

REMITTS OF OTHER COMMITTEES

Employment Committee

Service Area	Portfolio	Officer
Health and Safety / Safeguarding	Climate, Transformation & Workforce	Corporate Health & Safety Manager: Pete Corley
HR and Payroll	Climate, Transformation & Workforce	Head of HR and OD: Leanne Harfield
Organisational Change and Development	Climate, Transformation & Workforce	Head of HR and OD: Leanne Harfield
Workforce Strategy	Climate, Transformation & Workforce	Head of HR and OD: Leanne Harfield

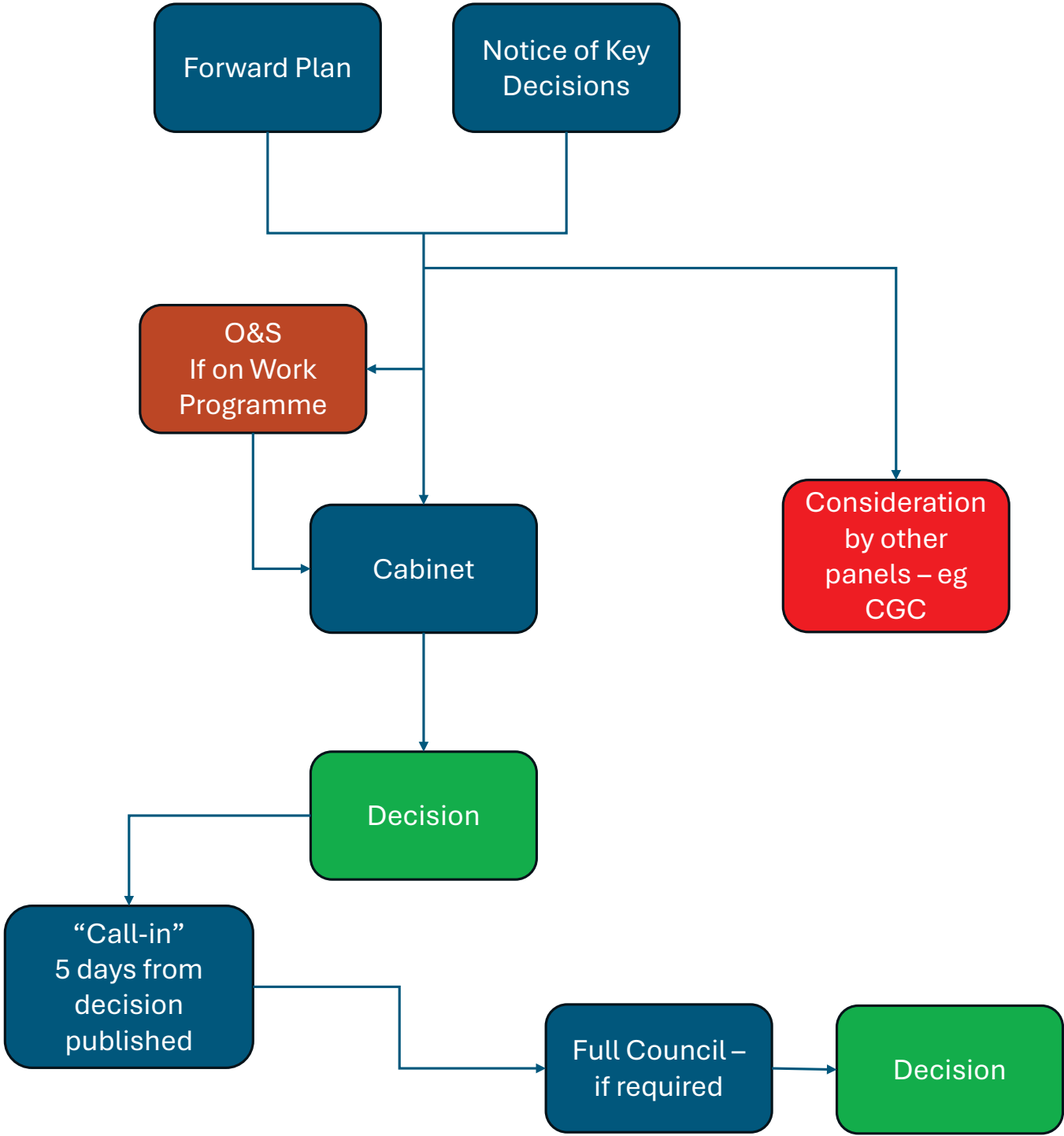
Corporate Governance Committee:

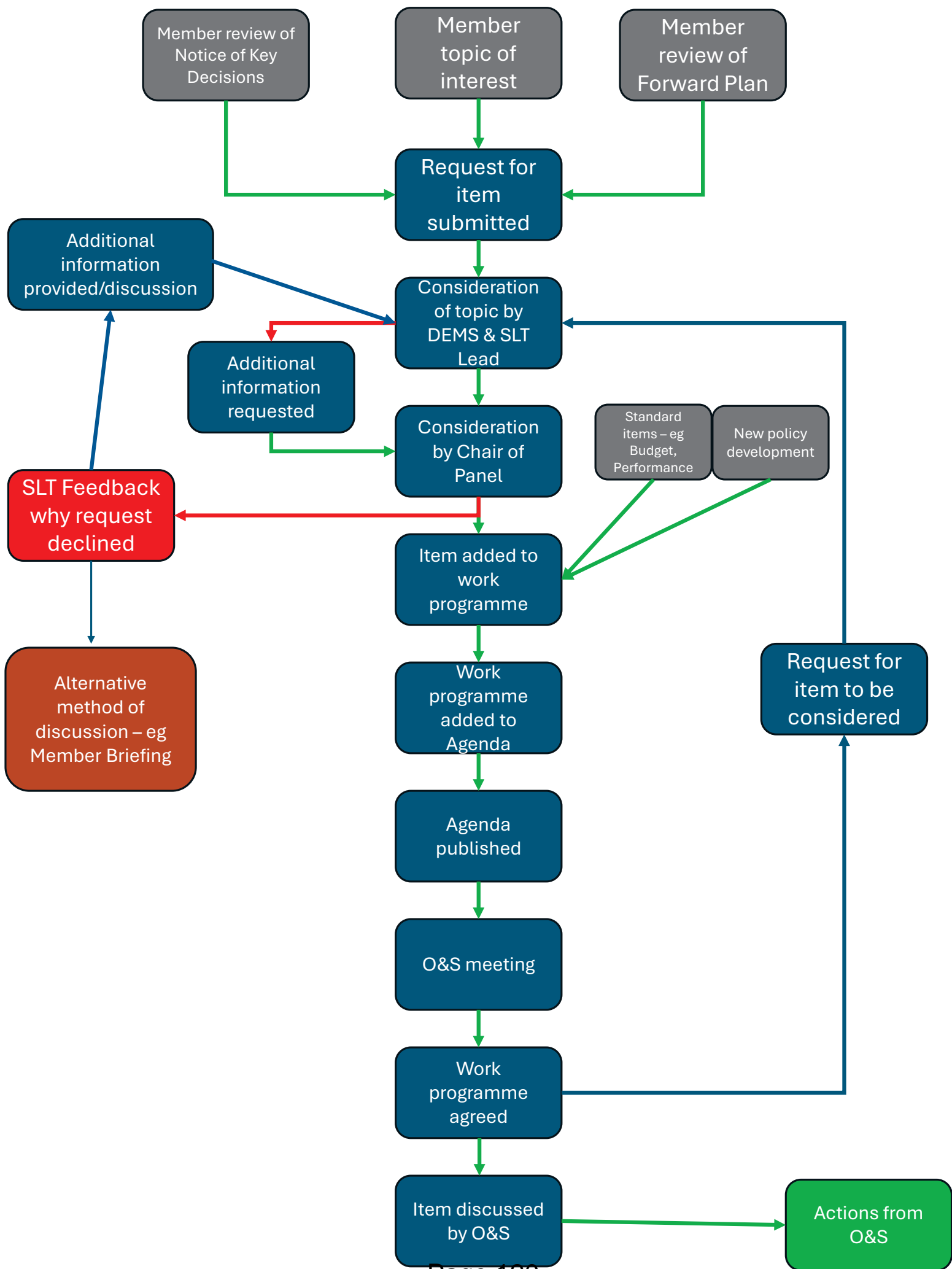
Service Area	Portfolio	Officer
Accountancy	Finance and Resources	Head of Finance: Sharon Russell-Surtees
Commercial Investment Strategy	Finance and Resources	Head of Finance: Sharon Russell-Surtees
Emergency Planning	Resident Services and Corporate Performance	Head of Policy, Performance & Emergency Planning: Neil Sloper
Fraud	Resident Services and Corporate Performance	Revenues & Benefits Manager: Katie Kelly
Risk Management	Resident Services and Corporate Performance	Internal Audit Manager: <i>Vacant</i>
Safeguarding	Climate, Transformation & Workforce	Corporate H&S Manager: Pete Corley
Internal Audit	Governance and Democratic Services	Internal Audit Manager: <i>Vacant</i>
Governance	Governance and Democratic Services	Monitoring Officer: Tom Lewis Elections and Democratic Services Manager: Lisa Jablonska
Constitutional Review	Governance and Democratic Services	Monitoring Officer: Tom Lewis Elections and Democratic Services Manager: Lisa Jablonska

Licensing & Protection

Service Area	Portfolio	Officer
Licensing	Resident Services and Corporate Performance	Licensing Manager: Michelle Bishop
Regulatory (Environment) Services – Animal Welfare/Pest Control	Resident Services and Corporate Performance	Environment Health Services Manager: Kate Penn
Regulatory (Environment) Services – Environmental Enforcement	Resident Services and Corporate Performance	Environment Health Services Manager: Kate Penn
Regulatory (Environment) Services – Environmental Health	Resident Services and Corporate Performance	Environment Health Services Manager: Kate Penn
Regulatory (Environment) Services – Environmental Protection	Resident Services and Corporate Performance	Environment Health Services Manager: Kate Penn

Overview and Scrutiny Process Map







**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

PAUL BRISTOW MAYOR
OF CAMBRIDGESHIRE
& PETERBOROUGH

Reports from Constituent Council Representatives on the Combined Authority

The following meetings have taken place in June 2025

Combined Authority Board, 4 June 2025 - AGM

Councillor:

Decision Summary Link: [Combined Authority Board \(June - AGM\)](#)

Combined Authority Board, 4 June 2025 - Ordinary

Councillor:

Decision Summary Link: [Combined Authority Board \(June - Ordinary\)](#)

Skills Committee, 16 June 2025

Councillor:

Decision Summary Link: [Skills Committee \(June\)](#)

Growth Committee, 18 June 2025

Councillor:

Decision Summary Link: [Growth Committee \(June\)](#)

Audit and Governance Committee, 19 June 2025

Councillor:

Decision Summary Link: [Audit and Governance Committee \(June\)](#)

Overview and Scrutiny Committee, 24 June 2025

Councillor:

Decision Summary Link: [Overview and Scrutiny Committee \(June\)](#)

Funding Committee, 30 June 2025

Councillor:

Decision Summary Link: [Funding Committee \(June\)](#)



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1. The Mayor - Declaration of Acceptance of Office

Mayor Paul Bristow confirmed his acceptance of office.

