

AGENDA

CABINET

MONDAY, 14 DECEMBER 2020

10.00 AM

**VIA ZOOM VIDEO CONFERENCING
SYSTEM**

Committee Officer: Linda Albon
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Due to the COVID-19 outbreak and the restrictions by the Government on gatherings of people, this meeting will be conducted remotely using the Zoom video conferencing system. There will be no access to this meeting at the Council offices, but you can view the meeting on YouTube, apart from any items marked confidential.

- 1 To receive apologies for absence
- 2 Previous Minutes (Pages 3 - 6)

To confirm the public minutes of the meeting held 17 November 2020.
- 3 To report additional items for consideration which the Chairman deems urgent by virtue of the special circumstances to be now specified
- 4 To receive members' declaration of any interests under the Local Code of Conduct or any interest under the Code of Conduct on Planning Matters in respect of any item to be discussed at the meeting
- 5 Treasury Management Strategy Statement & Annual Investment Strategy Mid-Year Review 2020/21 (Pages 7 - 20)

The purpose of this report is to review the Council's Treasury Management activity for the first six months of 2020/21.

6 Draft Budget 2020/21 & MTFs (Pages 21 - 44)

To consider and approve the revised General Fund Budget and Capital Programme for 2020/21; the Draft General Fund Budget Estimates 2021/22 and the Draft Medium-Term Financial Strategy 2021/22 to 2025/26 for consultation, and the Capital Programme 2021-2024.

7 Draft Business Plan (Pages 45 - 60)

For Cabinet to approve the Draft Business Plan 2021-22 for public consultation.

8 Projects Update - Growing Fenland & CCC Capital Community Fund (Pages 61 - 98)

This report gives an update on the progress of funding bids submitted including any resulting capital or revenue implications for the Council should the bids be successful.

9 Funding Agreement (1) - Wisbech High Street (Pages 99 - 108)

This report relates to the application and approval of funding.

10 Draft 6 Month Cabinet Forward Plan (Pages 109 - 110)

For information purposes.

11 Items which the Chairman has under item 3 deemed urgent

CONFIDENTIAL - ITEMS COMPRISING EXEMPT INFORMATION

To exclude the public (including the press) from a meeting of a committee it is necessary for the following proposition to be moved and adopted: "that the public be excluded from the meeting for Items which involve the likely disclosure of exempt information as defined in the paragraphs 3 of Part I of Schedule 12A of the Local Government Act 1972 (as amended) as indicated."

12 Confidential Minutes (Pages 111 - 114)

To confirm the confidential minutes of the meeting held 17 November 2020.

Thursday, 3 December 2020

Members: Councillor C Boden (Chairman), Councillor Mrs J French (Vice-Chairman), Councillor I Benney, Councillor S Clark, Councillor Miss S Hoy, Councillor Mrs D Laws, Councillor P Murphy, Councillor C Seaton, Councillor S Tierney and Councillor S Wallwork

CABINET

TUESDAY, 17 NOVEMBER 2020 - 4.00 PM



PRESENT: Councillor C Boden (Chairman), Councillor Mrs J French (Vice-Chairman), Councillor I Benney, Councillor Miss S Hoy, Councillor Mrs D Laws, Councillor P Murphy, Councillor C Seaton, Councillor S Tierney and Councillor S Wallwork

APOLOGIES: Councillor S Clark

OFFICERS IN ATTENDANCE: Amy Brown (Chief Solicitor and Deputy Monitoring Officer), Peter Catchpole (Corporate Director and Chief Finance Officer), Simon Machen (Interim Corporate Director), Paul Medd (Chief Executive), Wendy Otter (Transport Development Manager), Belinda Pedler (Senior Transport Officer) and Carol Pilson (Corporate Director and Monitoring Officer)

Councillor Boden welcomed members of the public and press watching the livestream of the Cabinet meeting via YouTube due to Government guidance on social distancing. The meeting was held in accordance with the provision set out in the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 and with Fenland District Council's Virtual Meeting Protocol.

CAB31/20 PREVIOUS MINUTES

The public minutes of the meetings held 8 October and 21 October 2020 were agreed.

CAB32/20 PUBLIC SPACES PROTECTION ORDERS - RESPONSIBLE DOG OWNERSHIP

Members considered the Public Spaces Protection Orders – Responsible Dog Ownership report presented by Councillor Murphy.

Councillor Mrs French said she welcomed this, there are problems within the parks in March and she fully supports it.

Cabinet AGREED to:

- **Note the consultation responses in paragraph 2.3; and**
- **Approve the proposed Public Spaces Protection Order attached at Appendix 1 and accompanying maps at Appendix 2 for a period of 3 years and to authorise the Monitoring Officer to apply the seal in order to bring this into effect.**

CAB33/20 FENLAND CYCLE SCHEMES AND CYCLING, WALKING & MOBILITY STRATEGY

Members considered the Fenland Cycle Schemes and Cycling, Walking and Mobility Strategy report presented by Councillor Seaton.

- Councillor Mrs Laws said she welcomes this project; it is necessary moving forward. She approves of the six schemes put forward, particularly Route 63.
- Councillor Mrs French welcomed this too saying a lot of people use Route 63 from March. She

asked when this might be done if approved. Councillor Seaton read the recommendations within the report in response. Councillor Mrs French said she had been told the County Council would be involved and asked what type of funding will be available for us to undertake these schemes and if there are any figures available. Councillor Seaton said he did not presently have figures available from County, but a contribution was being made from the Committees Rail Partnership and FDC. Councillor Mrs French asked who would be funding it. Councillor Seaton said funding would be coming from the Government as part of a £2bn fund they are putting forward for the whole country and we are bidding for part of this funding. Councillor Mrs French asked if we were doing this in conjunction with County or separately; Councillor Seaton confirmed it would be FDC.

- Councillor Boden pointed out that the strategy had been changed from Cycling and Walking to include Mobility and explained that often when considering pedestrian and cycling provisions, the needs of people using wheelchairs or mobility scooters and even prams are not considered. It is important not to ignore the needs of those with limited mobility in any strategy we create for the use of the public highway or footpaths.

Cabinet AGREED to the recommendations as follows:

- 3.1 It is recommended that 6 schemes within the report are approved as preferred schemes with 3 priority schemes to be worked up and costed straight way. The cost for this initial work is expected to be £3,000.**
- 3.2 It is recommended that the delivery of the Fenland Cycling, Walking and Mobility Strategy be approved to take place as soon as possible at a cost of £25,835.**
- 3.3 The Hereward Community Rail Partnership has agreed to contribute £7.5k. Therefore a further £18,335 is required from FDC to develop the strategy.**
- 3.4 The total amount of FDC funding recommended for approval is therefore £21,335 (£18,335 + £3,000).**

CAB34/20 DRAFT 6 MONTH CABINET FORWARD PLAN

Councillor Boden presented the Cabinet Forward Plan for information.

CAB35/20 CPCA FUNDING

Councillor Boden announced that he had hoped to keep the debate open on this item to the press and public for as long as possible, however given the fact that negotiations are ongoing in relation to this agenda item and to protect the financial and commercial interests of all parties involved, Cabinet were to go into private session immediately.

Members considered the CPCA funding report presented by Councillor Seaton.

Councillor Seaton explained some legal information he had received from Amy Brown in respect of revised recommendations to the report.

Members made comments, asked questions and received responses.

Cabinet AGREED:

- 3.1 That Cabinet authorises the Cabinet Member for Social Mobility and Heritage, in consultation with CMT, to approve entry into an agreement with the CPCA on substantially the same terms as those set out at Schedule 1 in respect of the works proposed for Manea Railway Station.**
- 3.2 That in relation to the remaining railway stations, Cabinet authorises entry into the**

First CPCA Agreement on substantially the same terms as those set out at Schedule 1 but subject to the satisfactory conclusion of negotiations and associated amendments with delegated authority to the Cabinet Member for Social Mobility and Heritage, in consultation with CMT, to enter into all necessary legal and financial arrangements required to conclude the works set out within it.

- 3.3 That Cabinet delegate authority to the Cabinet Member for Social Mobility and Heritage, in consultation with CMT, to approve entry into the Future CPCA Agreements on terms to be negotiated and all necessary legal and financial arrangements required to facilitate the anticipated works described in Schedule 2.**
- 3.4 That Cabinet delegate authority to the Cabinet Member for Social Mobility and Heritage, in consultation with CMT, to approve entry into the GA Agreement on terms to be negotiated and all necessary legal and financial arrangements required to facilitate the anticipated works described in Schedule 3.**
- 3.5 That Cabinet approve updating the Council's Capital Programme to incorporate the schemes of work set out in Schedules 1, 2 and 3.**

CAB36/20 CONFIDENTIAL MINUTES

The confidential minutes of the meetings held 8 October and 21 October 2020 were agreed.