2. Apologies for Absence

Apologies were received from Councillor Sarah Conboy, with Councillor Sam Wakeford substituting.

3. Minutes of the previous meeting

The minutes of the meeting on 19 March 2025 were approved as an accurate record. The action log was noted.

4. Declaration of Interests

Councillor Chris Boden declared an interest in agenda item 11 of the Ordinary meeting, as a trustee of FACT Community Transport.

5. Announcements

The Mayor expressed gratitude for the warm welcome received from Combined Authority staff and stakeholders. He emphasised a collaborative, inclusive approach to his term, highlighting shared ambition and the strong foundations for success across the region.

6. Appointment of the Deputy Mayor(s)

The Mayor announced the appointment of Councillor Anna Bailey as Statutory Deputy Mayor.

7. Membership of the Combined Authority

It was resolved to:

- A Note the Members and substitute Members appointed by constituent councils to the Combined Authority for the municipal year 2025-26 (Appendix A)
- B Confirm that the following bodies continue to be given co-opted member status

for the municipal year 2025-26:

- i. The Police and Crime Commissioner for Cambridgeshire.
 - ii. Cambridgeshire and Peterborough Fire Authority.
 - iii. Cambridgeshire and Peterborough Integrated Care Board.
- C Note the named representative and substitute representative for each organisation as set out in the report.
- D Agree that any late notifications of appointments to the Monitoring Officer shall take immediate effect.

8. Appointments to Thematic Committees and Committee Chairs

It was resolved to:

- A Note and agree the Mayor's nominations to Chairs of committees for 2025-26 as set out in Appendix A
- B Note the Committee Members and substitute Members appointed by constituent councils to the Combined Authority's thematic committees for the municipal year 2025-26 (Appendix B).
- C Note and agree the Membership for the Investment Committee for 2025-26 (Appendix C)
- D Note that Audit and Governance members and Overview & Scrutiny members can attend Investment Committee as observers.

9. Appointment of the Overview and Scrutiny Committee

It was resolved to:

- A Confirm that the size of the Overview and Scrutiny Committee should be 14 members; two members from each constituent council and two substitute members for the municipal year 2025-26.
- B To agree the political balance on the committee as set out in Appendix A.
- C Confirm the appointment of the Member and substitute Member nominated by constituent councils to the Overview and Scrutiny Committee for the municipal year 2025-26 as set out in Appendix B.

10. Appointment of the Audit and Governance Committee

It was resolved to:

- A Confirm that the size of the Audit and Governance Committee should be nine

members; one member and one substitute from each Constituent Council and two independent persons.

- B To agree the political balance on the committee as set out in Appendix A.
- C Confirm the appointment of the Member and substitute Member nominated by constituent councils to the Committee for the municipal year 2025-26 as set out in Appendix B.
- D Approve the appointment of Rhys Jarvis as the second Independent Person for the Audit & Governance Committee for a term of four years ending May 2029.
- E Appoint the Independent Person, Mr Rhys Jarvis as Chair for the municipal year 2025/26 and delegate the election of the Vice Chair to the Audit and Governance Committee.

11. Calendar of Meetings

It was resolved to:

- A Approve the amended calendar of meetings for the 2025/26 Municipal Year

Notes:

Statements in **bold type** indicate additional resolutions made at the meeting.

Five Members of the Overview and Scrutiny Committee may call-in a key decision of the Mayor, the Combined Authority Board or an Officer for scrutiny by notifying the Monitoring Officer, except for any key decision on a matter dealt with under the special urgency provisions set out in the Constitution which may be implemented immediately.

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Democratic.Services@cambridgeshirepeterborough-ca.gov.uk



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1. Petitions

No petitions were received.

2. Public Questions

Five public questions were received for the meeting. The questions and responses are published [here](#).

3. Forward Plan

It was resolved to:

- A Approve the Forward Plan for June 2025.

4. Chief Executive Highlights Report

It was resolved to:

- A Note the content of this report.

5. Overview and Scrutiny Annual Report

It was resolved to:

- A Note the Annual Report of the Overview and Scrutiny Committee

6. Updates to the Constitution

It was resolved to:

- A Approve the changes of each committee's Terms of Reference in the Constitution to reflect that Lead Members have not been recommended at this stage; and to amend the names for the Combined Authority's non regulatory committees as follows:

- Transport and Infrastructure Committee to become Transport Committee
- Environment and Sustainable Communities Committee to become Growth Committee
- Skills and Employment Committee to become Skills Committee
- Investment Committee to become Funding Committee
- Human Resources Committee to become Staffing Committee
- Business Board to become Business Panel

- B To approve the change to the Chief Executive's delegation to allow a referral to Investment Committee on decisions of a value of less than £1 million when considered appropriate.

- C To note the amendment to Chapter 5, Standing Orders, to reflect that amendments to the Constitution only require a majority vote.

- D To consider the changes to Chapter 13 Audit and Governance Committee proposed by the Monitoring Officer to eliminate inconsistencies with current practice.

- E To remove references to the Shareholder Board which was subsequently

replaced by the Investment Committee.

- F To delegate authority to the Director Legal and Governance and Monitoring Officer to accept nominations if they are late or altered.