4.28 pm

Chairman

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Agenda Item No:	5	
Committee:	Cabinet	
Date:	14 December 2020	
Report Title:	Treasury Management Strategy Statement and Annual Investment Strategy Mid-Year Review 2020/21	

Cover sheet:

1 Purpose / Summary

The purpose of this report is to review the Council's Treasury Management activity for the first six months of 2020/21.

2 Key issues

- The Treasury Management Mid-Year Review 2020/21 as considered by Corporate Governance Committee on 2 November 2020 is attached.
- As part of the SR2020 announcements on 25 November 2020, the government will reform the Public Works Loans Board (PWLB) lending terms, ending the use of the PWLB for investment property bought primarily for yield.
- In addition, the government has cut PWLB lending rates by 100 base points (1%), reversing the increase in rates made in October 2019 referred to in the attached report.
- The report highlights all the key activities carried out within the Treasury Management function during the first six months of 2020/21. All activities have been conducted in accordance with the approved strategy and policies.
- Prudential indicators for, the Capital Financing Requirement (CFR) and the capital position have been revised.
- 2020/21 continues to be a challenging year and the report highlights the success in maximising investment income whilst ensuring the security and liquidity of the Council's investments.

3 Recommendation

It is recommended that Members note the report.

Agenda Item No:	8	
Committee:	Corporate Governance Committee	
Date:	2 November 2020	
Report Title:	Treasury Management Strategy Statement and Annual Investment Strategy Mid-Year Review 2020/21	

Cover sheet:

1 Purpose / Summary

The purpose of this report is to review the Council's Treasury Management activity for the first six months of 2020/21 and to provide members with an update on matters pertinent to future updates to the Council's Treasury Management Strategy.

2 Key issues

- The Council has operated within its Treasury Management Strategy Statement (TMSS), Annual Investment Strategy, treasury limits and prudential indicators set by Council for the first six months of 2020/21.
- Increases in Bank Rate are unlikely to occur before the end of the current forecast horizon of 31st March 2023.
- From the local authority borrowing perspective, HM Treasury (without any prior warning) added an additional 1% margin over gilts to all PWLB period rates on 9 October 2019. In the March 2020 Budget a consultation with local authorities was announced on possibly further amending these margins; this was to end on 4th June, but that date was subsequently put back to 31st July. It is looking increasingly certain HM Treasury will no longer allow local authorities to borrow money from the PWLB to purchase commercial property if the aim is solely to generate an income stream.
- Prudential indicators for the Capital Financing Requirement (CFR), the capital position and borrowing have been revised downwards in line with 2019-20 capital outturn and latest iteration of the Council's approved capital programme.
- Due to the Council's long term debt portfolio (£7.8m at 31/03/20) currently attracting excessive premiums for early redemption of debt, as has been the case since 2007, it is not financially advantageous for the Council to comply with the Gross Borrowing and Capital Financing Prudential Indicator in 2020/21.
- No new external borrowing is anticipated in 2020/21.
- Investment income received for the first six months of 2020/21 is £33k. This is below that budgeted for during the first 6 months of the year. Investment returns are expected to remain low. The budgeted outturn for the year has been revised downwards from £170k to £55k.
- Property Funds formed part of the Council's Annual Investment Strategy approved in February 2020 as an instrument to increase investment returns from surplus cash balances. There has been a delay in accessing Property Funds whilst the impact of COVID-19 is fully understood, with a corresponding reduction in budgeted income this year of around £75k.

3 Recommendations

It is recommended that Members note the report.

Wards Affected	All
Portfolio Holder(s)	Cllr Chris Boden, Leader and Portfolio Holder, Finance
Report Originator(s)	Peter Catchpole, Chief Finance Officer and Corporate Director Mark Saunders, Chief Accountant
Contact Officer(s)	Peter Catchpole, Chief Finance Officer and Corporate Director Mark Saunders, Chief Accountant
Background Paper (s)	Link Asset Services template Council Report - 20 February 2020 - General Fund Budget 2020/21 and Capital Programme 2020-23 Cabinet Report – 6 August 2020 - Capital Programme Update

Report:

1 Context

- 1.1 The Council's responsibilities in relation to Treasury Management are defined as part of the Local Government Act 2003 ('the Act'). The Act requires the Council to have regard to the Treasury Management Code published by the Chartered Institute of Public Finance and Accountancy, (CIPFA). CIPFA updated the Treasury Management Code in December 2017 and this report has been prepared with reference to the requirements set out in the updated Code.
- 1.2 Additionally, there is a statutory requirement for the Council to comply with the Prudential Code which is also published by CIPFA and was also updated in December 2017. There is a close interaction between the Treasury Management Code and the Prudential Code. The Prudential Code establishes a framework for the Council to self-regulate the affordability, prudence and sustainability of its capital expenditure and borrowing plans whilst the Treasury Management Code is concerned with how the Council uses its Treasury Management function to progress the future plans developed with reference to the Prudential Code.
- 1.3 Reductions in central government funding for local government and declining returns on deposits invested with financial institutions has led some local authorities to explore other avenues for generating investment returns, including investment in non-financial assets. Local authority spending on commercial property takes place in the context of the prudential framework, made up of both powers and duties created by legislation and a set of statutory codes and guidance to which authorities must have regard. In particular, there is a recognition that all authorities need to ensure they can clearly identify the strategic considerations underpinning their investment strategies and effective governance frameworks are in place to protect and preserve each authority's long-term financial sustainability. Specifically, from 2019/20, all local authorities have been required to approve a Capital Strategy which is intended to provide the following:
 - a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
 - an overview of how the associated risk is managed;
 - the implications for future financial sustainability.

The Council's Capital Strategy for 2020/21 was approved by Full Council on the 20 February 2020.

Treasury Management

- 1.5 Treasury management is defined as "The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks."
- 1.6 The Council complies with the requirements of CIPFA's Code of Practice on Treasury Management (revised 2017).
- 1.7 The primary requirements of the Code applicable to the 2020/21 financial year are as follows:
 - Creation and maintenance of a Treasury Management Policy Statement, which sets out the policies and objectives of the Council's treasury management activities.
 - Creation and maintenance of Treasury Management Practices, which set out the manner in which the Council will seek to achieve those policies and objectives.

- Receipt by Full Council of an annual Treasury Management Strategy Statement, including the Annual Investment Strategy and Minimum Revenue Provision Policy for the year ahead, a Mid-year Review Report and an Annual Report covering activities during the previous year.
- Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
- Delegation by the Council of the role of scrutiny of treasury management strategy and policies (including Mid-year Review Report) to a specific named body. For this Council the delegated body is Corporate Governance Committee.

1.8 This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management and covers the following:

- an economic update for the first six months of 2020/21 taking account of expert analysis provided by the Council's Treasury Management Advisors, Link Asset Services;
- a review of the Treasury Management Strategy Statement and Annual Investment Strategy;
- the Council's capital plans;
- a review of the Council's investment portfolio for 2020/21;
- a report of the Council's borrowing strategy for 2020/21;
- a report of debt rescheduling during 2020/21;
- a review of compliance with Treasury and Prudential Limits for 2020/21.

2 Economic Update

2.1 **UK.** As expected, the Bank of England's Monetary Policy Committee kept Bank Rate unchanged on 6th August. It also kept unchanged the level of quantitative easing at £745bn. Its forecasts were optimistic in terms of three areas:

- The fall in **GDP** in the first half of 2020 was revised from 28% to 23% (subsequently revised to -21.8%). This is still one of the largest falls in output of any developed nation. However, it is only to be expected as the UK economy is heavily skewed towards consumer-facing services – an area which was particularly vulnerable to being damaged by lockdown.
- The peak in the **unemployment rate** was revised down from 9% in Q2 to 7½% by Q4 2020.
- It forecast that there would be excess demand in the economy by Q3 2022 causing CPI **inflation** to rise above the 2% target in Q3 2022, (based on market interest rate expectations for a further loosening in policy). Nevertheless, even if the Bank were to leave policy unchanged, inflation was still projected to be above 2% in 2023.