7. Member Attendance Statistics and Member Development Annual Report

It was resolved to:

- A Note the Member Attendance Statistics for 2024/25
- B Note the Member Development sessions held in 2024/25

8. Report of the Independent Remuneration Panel

It was resolved to approve the recommendations as below:

- A The remuneration of the CPCA Mayor is reset at £93,000, subject to indexation going forward.
- B The allowance paid to the Constituent Council appointees to the CPCA Overview and Scrutiny Committee should be set at £2,176, subject to indexation going forward.
- C The allowance for the Chair of the CPCA Overview and Scrutiny Committee should be set at £5,900, subject to indexation going forward.
- D The allowance for the Vice Chair of the CPCA Overview and Scrutiny Committee should be set at £2,950, subject to indexation going forward.
- E The Substitute Members of the CPCA Overview and Scrutiny Committee are to be paid on the following basis, subject to any applicable indexation:
 - Full meetings of the Overview and Scrutiny Committee: £145
 - Working Groups, training and induction meetings: £73
- F An allowance should not be paid to Chair of the Overview and Scrutiny Working Groups.
- G The 3 Rapporteurs appointed by the Overview and Scrutiny Committee are paid an allowance set at £2,611.
- H The allowance paid to the Constituent Council appointees to the CPCA Audit and Governance Committee should be set at £2,176, subject to indexation going forward.
- I The current allowance of £3,068 paid to the Independent Member appointed to the Audit and Governance Committee is maintained at £3,068, subject to indexation going forward.
- J The allowance for the Independent Chair of the Audit and Governance Committee is reset at £5,900, subject to indexation going forward.
- K The allowance for the Vice Chair of the Audit and Governance Committee is set at £2,950, subject to indexation going forward.
- L Council appointees to the Authority's Overview and Scrutiny and Audit and Governance Committees should not be able to claim travel and subsistence costs via the Authority, they should continue to claim via their appointing councils. The Mayor and Independent Persons should be able to continue to claim travel and subsistence costs directly from the Authority on the current terms and conditions and applicable rates.
- M The right of the Mayor to claim a DCA is maintained, also it is extended to the Independent Persons appointed to the Audit and Governance Committee. It is not recommending that Council appointees to the Authority's Overview and Scrutiny and Audit and Governance Committees are extended the same right. The maximum hourly rate claimable for the informal caring element of the DCA is reset and indexed to the National Living Wage.
- N The remuneration of the CPCA Mayor continues to be indexed at the NJC annual percentage salary increase. It also recommends that the same

indexation is applied each year all Members allowances who sit on the Authority's Overview and Scrutiny and Audit and Governance Committees. The applicable index is set specifically with reference to NJC agreed annual cost of living salary increase at Spinal Column Point 43. The maximum hourly rate for claiming the informal care element of the DCA is indexed to the National Living Wage. The indexation of allowances should apply to the same year that it applies to Officers, but rather than the applicable year being the financial year it should be the municipal year.

- O Note the current status of the Business Board including the removal of funding, consequent removal of allowances and review of the Business Board status.
- P Note that the Allowances section of the Constitution is to be revised by the Monitoring Officer for consideration and approval.
- Q The recommendations contained in this report are implemented with effect from the date of the Authority Board's Annual Meeting on 4th June 2025.

9. Development of a New Corporate Plan 2025-2029

It was resolved to:

- A Note and comment on the proposed approach and timeline for developing a new Corporate Plan 2025-2029.
- B Note and comment on the proposed new Corporate Plan Purpose to "Get Cambridgeshire and Peterborough Moving" and six new Objectives of Connectivity, Growth, Jobs, Homes, Resilience and Performance.
- C Note and comment on the proposal for the delivery of Annual Business Plans which will provide detail on the most significant activities and clear annual targets.

10. Cambridgeshire and Peterborough Local Growth Plan Update

It was resolved to:

- A Note progress with the preparation and development of the Local Growth Plan for Cambridgeshire and Peterborough

11. Bus Network - Service Options KD2025/027

It was resolved to:

- A Note the bus services which are planned to be withdrawn by the current operator as detailed at para 2.3 of this report and to note the ongoing engagement with the operator, particularly in relation to the most viable services (9 and 33)
- B Note the current position regarding the temporary local bus fare cap and Tiger pass and the financial unviability of both continuing in the current form and that a detailed recommendations paper will be brought to the Transport and Infrastructure Committee on June 25, 2025
- C Procure Bus Service 33 between March and Whittlesey to ensure continuity beyond August 31st, 2025.
- D Delegate authority to the Assistant Director, Public Transport, to lead the procurement and implementation process, including the award of contract.

12. Highways Maintenance Grant and Integrated Transport Block Funding 2025/26

Board members reviewed and provided feedback on the proposed approach to the allocation of the Highways Maintenance Grant and Integrated Transport Block (ITB) funding for 2025/26 and future financial years.

13. Q4 Corporate Performance Report

It was resolved to:

- A Note performance information relating to the Combined Authority's Corporate Key Performance Indicators.
- B Note performance information relating to the Combined Authority's Most Complex Programmes and Projects.
- C Note performance information relating to the Combined Authority's Headline Priority Activities.
- D Note progress to evaluate the impact of the Devolution Deal Investment Fund in a Gateway Review.
- E Note plans to review and refresh the Combined Authority's Performance Management Framework.

14. Outturn Budget Monitoring Report - KD2025/017

It was resolved to:

- A Note the unaudited draft outturn position of the Combined Authority for the 2024/25 financial year.
- B Approve the requested carry forward on the revenue budget of £17.6m, and on the capital programme of £31.3m from 2024/25 into 2025/26 as set out in paragraphs 3.11 and 4.19 respectively.
- C Note the Mayoral Decision taken in March 2025 set out in section 6.

Notes:

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1. Apologies for Absence

Apologies for absence were received from Councillors Hemraj, Nestor and Petiitt. Councillors Jones, Divkovic and Jones were in attendance as their substitutes.

2. Declaration of Interests

There were no declaration of interests made.

3. Election of Vice-Chair

On being proposed by Cllr Nethsingha and seconded by Cllr Wilson, Cllr Sam Wakeford was unanimously appointed as Vice-Chair of the Committee.

4. Minutes of the previous meeting

The Minutes of the meeting held on 24th February 2025 were approved as an accurate record.

The Action Log was noted by the Committee.

5. Public Questions

One public question was received. The question and response is published here.

6. Forward Plan

RESOLVED:

- A. To note the CPCA's Forward Plan.

7. Director's Highlight Report

Agreed that a written update should be circulated to Members of the Committee after the meeting.

8. Youth Guarantee Trailblazer

RESOLVED:

- A. To note the progress made in the delivery of the Youth Guarantee Trailblazer.

B. To endorse the budget for the Youth Guarantee Trailblazer.

9. Local Skills Improvement Plans

RESOLVED:

A. To note the progress with the preparation and development of the Local Skills Improvement Plan (LSIP).

10. Local Get Britain Working Plan

RESOLVED:

A. To note progress with the preparation and development of the Local Get Britain Working Plan.

11. Further Education Cold Spots

RESOLVED:

A. To note progress with the FE Cold Spots Skills Capital Programme.

12. Skills Bootcamp Performance Report

RESOLVED:

A. To note the update on the Wave 5 Performance and the Wave 6 (FY 2025/26) Skills Bootcamps.

13. Budget & Performance Report

RESOLVED:

A. To note the financial position of the Skills Division for the financial year 24/25.

14. Work Programme

RESOLVED:

A. To note the Committee's Work Programme.

15. Date of Next Meeting

Monday 28 July 2025 at 10am – Reserve date if required
Monday 8 September 2025 at 10am.

Notes:

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3 Election of Vice-Chair

RESOLVED:

On being proposed by Cllr Day and seconded by Cllr Tierney, Cllr Davenport-Ray was unanimously appointed as Vice-Chair of the Committee

4 Minutes of the previous meeting

The minutes of the meeting on 26 February 2025 were approved as an accurate record.

The Action Log was noted by the Committee.

6 Forward Plan

RESOLVED:

A To note the Combined Authority Forward Plan.

7 Director's Highlight Report

RESOLVED:

To note the Director's Highlight Report.

8 Local Nature Recovery Strategy

RESOLVED:

On being proposed by the Chair and seconded by Cllr Rosie Moore it was unanimously resolved to:

- A. Approve the Draft Local Nature Recovery Strategy as set out in Appendix A and the associated Local Habitat Mapping for a period of 8 weeks public consultation commencing 18 July.
- B. Note the statutory 28-day period for Supporting Authorities to respond to the intention to consult (commencing 19 July).
- C. Approve that the Executive Director for Place and Connectivity, in consultation with the Chair of the Growth Committee, can make any minor edits to the draft strategy necessary for finalising the design and presentation of the consultation documentation.

9 Climate Programme Update

RESOLVED:

To note the progress and status on funded climate and nature projects following the direction of the Environment and Sustainable Communities Committee.

10 Budget and Performance Report

RESOLVED:

- A. To note the outturn financial position of the Committee for the financial year 24/25 and Board approved carry-forwards.
- B. To note the current budget for the next 4 years updated for approved carry-forwards pending any review of the Corporate Plan and Budget.

11 Work Programme

RESOLVED:

To note the Committee's Work Programme.

Notes:

Statements in **bold type** indicate additional resolutions made at the meeting.

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1 Apologies for Absence

Apologies received from

- Councillor G Christy, substituted by Councillor S Wallwork,
- Councillor M Inskip, substituted by Councillor A Whelan
- Councillor I Divkovic substituted by Councillor M Smart; and
- Councillor C Poulton substituted by Councillor P Fane.

2 Declaration of Interests

Councillor A Whelan declared a non-pecuniary interest in item 8 as a former Chair and current Vice-Chair of the Cambridgeshire Pension Fund Committee.

4 Election of Vice Chair

On being proposed by Cllr Wallwork and seconded by Cllr Stobart, Cllr P Hodgson-Jones was appointed as Vice-Chair of the Committee.

5 Minutes of the previous meeting

The Minutes of the meeting held on 21st February 2025 were approved as an accurate record.

The Action Log was noted by the Committee.

6 CPCA Update

The Executive Director for Resources provided an update on recent CPCA activities.

7 Corporate Risk Report & Deep Dives

The Committee endorsed the Corporate Risk Register, Dashboard and Heatmap for May 2025, including undertaking the respective risk deep dives and the deep dive schedule for the year.

The Committee undertook a deep dive into the Recruitment and Retention – Increased Turnover and the Equalities Legislation Non-Compliance Corporate Risk Items.

8 Draft Statement of Accounts and Annual Governance Statement 2024/25

The Committee noted the draft Annual Governance Statement 2024/25 and the draft of the Statement of Accounts 2024/25.

9a External Audit - 2024/25 External Audit Plan

The Committee noted the External Audit – 2024/25 Draft Audit Plan.