2.2 It also squashed any idea of using negative interest rates, at least in the next six months or so. It suggested that while negative rates can work in some circumstances, it would be “less effective as a tool to stimulate the economy” at this time when banks are worried about future loan losses. It also has “other instruments available”, including QE and the use of forward guidance.

2.3 The MPC expected the £300bn of quantitative easing purchases announced between its March and June meetings to continue until the “turn of the year”. This implies that the pace of purchases will slow further to about £4bn a week, down from £14bn a week at the height of the crisis and £7bn more recently.

- 2.4 In conclusion, this would indicate that the Bank could now just sit on its hands as the economy was recovering better than expected. However, the MPC acknowledged that the “medium-term projections were a less informative guide than usual” and the minutes had multiple references to downside risks, which were judged to persist both in the short and medium term. One has only to look at the way in which second waves of the virus are now impacting many countries including Britain, to see the dangers. However, rather than a national lockdown, as in March, any spikes in virus infections are now likely to be dealt with by localised measures and this should limit the amount of economic damage caused. In addition, Brexit uncertainties ahead of the year-end deadline are likely to be a drag on recovery. The wind down of the initial generous furlough scheme through to the end of October is another development that could cause the Bank to review the need for more support for the economy later in the year. Admittedly, the Chancellor announced in late September a second six-month package from 1st November of government support for jobs whereby it will pay up to 22% of the costs of retaining an employee working a minimum of one third of their normal hours. There was further help for the self-employed, freelancers and the hospitality industry. However, this is a much less generous scheme than the furlough package and will inevitably mean there will be further job losses from the 11% of the workforce still on furlough in mid-September.
- 2.5 Overall, the pace of recovery is not expected to be in the form of a rapid V shape, but a more elongated and prolonged one after a sharp recovery in June through to August which left the economy 11.7% smaller than in February. The last three months of 2020 are now likely to show no growth as consumers will probably remain cautious in spending and uncertainty over the outcome of the UK/EU trade negotiations concluding at the end of the year will also be a headwind. If the Bank felt it did need to provide further support to recovery, then it is likely that the tool of choice would be more QE.
- 2.6 There will be some painful longer-term adjustments as e.g. office space and travel by planes, trains and buses may not recover to their previous level of use for several years, or possibly ever. There is also likely to be a reversal of globalisation as this crisis has shown up how vulnerable long-distance supply chains are. On the other hand, digital services is one area that has already seen huge growth.
- 2.7 One key addition to the Bank’s forward guidance was a new phrase in the policy statement, namely that “it does not intend to tighten monetary policy until there is clear evidence that significant progress is being made in eliminating spare capacity and achieving the 2% target sustainably”. That seems designed to say, in effect, that even if inflation rises to 2% in a couple of years’ time, do not expect any action from the MPC to raise Bank Rate – until they can clearly see that level of inflation is going to be persistently above target if it takes no action to raise Bank Rate
- 2.8 The Financial Policy Committee (FPC) report on 6th August revised down their expected credit losses for the banking sector to “somewhat less than £80bn”. It stated that in its assessment “banks have buffers of capital more than sufficient to absorb the losses that are likely to arise under the MPC’s central projection”. The FPC stated that for real stress in the sector, the economic output would need to be twice as bad as the MPC’s projection, with unemployment rising to above 15%.
- 2.9 **US.** The incoming sets of data during the first week of August were almost universally stronger than expected. With the number of new daily coronavirus infections beginning to abate, recovery from its contraction this year of 10.2% should continue over the coming months and employment growth should also pick up again. However, growth will be dampened by continuing outbreaks of the virus in some states leading to fresh localised restrictions. At its end of August meeting, the Fed tweaked its inflation target from 2% to maintaining an average of 2% over an unspecified time period i.e. following periods when inflation has been running persistently below 2%, appropriate monetary policy will likely aim to achieve inflation moderately above 2% for some time. This

change is aimed to provide more stimulus for economic growth and higher levels of employment and to avoid the danger of getting caught in a deflationary “trap” like Japan. It is to be noted that inflation has actually been under-shooting the 2% target significantly for most of the last decade so financial markets took note that higher levels of inflation are likely to be in the pipeline; long term bond yields duly rose after the meeting. The Fed also called on Congress to end its political disagreement over providing more support for the unemployed as there is a limit to what monetary policy can do compared to more directed central government fiscal policy. The Federal Open Market Committee’s updated economic and rate projections in mid-September showed that officials expect to leave the fed funds rate at near-zero until at least end-2023 and probably for another year or two beyond that. There is now some expectation that where the Fed has led in changing its inflation target, other major central banks will follow. The increase in tension over the last year between the US and China is likely to lead to a lack of momentum in progressing the initial positive moves to agree a phase one trade deal.

- 2.10 **EU.** The economy was recovering well towards the end of Q2 after a sharp drop in GDP, (e.g. France 18.9%, Italy 17.6%). However, the second wave of the virus affecting some countries could cause a significant slowdown in the pace of recovery, especially in countries more dependent on tourism. The fiscal support package, eventually agreed by the EU after prolonged disagreement between various countries, is unlikely to provide significant support and quickly enough to make an appreciable difference in weaker countries. The ECB has been struggling to get inflation up to its 2% target and it is therefore expected that it will have to provide more monetary policy support through more quantitative easing purchases of bonds in the absence of sufficient fiscal support.
- 2.11 **China.** After a concerted effort to get on top of the virus outbreak in Q1, economic recovery was strong in Q2 and has enabled it to recover all of the contraction in Q1. However, this was achieved by major central government funding of yet more infrastructure spending. After years of growth having been focused on this same area, any further spending in this area is likely to lead to increasingly weaker economic returns. This could, therefore, lead to a further misallocation of resources which will weigh on growth in future years.
- 2.12 **Japan.** There are some concerns that a second wave of the virus is gaining momentum and could dampen economic recovery from its contraction of 8.5% in GDP. Japan has been struggling to get out of a deflation trap for many years and to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy. The resignation of Prime Minister Abe is not expected to result in any significant change in economic policy.
- 2.13 **World growth.** Latin America and India are currently hotspots for virus infections. World growth will be in recession this year. Inflation is unlikely to be a problem for some years due to the creation of excess production capacity and depressed demand caused by the coronavirus crisis.
- 2.14 The Council’s treasury advisor, Link Group, provided the following forecasts on 11th August 2020 (PWLb rates are certainty rates, gilt yields plus 180bps):

Link Group Interest Rate View 11.8.20										
	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Bank Rate View	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3 month average earnings	0.05	0.05	0.05	0.05	0.05	-	-	-	-	-
6 month average earnings	0.10	0.10	0.10	0.10	0.10	-	-	-	-	-
12 month average earnings	0.15	0.15	0.15	0.15	0.15	-	-	-	-	-
5yr PWLB Rate	1.90	2.00	2.00	2.00	2.00	2.00	2.10	2.10	2.10	2.10
10yr PWLB Rate	2.10	2.10	2.10	2.10	2.20	2.20	2.20	2.30	2.30	2.30
25yr PWLB Rate	2.50	2.50	2.50	2.60	2.60	2.60	2.70	2.70	2.70	2.70
50yr PWLB Rate	2.30	2.30	2.30	2.40	2.40	2.40	2.50	2.50	2.50	2.50

- 2.15 The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March to cut Bank Rate to first 0.25%, and then to 0.10%, it left Bank Rate unchanged at its meeting on 6th August (and the subsequent September meeting), although some forecasters had suggested that a cut into negative territory could happen. However, the Governor of the Bank of England has made it clear that he currently thinks that such a move would do more damage than good and that more quantitative easing is the favoured tool if further action becomes necessary. As shown in the forecast table above, no increase in Bank Rate is expected within the forecast horizon ending on 31st March 2023 as economic recovery is expected to be only gradual and, therefore, prolonged.
- 2.16 Gilt Yields / PWLB Rates. There was much speculation during the second half of 2019 that bond markets were in a bubble which was driving bond prices up and yields down to historically very low levels. The context for that was heightened expectations that the US could have been heading for a recession in 2020. In addition, there were growing expectations of a downturn in world economic growth, especially due to fears around the impact of the trade war between the US and China, together with inflation generally at low levels in most countries and expected to remain subdued. Combined, these conditions were conducive to very low bond yields. While inflation targeting by the major central banks has been successful over the last 30 years in lowering inflation expectations, 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, inflation, etc. The consequence of this has been the gradual lowering of the overall level of interest rates and bond yields in financial markets over the last 30 years. Over the year prior to the coronavirus crisis, this has seen many bond yields up to 10 years turn negative in the Eurozone. 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. The other side of this coin is that bond prices are elevated as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities.
- 2.17 Gilt yields had therefore already been on a generally falling trend up until the coronavirus crisis hit western economies during March. After gilt yields spiked up during the initial phases of the health crisis in March, we have seen these yields fall sharply to unprecedented lows as major western central banks took rapid action to deal with excessive stress in financial markets, and started massive quantitative easing purchases of government bonds: this also acted to put downward pressure on government bond yields at a time when there has been a huge and quick expansion of government expenditure financed by issuing government bonds. Such unprecedented levels of issuance in “normal” times would have caused bond yields to rise sharply. At the close of the day on 30th September, all gilt yields from 1 to 6 years were in negative territory, while even 25-year yields were at only 0.76% and 50 year at 0.60%.
- 2.18 From the local authority borrowing perspective, HM Treasury (without any prior warning) added an additional 1% margin over gilts to all PWLB period rates on 9 October 2019.

In the March 2020 Budget a consultation with local authorities was announced on possibly further amending these margins; this was to end on 4th June, but that date was subsequently put back to 31st July. It looks increasingly certain that HM Treasury will no longer allow local authorities to borrow money from the PWLB to purchase commercial property if the aim is solely to generate an income stream (assets for yield).

- 2.19 It is possible that the Certainty Rate will be subject to revision downwards after the conclusion of the PWLB consultation; however, the timing of such a change is currently an unknown, although it would be likely to be within the current financial year.
- 2.20 As the interest forecast table for PWLB certainty rates, (gilts plus 180bps), above shows, there is likely to be little upward movement in PWLB rates over the next two years as it will take economies, including the UK, a prolonged period to recover all the momentum they have lost in the sharp recession caused during the coronavirus shut down period. Inflation is also likely to be very low during this period and could even turn negative in some major western economies during 2020/21.

3 Treasury Management Strategy Statement and Annual Investment Strategy Update

- 3.1 The Treasury Management Strategy Statement (TMSS) for 2020/21 was approved by Council on 20 February 2020. There are no policy changes to the TMSS.
- 3.2 Prudential indicators for the Capital Financing Requirement (CFR), the capital position and borrowing have been revised downwards (see below).

4 The Council's Capital Position

- 4.1 This part of the report is structured to update:
- the Council's capital expenditure plans;
 - how these plans are being financed;
 - the impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and
 - compliance with limits in place for borrowing activity.
- 4.2 At its meeting on 6 August 2020 the Cabinet approved revised estimates for the 2020/21 capital programme and the financing of that programme. The revised estimate addresses amendments to the programme since February, including re-profiling schemes from 2019/20 and a re-assessment of resources available in the period 2020-23.
- 4.3 The capital programme reflects the Council's decision to allocate a maximum of £25 million (currently budgeted for in 2020/21) to take forward schemes in accordance with the Council's Commercial and Investment Strategy. Specific schemes will be added and profiled across the life of the capital programme once these have been approved by the Investment Board. Currently, the Council expects no new external borrowing to be undertaken in 2020/21.
- 4.4 The table below compares the revised estimates with the original capital programme which was incorporated into the 2020/21 Treasury Management Strategy Statement (TMSS).

Capital Programme	2020/21 Original Estimate £000	2020/21 Revised Estimate £000
Capital Programme (Excluding Commercial and Investment Strategy Schemes)	5,673	5,355
Commercial and Investment Strategy Schemes	25,000	25,000
Forecast Expenditure	30,673	30,355
Financed by:		
Capital Grants	2,063	2,283
Section 106's & Contributions	244	117
Capital Receipts	225	225
Capital Reserves	361	575
Total Financing	2,893	3,200
Borrowing Requirement	27,780	27,155

- 4.5 The table below shows the anticipated CFR at 31 March 2021, which is the underlying external need to incur borrowing for a capital purpose. It also shows the expected debt position over the period; this is termed the Operational Boundary.

Prudential Indicators	2020/21 Original Estimate £000	2020/21 Revised Estimate £000
Capital Financing Requirement as at 31 March 2021	31,073	3,352
External Debt / Operational Boundary		
Borrowing	12,000	12,000
Other Long Term Liabilities Finance Leases	1,000	1,000
Commercial Activities/ Non Financial Investments	25,000	0
Total Debt 31 March	38,000	13,000

- 4.6 The Council's revised estimate for CFR is £27.721m lower than the original estimate. This results principally from the Council not currently projecting to take out any external borrowing (£25m) for its Commercial and Investment Strategy before 31 March 2021 although, as explained in paragraph 4.10 below, the Treasury Management strategy enables such borrowing to take place if the Council wished to do so. The remaining estimated reduction in the CFR reflects increases in financing of the capital programme

from internal resources (grants, reserves and contributions) and re-profiling of capital expenditure between years.

- 4.7 The Council has made provision to repay all 'borrowing' liabilities through increased Minimum Revenue Provision (MRP) in the General Fund revenue budget.
- 4.8 Within the prudential indicators there are a number of key indicators to ensure that the Council operates its activities within defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total CFR in the preceding year plus the estimates of any additional CFR for 2020/21 and the next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has approved a policy for borrowing in advance of need. The policy permits borrowing in advance of need where it is prudent to do so. Members should note that the current limits and estimates set out below have been determined with reference to the existing capital programme.

Limits to Borrowing Activity	2020/21 Original Estimate £000	2020/21 Revised Estimate £000
Gross Borrowing (Excluding Commercial and Investment Strategy Schemes)	11,574	7,800
Plus Other Long Term Liabilities Finance Leases	243	243
Commercial Activities/ Non Financial Investments	25,000	0
Anticipated Gross Borrowing as at 31 March 2021	36,817	8,043
Anticipated Capital Financing Requirement as at 31 March 2021	31,073	3,352

- 4.9 As a result of the Council's long term Public Works Loan Board (PWLB) debt portfolio of £4.5m (31/03/2020) currently attracting excessive premiums (£3.235m at the time of writing this report) if it were prematurely repaid, it is not financially advantageous for the Council to fully comply with this prudential indicator. This position has not changed following the change in the pricing of new PWLB borrowing explained in paragraph 2.18 above. A similar issue applies to the fixed rate loan of £3.3m which the Council has with Barclays. This has been the case since the housing stock transfer in 2007 and has been acknowledged and approved by Council since then. In addition, the Council's external auditors have also acknowledged this situation and have not raised any issues with our strategy.
- 4.10 A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit, which represents the limit beyond which borrowing is prohibited and needs to be set and revised by Members. It reflects the level for borrowing which, while not desired could be afforded in the short term but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected

movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Authorised Limit For External Debt	2020/21 Original Estimate £000	2020/21 Revised Estimate £000
Debt	17,000	17,000
Plus Other Long Term Liabilities Finance Leases	1,000	1,000
Commercial Activities/ Non Financial Investments	25,000	25,000
Total Borrowing	43,000	43,000

- 4.11 The Corporate Director & Chief Finance Officer reports that no difficulties are envisaged for the current year in complying with the above prudential indicators.

5 Investment Portfolio

- 5.1 In accordance with the Treasury Management Code, it is the Council's priority to ensure security of capital and liquidity and to obtain an appropriate level of return which is consistent with the Council's risk appetite.
- 5.2 As set out in section 2, it is now impossible to earn the level of interest rates commonly seen in previous decades as all investment rates are barely above zero now that Bank Rate is at 0.10%, while some entities, including more recently the Debt Management Account Deposit Facility (DMADF), are offering negative rates of return in some shorter time periods. Given this risk environment and the fact that increases in Bank Rate are unlikely to occur before the end of the current forecast horizon of 31st March 2023, investment returns are expected to remain low.
- 5.3 While the Bank of England has said that it is unlikely to introduce a negative Bank Rate, at least in the next 6 -12 months, some deposit accounts are already offering negative rates for shorter periods. As part of the response to the pandemic and lockdown, the Bank and the Government have provided financial markets and businesses with plentiful access to credit, either directly or through commercial banks. In addition, the Government has provided large sums of grants to local authorities to help deal with the Covid-19 crisis; this has caused some local authorities to have sudden large increases in investment balances searching for an investment home, some of which was only very short term until those sums were able to be passed on.
- 5.4 Inter-local authority lending and borrowing rates have also declined due to the surge in the levels of cash seeking a short-term home at a time when many local authorities are probably having difficulties over accurately forecasting when disbursements of funds received will occur or when further large receipts will be received from the Government.
- 5.5 During the pandemic all three rating agencies have reviewed banks creditworthiness around the world with similar results in many countries of most banks being placed on negative watch, but with a small number of actual downgrades.
- 5.6 Link Asset Services, the Council's Treasury advisors, have conducted stress testing on the Link credit methodology based list of counterparties supplied to clients, to test for the results of a one notch downgrade to all Long Term Ratings from all agencies. Under

such a scenario some building societies could be removed from the creditworthiness list.