10a Internal Audit - Progress Report

The Committee noted the Internal Auditor's progress report.

10b Internal Audit - Draft Annual Report

The Committee noted the draft Annual Report and Internal Audit Opinion.

10c Internal Audit Strategy 2025/26

The Committee approved the Internal Audit Plan and the associated Internal Audit Charter.

11 Internal Audit Action Tracker Report

The Committee noted and endorsed progress on the implementation of internal audit actions.

12 Local Government and Social Care Ombudsman Summary of Complaints

The Committee considered and noted the letter received from the Local Government and Social Care Ombudsman.

13 Standing Items - Updates and Comments

There were no updates to report.

14 Work Programme

The Committee noted the draft work programme for 2025/26 municipal year.

15 Date of Next Meeting

The Committee noted that their next meeting was scheduled for 10am on Tuesday, 15th July 2025 at Huntingdonshire District Council.

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1 Apologies for Absence

Apologises from Cllr Hay, Cllr Wells and his substitute Cllr Harvey, Cllr Neish substituted by Cllr Hodgson-Jones, Cllr Meschini substituted by Cllr Bulat.

2 Election of Chair

Cllr Van De Weyer was elected Chair for the municipal year 25/26.

3 Election of Vice Chair

The election of the Vice Chair was deferred to the next meeting of the O&S Committee.

4 Declaration of Interests

There were no declaration of interests made.

5 Public Questions

No public questions were received.

6 Minutes of the previous meeting

The minutes of the meeting on 12th March 2025 were approved as an accurate record.

The Action Log was noted by the Committee.

7 Appointment of Rapporteurs

Cllr Neish was agreed as the rapporteur for Transport Committee

Cllr Cahn was agreed as the rapporteur for Growth Committee with Cllr Davey to support.

Cllr Vellacott was agreed as the rapporteur for Skills Committee with Cllr Bulat to support.

8 Scrutiny Protocol Review Working Group

The Committee agreed to set up a working group to review their arrangements against the Scrutiny Protocol.

The following members were appointed to sit on the working group:

- Cllr Van De Weyer, Cllr Bradnam, Cllr Antunes.

9 Process for Review and Refresh of the Corporate Plan and the Settings of the Medium-Term Financial Plan (2026/27 to 2029/30)

The Committee received the report which provided the Overview and Scrutiny Committee with an opportunity to note and comment on the introduction of a revised corporate plan.

The Committee agreed to set-up a working group to reflect on the new corporate plan. The following members were agreed as: Cllr Van De Weyer, Cllr Davey, Cllr Vellacott and Cllr Clough.

The Committee also agreed to the approach to the pre-scrutiny arrangements for the budget which including setting-up a budget scrutiny working group. The following members were agreed: Cllr Antunes, Cllr Meschini, Cllr Clough and Cllr Hodgson-Jones.

10 Mayor Paul Bristow in Attendance

Mayor Paul Bristow attended and responded to questions from the Committee Members.

11 Corporate Performance Report Q4 2024/25

The Committee discussed and noted the report.

12 Bus Procurement & Communications Strategy Working Group Report

The Committee reviewed the Bus Procurement and Communications Strategy Working Group report.

The Committee discussed and noted the report.

The Committee agreed to recommend to the Transport Committee that the team look to bid for further capital to allow more work to be done around innovated digital real-time information being made available.

13 CPCA Forward Plan

It was resolved to note the Forward Plan for the municipal year 2025/26.

14 Recommendations/Questions to the CA Board

The Committee did not make any recommendations for the CA Board

15 Work Programme

It was resolved to:

- A Note the Committee Work Programme.
- B Elect the Vice-Chair of the Committee for the September meeting.
- C Update on the Transport recommendation implementation to the November meeting.

16 Date of Next Meeting

The next meeting is scheduled for 9th September at 10.00am. The meeting venue is CPCA Meeting Room, Pathfinder House, Huntingdon.

The next informal meeting is scheduled for the 31st July. The meeting venue is Microsoft Teams (Online).

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3 Election of Vice-Chair

RESOLVED: (Unanimous)

That Cllr Sam Wakeford be appointed as Vice-Chair of the Committee.

4 Minutes of the previous meeting

The minutes from the meeting held on 10 March 2025 were approved as an accurate record.

The Action Log was noted.

5 Single Assurance Framework Business Case Approvals: Chief Executive Decisions

RESOLVED:

A. To note the Chief Executive business case decisions for projects less than £1m under the Single Assurance Framework.

6 Single Assurance Framework Business Case Approvals: Funding Committee Decisions and Recommendations

RESOLVED: (Unanimous)

A. To approve the business case for Youth Guarantee Trailblazer and funding of £4,920,000, and to approve delegation to the Assistant Director for Skills and Employment to enter into Grant Funding Agreements **and procure and appoint using Service/Consultancy Agreements, as appropriate, in consultation with the Chair**, in consultation with the Monitoring Officer and Chief Finance Officer.

Recommendations outlined in Appendix B of the report:

- 1. To endorse the budget for the Youth Guarantee Trailblazer
 2. To give delegation to the Assistant Director for Skills & Employment to approve all expenditure related to the Youth Guarantee Trailblazer.
 3. To endorse proposals to use Grant Funding Agreements to support swift mobilisation and delivery during the 12-month Trailblazer
 4. To endorse an Interventions Fund to be made available for front-line organisations, including the voluntary & community sector, independent training organisations, FE colleges and other statutory services.
 5. To give delegation to the Assistant Director of Skills & Employment to enter into grant funding agreements and consultancy agreements with selected providers on behalf of the Combined Authority. This includes, but is not limited to, agreements with the Learning and Work Institute who will lead a robust evaluation of the programme, Grant Thornton who will be supporting to administer the Local Interventions Fund and Youth Employment UK who will be working with the Authority to support a digital platform of advice and guidance along with other interventions.
- B. To approve the change request to cancel the Meanwhile at Coresite project and to

withdraw the funding allocation of £1,000,000.