- 5.7 The Council held investments of £24.35m as at 30th September 2020 (£18.3m at 31st March 2020). The investment portfolio yield for the first 6 months of the year is 0.39% (7 day LIBID un compounded rate -0.06%).
- 5.8 The Council has achieved investment income of £33k to 30th September 2020. The 2020/21 original estimate of £170k has been revised downwards to £55k.
- 5.9 Property Funds formed part of the Council's Annual Investment Strategy approved in February 2020 as an instrument to increase investment returns from surplus cash balances. There has been a delay in accessing Property Funds whilst the impact of COVID-19 is fully understood, with a corresponding reduction in budgeted income this year of around £75k.
- 5.10 In line with the 2017 CIPFA Codes and guidance notes greater emphasis is placed on the enhanced importance of risk management. Should the Council decide to invest in a Property Fund(s) this increases the level of risk associated with the Council's treasury management activity as the value of investments can go down as well as up and the Council may get back less than they originally invested. During the previous five years property funds have generally generated better investment returns (through capital appreciation and income) than bank deposits, though past performance or future projections are not indicative of future returns. One of the main characteristics of investment in Property Funds, compared to bank deposits, is that the Council will need to be prepared to hold on to its investment for a longer period – typically at least five years – to benefit from capital appreciation in the underlying value of the investment. Officers are working with Link Asset Services to examine the opportunities and evaluate the risks associated with investing in this way.
- 5.11 The Corporate Director and Chief Finance Officer confirms that the approved limits within the Annual Investment Strategy were not breached during the first six months of 2020/21.

6 Borrowing Strategy

- 6.1 The Council's original estimated CFR for 2020/21 was £31.073m (including finance lease borrowing facilities). The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions.
- 6.2 The revised estimate for the CFR has been reduced substantially to £3.352m (see paragraph 4.8 above).
- 6.3 The decision whether to undertake internal or external borrowing to meet the Council's financing requirements will be undertaken as and when the financing is required based on an assessment of market conditions and the Council's overall financial position at that time.
- 6.4 During 2020/21 the Council has used surplus cash balances in lieu of any external borrowing.
- 6.5 At this point in time, it is not anticipated there will be any further external borrowing undertaken during this financial year.
- 6.6 Commentary of future changes to PWLB borrowing is detailed in paragraph 2.18 to 2.20 of the economic update above.

7 Debt Rescheduling

- 7.1 Debt rescheduling opportunities have been very limited in the current economic climate and following the various increases in the margins added to gilt yields which have impacted PWLB new borrowing rates since October 2010. No debt rescheduling has therefore been undertaken or is anticipated in the current financial year.

Agenda Item No:	6	
Committee:	Cabinet	
Date:	14 December 2020	
Report Title:	Revised General Fund Budget and Capital Programme 2020/21; Draft General Fund Budget Estimates 2021/22 and Draft Medium Term Financial Strategy (MTFS) 2021/22 to 2025/26; Capital Programme 2021 - 2024	

Cover sheet:

1 Purpose / Summary

To consider and approve:

- the revised General Fund Budget and Capital Programme for 2020/21;
- the Draft General Fund Budget Estimates 2021/22 and the Draft Medium Term Financial Strategy 2021/22 to 2025/26 for consultation;
- Capital Programme 2021-2024.

2 Key issues

- Business Rates Baseline Funding (Settlement Funding Assessment) in 2021/22 is expected to increase by 0.5% (CPI as at September 2020). However, the Provisional Local Government Finance Settlement announcement is not expected until around 17 December 2020. **Consequently, until the details of the Finance Settlement have been received, the figures detailed in this report should be treated as being provisional.**
- In accordance with the motion adopted by Council in July 2019, a 0% Council Tax increase has been included in the MTFS for 2021/22 and over the medium term.
- Council Tax Referendum limits for 2021/22 have yet to be formally announced. It is expected that they will be set at an increase of 2% or £5 whichever is the higher.
- Projections for 2020/21 are currently forecasting a shortfall of £485k at the end of the financial year, after taking into account all government Covid-19 support packages expected to be received for this financial year.
- Current forecasts for 2021/22 show a shortfall of £918k based on the assumptions detailed in Appendix C. This shortfall increases year on year, reaching £1.866m in 2025/26.
- At this time, nothing has been included in the 2021/22 budget estimates and MTFS in relation to a number of 'unknowns' which could potentially both increase funding and increase costs (as detailed in paragraph 8.9 of the report). Further information is expected over the next few weeks and this will be incorporated where possible, into the final budget report in February 2021.
- The final deficits for 2020/21 and 2021/22 will have to be funded from Council reserves (current balances shown in Appendix E). At this stage, due to the many uncertainties around the potential deficits, there is no requirement to formally approve any amounts to be funded from reserves.

- An updated Capital Programme for 2020/21 and for the medium term 2021-24 is proposed.
- Given the scale of the challenges and uncertainties faced by the Council, the financial forecasts represent a significant achievement, demonstrating the focus from Members and Officers throughout the Council in delivering the required savings.
- The Council continues to focus on delivering quality services and to minimise the impact on front-line services.

3 Recommendations

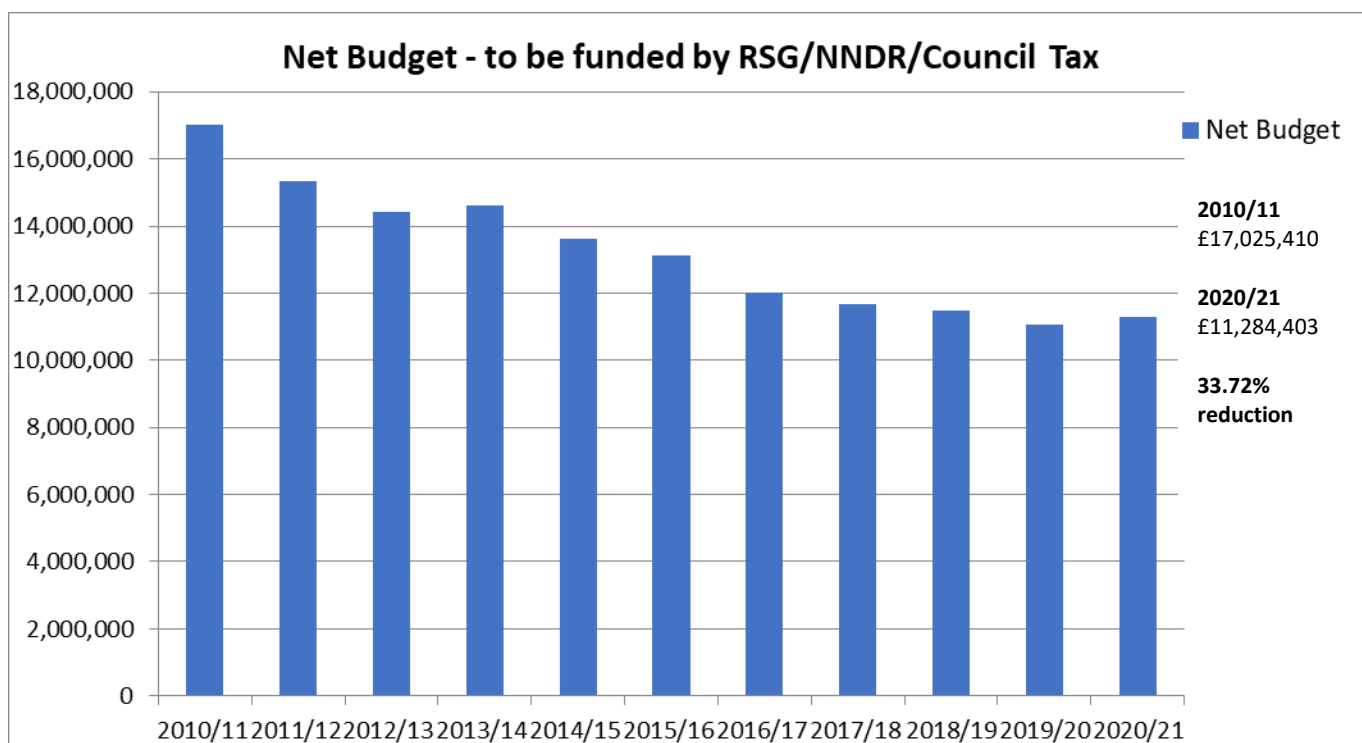
- It is recommended that:-
 - (i) the draft budget proposals for 2021/22 outlined in this report be approved for consultation;
 - (ii) the revised General Fund Budget and revised Capital Programme for 2020/21 be approved;
 - (iii) the proposed Capital Programme for 2021-2024 be approved.

Wards Affected	All
Portfolio Holder(s)	Cllr Chris Boden, Leader and Portfolio Holder, Finance
Report Originator(s)	Peter Catchpole, Corporate Director and Chief Finance Officer (S.151 Officer) Mark Saunders, Chief Accountant
Contact Officer(s)	Paul Medd, Chief Executive Peter Catchpole, Corporate Director and Chief Finance Officer (S.151 Officer) Mark Saunders, Chief Accountant
Background Paper(s)	Provisional Finance settlement – Ministry for Housing, Communities and Local Government (MHCLG). Spending Round 2020 (HM Treasury) Medium Term Financial Strategy working papers. Government announcements since February 2020.

Report:

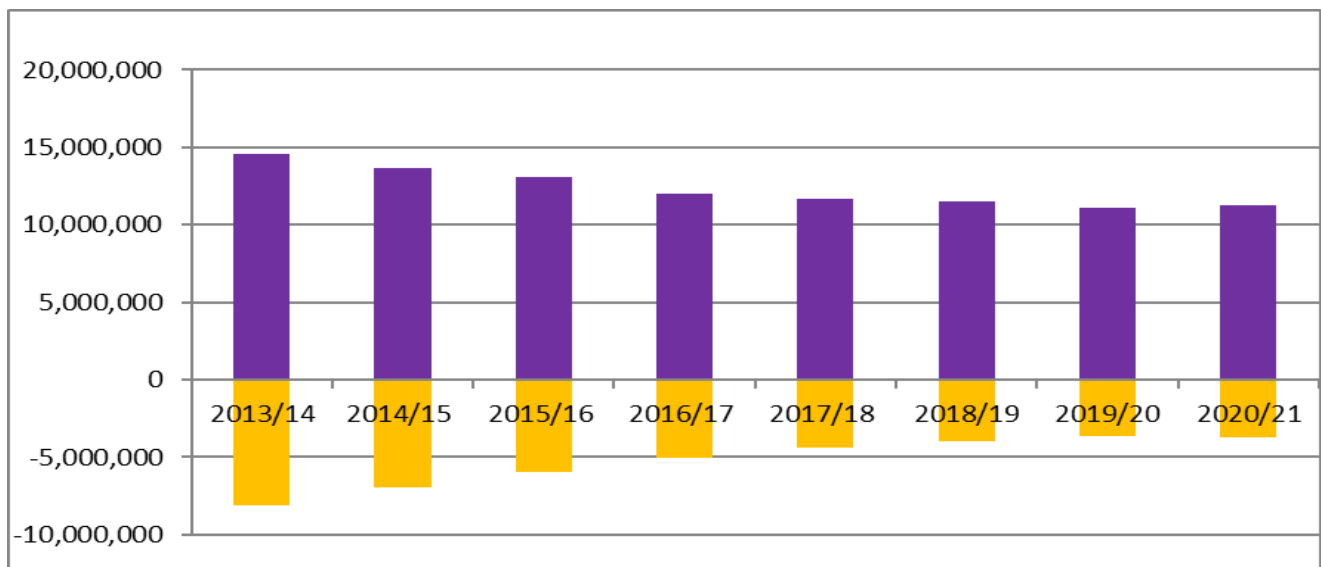
1 INTRODUCTION

- 1.1 This report sets out the financial implications of the council's priorities described in the draft Business Plan 2021/22. Revenue budget estimates are draft at this stage and along with the draft Business Plan will be subject to public and stakeholder consultation prior to final budget and council tax setting for 2021/22 in February 2021.
- 1.2 Much of the financial information provided is necessarily based on a number of assumptions which are wholly or partly influenced by external factors. Some of these factors, such as the final level of external grant support, the impact of the potential Business Rates Pooling arrangements and the level of Government set fees, will not be known until later in the process and any amendments will be reported to Cabinet and Council at the February 2021 budget setting meeting.
- 1.3 Local Government has been at the forefront of the austerity measures introduced by the government to reduce the national deficit following the General Election in 2010. This Council has had to reduce its Net Budget significantly since 2010 and by the end of 2020/21 it will have reduced by 35.03%. This is exemplified in the graph below:

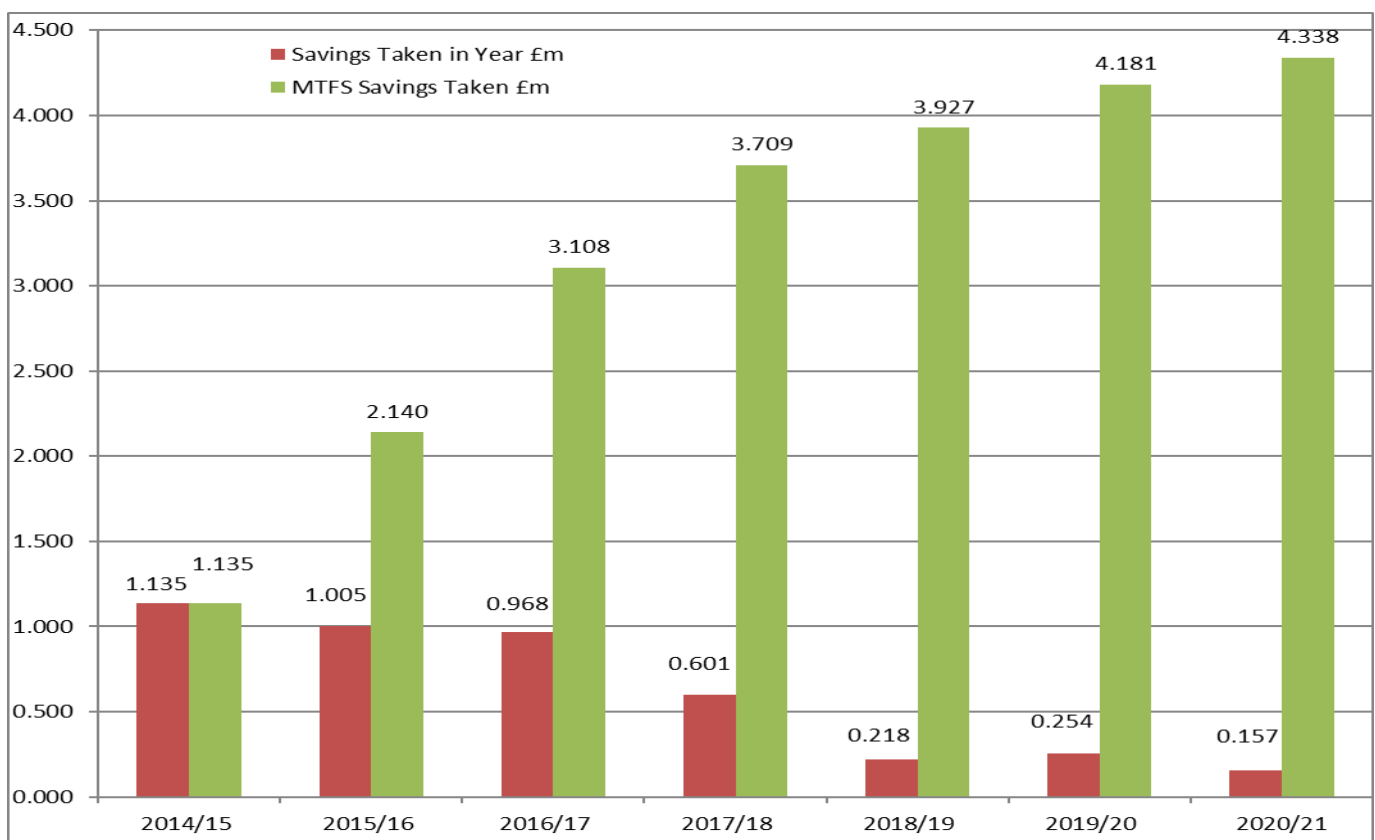


- 1.4 Since 2013/14 government support has reduced by around 54% and the Council's net budget by around 23% as illustrated in the following tables. In addition, Council Tax referendum principles have restricted increases in Council Tax.