- C. To approve the change request for the Regional Transport Model (CaPcam) and revenue funds of £230k, as well as the scope change, and to approve delegation to the Executive Director Place and Connectivity to enter into Grant Funding Agreements in consultation with the Monitoring Officer and Chief Finance Officer.
- D. To approve the change request for the Huntingdonshire Biodiversity for All to extend the grant period for the programme to 31 October 2025.

7 Funding Committee Concept Papers

RESOLVED:

- A. To note and comment upon the concept paper for Adult Skills Fund prior to its presentation to the CPCA Board at its meeting on 22 July 2025.

8 Single Assurance Framework: Reporting of Most Complex Programmes and Projects

RESOLVED:

To note the performance report on the Most Complex Projects and Programmes.

9 Work Programme

RESOLVED:

- A. To note the Work Programme.

10 Date of Next Meeting

The date of the next meeting was confirmed as Monday 4 August 2025.

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Use of Special Urgency Provisions 2024/25

Meeting/Date: Council – 16th July 2025

Executive Portfolio: Executive Leader

Report by: Executive Leader

Wards affected: All

Executive Summary:

It is a requirement within the Council's Constitution that executive decisions taken as a matter of special urgency be reported annually to the Council by the Executive Leader.

Since the Council last received the annual report there has been one key decisions taken using the special urgency provisions, which is detailed in Appendix 1 of the submitted report.

Recommendation:

The Council is invited to comment and note the information report.

1. PURPOSE OF THE REPORT

- 1.1 To notify the Council of any key decisions taken throughout the year not included in the Notice of Executive Decisions.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 The definition of a key decision is contained within the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 and is a decision which is likely:

- i. to result in the authority incurring expenditure which is, or the making of savings which are, significant having regard to the authority's budget for the service or function to which the decision relates; or
- ii. to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the authority.

- 2.2 In determining the meaning of 'significant' the authority must have regard to any guidance issued by the Secretary of State and a 'significant' decision is included within the Council's Constitution as any decision which would, if implemented, fall in any of the following categories:

- it is not in accordance with a policy, plan or strategy which forms part of the policy framework approved by the Council;
- it may result in the adoption of any additional policy, plan or strategy by the Council;
- it is not in accordance with the budget approved by the Council;
- it may increase financial commitments in future years above existing budgetary approvals;
- it will result in any of the following:
 - the appointment of additional permanent staff for which there is no budget provision;
 - the acquisition or disposal of land or property with a value in excess of £2,000,000;
 - any budgetary virement in excess of the limits set out in the Code of Financial Management in Part 4 of the Council's Constitution;
 - any statutory order or scheme if it requires, either directly or as a result of objections, the approval of a Minister of the Crown;
 - the initiation of local legislation or byelaws;

- it is likely to be of significance in the opinion of the decision taker.
 - Any decision to incur expenditure or savings or realignment of expenditure in excess of £200,000 shall be treated as significant.
- 2.3 Key decisions should be recorded and published in the Notice of Executive Decisions 28 clear days' before the matter is considered.
- 2.4 However, where the publication of the intention to make a key decision is impracticable, Rule 15 (General Exception) of the Council's Constitution, may apply:
- If the Head of Paid Service has given notice in writing to the Chair of the relevant Overview and Scrutiny Panel, or if there is no such person, each member of that Panel in writing, of the matter to which the decision is to be made;
 - A Notice in the prescribed form is available for inspection by the public which provides details of the decision to be made and the reasons why compliance with providing 28 days' notice was impractical; and
 - The Notice is published on the Council's website.
- 2.5 If by virtue of the date by which a decision must be taken Rule 15 (General Exception) cannot be followed, subject to Rule 16 (Special Urgency) of the Council's Constitution, the decision may be taken:
- If the Chair of the relevant Overview and Scrutiny Panel is in agreement that taking the decision cannot reasonably be deferred;
 - A Notice in the prescribed form is made available at the offices providing details as to the reasons why the meeting is urgent and cannot reasonably be deferred; and
 - The Notice is published on the Council's website.
- 2.6 As per the Council's Constitution any decisions taken as a matter of urgency must be reported to the next available meeting of the relevant Overview and Scrutiny Panel, together with the reasons for urgency and reported annually to the Council by the Executive Leader.
- 2.7 In addition to the Council's Constitution, under 100b (4) (b) of the Local Government Act 1972 an item of business may not be considered at a meeting unless by reason of special circumstances, which shall be specified in the minutes, the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency.
- 2.8 One decision was taken under these provisions as a result of the fact that the consultation closed prior to the next scheduled meeting of Cabinet. The details are attached as an Appendix to the report. The Overview and Scrutiny Panel Chair was made aware of the urgent items and raised no

objections at the time and were reported to the next relevant Overview and Scrutiny Panel.

3. REASONS FOR THE RECOMMENDED DECISIONS

- 3.1 It is a requirement within the Council's Constitution that executive decisions taken as a matter of special urgency be reported annually to the Council by the Executive Leader.