	2013/14	2020/21	Reduction	%
Government Grant	£8,094,919	£3,701,878	£4,393,041	54.27
Net Budget	£14,604,750	£11,284,403	£3,320,347	22.73



1.5 The following graph illustrates how successful the Council has been in delivering savings over the last 7 years, enabling it to achieve balanced budgets each year.



During these years, Members have been very clear, that where possible, front line services should be protected. The Council's strategy of identifying savings at least 12 months in advance of the financial year has led to the successful delivery of the required savings targets and means the Council are in a good position to meet the challenges of 2021/22 and beyond. These savings have been achieved through a number of ways, such as Management and Service reviews, shared services, procurement and income generation.

2 2020 SPENDING ROUND AND LOCAL GOVERNMENT FINANCE SETTLEMENT TECHNICAL CONSULTATION

- 2.1 On 25 November 2020, the Government outlined its' spending plans for 2021/22 by setting budgets for each central government department.
- 2.2 The relevant points for this Council from these announcements are as follows:
- Local Government's business rate baseline funding levels will increase in line with inflation (determined by the CPI rate as at September 2020, ie. 0.5%);
 - A proposed Council Tax referendum limit of 2% or £5 (together with an additional 3% increase for Adult Social Care). Police and Crime Commissioners can increase their precept by £15;
 - Public Sector pay freeze. Pay frozen ('paused') for public sector workers earning £24,000 and above. Those earning below this will receive a minimum of £250. Although Local Government pay is negotiated separately, it is expected that this will form the basis of the pay award for 2021/22;
 - Additional funding to reduce rough sleeping and homelessness;
 - The business rate multiplier will be frozen in 2021/22. Local authorities will be fully compensated for this decision. There are no plans at present to extend the business rates reliefs given in 2020/21 into 2021/22, although this will be kept under review;
 - The Government is undertaking a fundamental review of the Business Rates system and are due to report on this in Spring 2021.
 - The Fair Funding Review previously expected in April 2021 has been delayed with no information about when this will happen in the future;
 - Continuation of the New Homes Bonus for 2021/22 with no new legacy payments (ie. the payment for 2020/21 will not be rolled forward) and potential changes to the scheme design and allocations in future years;
 - Additional £3bn COVID funding for local authorities in 2021/22 including:
 - additional un-ringfenced grant for spending pressures expected to emerge in the first few months of 2021/22;
 - compensation scheme to fund 75% of irrecoverable losses in council tax and business rates in 2020/21;
 - further support for residents claiming Council Tax Support;
 - the Sales, Fees and Charges income compensation scheme will be extended into the first 3 months of 2021/22;
- 2.3 Details of how this will be converted into specific funding allocations for individual local authorities will be announced as part of the provisional local government finance settlement which is expected week commencing 14 December 2020.
- 2.4 It is anticipated that a 3 year Spending Review will be undertaken by the government in Autumn 2021 covering the period 2022/23 – 2024/25.

3 LOCAL GOVERNMENT FINANCE SETTLEMENT

- 3.1 The Provisional Finance Settlement for 2020/21 is expected during the week commencing 14 December 2020. Consequently, the figures included in this report are estimates based on the funding announcements detailed in section 2 above. It is therefore, conceivable that the figures announced in the Provisional Settlement are different from those detailed in this report. An update on any changes will be given to members at the meeting if available.

- 3.2 The Council's Settlement Funding Assessment for 2021/22 will be made up entirely of its Business Rates Baseline Funding (Revenue Support Grant was phased out in 2019/20) which as detailed above is expected to increase by 0.5%. The figure included in the draft budget is detailed below.

Table 1 – Settlement Funding Assessment (Core Funding) – Estimate prior to provisional settlement

	Actual 2020/21 £000	Estimate 2020/21 £000	2021/22 % Increase
Settlement Funding Assessment (Business Rates Baseline Funding only)	3,702	3,720	0.5%

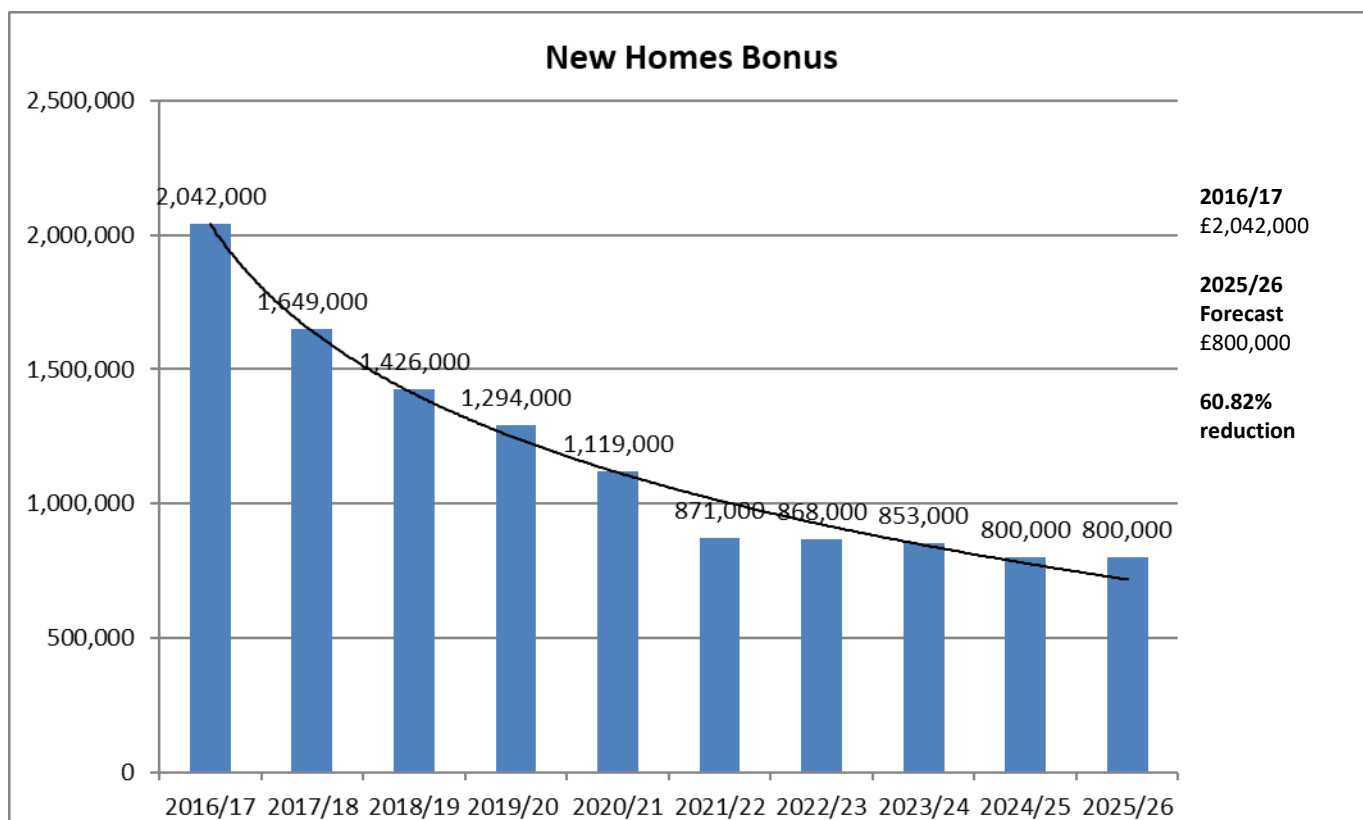
- 3.3 The provisional settlement will only detail figures for 2021/22 with future funding announcements dependent on the outcome of the 3 year spending review expected to be undertaken in Autumn 2021. The Medium Term forecasts detailed in Appendix B have assumed a continuation of the current policy of increasing business rates baselines by CPI inflation based on current Treasury forecasts over the medium term.

Fair Funding Review

- 3.4 The government announced earlier this that the Fair Funding Review which was expected to be implemented from April 2021 has been delayed. As detailed in Section 2 above, no announcement has been made regarding when this review is likely to be completed and implemented.