4. LIST OF APPENDICES INCLUDED

Appendix 1 - Executive Decisions Taken Under Special Urgency Provision
– Annual Report

BACKGROUND PAPERS

Agenda Item No.6 – Fens & Lincs Reservoirs Cabinet 16 July 2024
[Fens & Lincs Reservoirs Cabinet 16 July 2024](#)

CONTACT OFFICER

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Executive Decisions Taken Under Special Urgency Provision – Annual Report

Date of Decision	Decision Maker	Agenda Item	Decision Made	Reason for urgency
16th July 2024	Cabinet	Fens and Lincs Reservoirs	<p>Cabinet approved the recommendations –</p> <p>(a) authorised the Chief Planning Officer, in consultation with the Executive Leader and Executive Councillor for Economy, Regeneration and Housing, to prepare and submit formal comments on the current second non statutory consultation on the Fens and Lincs reservoirs and associated infrastructure proposals; and</p> <p>(b) delegated authority to the Chief Planning Officer to take all associated action necessary in the interests of the efficient and timely conduct of the Council's compliance with the Fens Reservoir and the Lincs Reservoir Development Consent Order (DCO) procedures.</p>	In view of the fact that the consultation would close prior to the next scheduled meeting of Cabinet

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MEETINGS OF THE COUNCIL'S COMMITTEES AND PANELS SINCE THE LAST ORDINARY MEETING

APRIL 2025

2. HINCHINGBROOKE COUNTRY PARK JOINT GROUP

- ❖ Update on Hinchingsbrooke Country Park Development Project (Exempt)

2. OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH)

- ❖ Work Programme
- ❖ Community Infrastructure Levy Spend Allocation
- ❖ Land Availability Assessments and Sustainability Appraisal for Additional Sites Submitted between 1 August 2024 and 31 January 2025.
- ❖ Planning Enforcement
- ❖ Corporate Plan Refresh 2025
- ❖ Corporate Peer Challenge Actions Update

3. OVERVIEW AND SCRUTINY PANEL (ENVIRONMENT, COMMUNITIES AND PARTNERSHIPS)

- ❖ Work Programme
- ❖ CPE Update and Off-Street Parking Places Order
- ❖ Huntingdon Sport and Health Hub Feasibility Report (Exempt)

14. DEVELOPMENT MANAGEMENT COMMITTEE

- ❖ 4 Applications requiring reference to Development Management Committee
- ❖ Appeal Decisions

15. CABINET

- ❖ Community Infrastructure Levy Spend Allocation
- ❖ Land Availability Assessments and Sustainability Appraisal for Additional Sites Submitted between 1 August 2024 and 31 January 2025.
- ❖ CPE Update and Off-Street Parking Places Order
- ❖ Corporate Plan Refresh 2025
- ❖ Huntingdon Sport and Health Hub Feasibility Report (Exempt)

25. HINCHINGBROOKE COUNTRY PARK JOINT GROUP

- ❖ Head Ranger's Report
- ❖ Finance Report

19. DEVELOPMENT MANAGEMENT COMMITTEE

- ❖ Planning Services Peer Review
- ❖ 2 Applications requiring reference to Development Management Committee
- ❖ Appeal Decisions

JUNE 2025

5. LICENSING AND PROTECTION COMMITTEE

- ❖ Suspension and Revocation of Hackney Carriage and Private Hire Licences
- ❖ Hackney Carriage and Private Hire Licensing Policy
- ❖ Monitoring Report on the Delivery of the Food Law Enforcement and Health and Safety Service Plans
- ❖ Service Plan for Food Law Enforcement 2025-26
- ❖ Service Plan for Health and Safety Regulation 2025-26
- ❖ Public Space Protection Orders
- ❖ Licensing and Protection Sub Committees
- ❖ 2025-26 Calendar of Meetings

5. LICENSING COMMITTEE

- ❖ Licensing Sub Committees

5. OVERVIEW AND SCRUTINY PANEL (ENVIRONMENT, COMMUNITIES AND PARTNERSHIPS)

- ❖ Work Programme
- ❖ Cambridgeshire County Council Health Committee
- ❖ One Leisure Solar Installations 2025
- ❖ Climate Report Quarter 4
- ❖ Community Health and Wealth Building

10. OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH)

- ❖ Work Programme
- ❖ Economic Growth Strategy
- ❖ Discretionary Fees – Planning and Public Protection
- ❖ Corporate Performance Report 2024/25 (Quarter 4)
- ❖ Financial Performance Report 2024/25 (Quarter 4)
- ❖ Treasury Management Outturn Report 2024/25
- ❖ Garden Waste Finance
- ❖ Corporate Plan – New Performance Indicator – Targets and Tolerances

16. DEVELOPMENT MANAGEMENT COMMITTEE

- ❖ 2 Applications requiring reference to Development Management Committee
- ❖ Appeal Decisions

17. CABINET

- ❖ Great Staughton Neighbourhood Plan Examination Outcome and Progression to Referendum
- ❖ Discretionary Charges in Planning Infrastructure and Public Protection
- ❖ Corporate Performance Indicators 2025/26
- ❖ Corporate Performance Report 2024/25 (Quarter 4)
- ❖ Financial Performance Report 2024/25 (Quarter 4)
- ❖ Treasury Management Outturn Report 2024/25
- ❖ Hinchingsbrooke Country Park Joint Group Minutes

18. CORPORATE GOVERNANCE COMMITTEE

- ❖ Unaudited Statement of Accounts 2024/25
- ❖ External Auditors Annual Planning Report for 2024/25
- ❖ Internal Audit Update Report
- ❖ Draft Annual Internal Audit Report 2024/25
- ❖ Corporate Governance Committee Progress Report

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