4 NEW HOMES BONUS

- 4.1 In 2017/18, reforms to the allocation methodology of the New Homes Bonus (NHB) were made which significantly reduced the total amount available for distribution which consequently reduced this Council's allocation.
- 4.2 The key focus of the reforms was to reduce the payments from 6 years to 5 years in 2017/18 and to 4 years from 2018/19. In addition, from 2017/18, a national baseline for housing growth of 0.4% was introduced, below which New Homes Bonus is not paid, reflecting a percentage of housing that would have been built anyway.
- 4.3 Actual NHB received in 2020/21 is £1.119m. Following the announcement in the spending review, a further payment based on the current methodology (based on additional homes delivered from October 2019 – October 2020) will be made in 2021/22 although no new legacy payment will be made. The estimated New Homes Bonus payment in 2021/22 is £871k (a reduction of £177k on previous forecasts) with the forecast NHB reducing to £800k by 2024/25.
- 4.4 The graph below shows how the amount received from NHB has significantly changed over the past five years together with forecasts over the medium term.



- 4.5 Provisional New Homes Bonus allocations for 2020/21 will be announced as part of the forthcoming Finance Settlement. The allocations may change if any further reforms are implemented.
- 4.6 The New Homes Bonus scheme design and allocation methodology will be subject to review as part of the government's next spending review due in Autumn 2021. Although it is hard to argue against reform of the NHB, the impact on this Council's funding could be significant. We have included £868k of NHB funding in the MTFS for 2022/23 reducing year on year to £800k in 2024/25 and 2025/26. These will be replaced by allocations we receive from whatever the new Housing Incentive system will look like following the consultation exercise. For example, under the current system, a 0.1% increase in the growth threshold would result in the loss of around £50,000 per annum in NHB, leading to a reduction in NHB of around £200,000 compared to the current MTFS forecasts.
- 4.7 In addition, the national total to be allocated by way of NHB (currently £900m) will be determined by the outcome of the government's 3 year spending review during Autumn 2021. **This is a significant risk to the MTFS.**

5 BUSINESS RATES

- 5.1 Members will be aware that the Business Rates Retention system was introduced in April 2013. Under this system, authorities would benefit if their actual Business Rates income collected in a year was higher than the baseline funding determined by government.
- 5.2 There has been real business rates growth in Fenland over the last six years, however how this impacts on the resources available to this Council is complex, due to the rules and the operation of the current 50% Business Rates Retention system. The complexity of the system has been exacerbated by the business rates reliefs support given by the government as a result of Covid-19.

Business Rates Pooling Arrangement – 2020/21 and 2021/22

- 5.3 The Council has joined with the County Council, Peterborough City Council, Fire Authority, East Cambridgeshire and South Cambridgeshire to become part of a pooling arrangement for business rates for 2020/21. Unlike the Business Rates Pilot schemes, this is not a bidding process against other pools but is part of the existing system whereby authorities can choose to apply to become a pool with the agreement of the constituent authorities.
- 5.4 The benefit of being in a pool is that authorities will not be liable to levy payments on their business rates growth, which is then shared amongst the pooled authorities by a mutually agreed method. This will be based on where the growth has originated from with an appropriate share allocated to the County Council and Fire Authority.
- 5.5 Depending on actual business rates received in 2020/21, the net effect of the pooling arrangement could be considerable for the authorities in the pool. Current forecasts indicate that this Council could receive up to £252k additional income according to the sharing methodology agreed between the pooled authorities. This is however £118k lower than previously estimated due to lower business rates income as a result of changes in rateable values and refunds given.
- 5.6 The members of the current pooling arrangement have notified MHCLG of their intention to remain as a pool for 2021/22 as there is still expected to be a net benefit to each authority. For the purposes of the 2021/22 estimates, an amount of £300k has been included as this Council's share of the potential benefit. These figures will be firmed up over the coming weeks as all authorities in the pool complete the annual statutory business rates estimate, the NNDR1 form, due to be returned to MHCLG by the end of January 2021. This Council's estimated share of any additional resources will then be calculated and included in the final budget report in February 2021.

Business Rates Reform – 2022/23 onwards

- 5.7 Earlier this year, the government announced that it would delay the move to 75% Business Rate Retention. In order to provide further stability to the sector, the government has decided not to proceed with a reset of business rates baselines in 2021/22.
- 5.8 The government is currently carrying out a fundamental review of the Business Rates System and a final report setting out the full conclusions of the review is expected to be published in Spring 2021. This will determine the parameters of any changes to the Rate Retention System and is likely to be implemented from April 2022.
- 5.9 As the content and character of any new system and its effect on Fenland District Council are unknown at this stage, no adjustments have been made to the business rates funding within the MTFS and it has been assumed that from 2022/23, retained business rates will increase by CPI based on current Treasury forecasts.
- 5.10 Nationally, the implementation of any new scheme is meant to be fiscally neutral overall, however any redistribution will create losers and winners and the extent of that is an unquantifiable risk for the Council currently.
- 5.11 Although the forecasts in the MTFS has assumed a 'neutral' funding position regarding retained business rates, previous consultation papers on the proposed 75% Business Rates Retention System identified a range of options which would mean this Council will almost certainly 'lose' some of the business rates growth it's seen since the current system started in April 2013.
- 5.12 In the estimate for 2021/22 and the medium term forecasts from 2022/23, around £1m of business rates above the Council's Baseline Funding Level is being retained. From 2022/23 onwards, the Baseline Funding Level of all Councils will be reset with all 'growth'

income being taken into account nationally and redistributed in the new system. This means initially the additional £1m business rates income would be removed and redistributed. What remains unclear, is how much of this £1m will be returned to the Council as part of its recalculated Baseline Funding Level.

- 5.13 In theory therefore, the Council could lose all of this additional £1m in the absolute worst case scenario. However, this is unlikely and would create significant volatility within future funding allocations nationally, which the government does not wish to see. There will also undoubtedly be some kind of transitional arrangements which would also limit the extent of any gains and losses in funding arising from the new system. The national total to be distributed to local authorities will also be dependent on the next government spending review.
- 5.14 Although it is extremely difficult to exemplify the impact of this redistribution, in broad terms, if the Council were to lose 50% of its growth income then this would add a further £500k per annum from 2022/23 to the current forecast MTFS shortfalls. A 20% loss of growth income would add a further £200k per annum to the current shortfalls.
- 5.15 At the time of writing, the Fair Funding Review, the implementation of Business Rates Reform and the changes to the New Homes Bonus are all major risk areas for this Council over the medium term.

6 FENLAND COMPREHENSIVE SPENDING REVIEW

- 6.1 The estimated total net savings generated from the FDC-CSR proposals agreed previously at £1.667m will now amount to £1.8m by the end of 2020/21. During this year several proposals have been implemented together with the full-year benefit of proposals implemented in 2018/19 and 2019/20. These include the following:

- Relocation of March and Wisbech Shops
- CCTV – alternative service delivery with Peterborough City Council

together with the full-year benefit in 2019/20 and 2020/21 of the following:

- Staffing Review of Customer Services, Human Resources, Accountancy and Vehicle Workshop
- Leisure Centre management options (contract commenced 4 December 2018)
- Leisure and Open Spaces Management Review
- Community House closure

- 6.2 The savings generated from these and other CSR proposals are included within the Medium Term Financial Strategy detailed at Appendix B and have significantly contributed to the required savings target over the medium term.

7 FORECAST OUTTURN 2020/21

- 7.1 The impact of COVID-19 on the Council's delivery of services and finances in 2020/21 have been and continue to be, significant and challenging. Members will be aware of the Council's response to COVID-19 and reports have been considered by Overview and Scrutiny Panel (on 8 June 2020 and 13 July 2020) on the actions taken by the council to date and also on the future implications and opportunities of the COVID-19 pandemic in relation to service delivery by Fenland District Council.
- 7.2 In addition, at the Council meeting of 6 August 2020, Members received a detailed report on the additional spending pressures and income reduction pressures the Council was facing this year, together with details of the government support for Covid-19 pressures.
- 7.3 At that time and taking into account other variances detailed in the report, the projected net impact on 2020/21 was around £1.3m. There were however, simply too many uncertainties to accurately predict what the final net impact would be in 2020/21.

- 7.4 Since the August Council meeting, further government support has been announced. A fourth tranche of direct grant support aimed at addressing the expenditure pressures being incurred has been received amounting to £568,429. This brings the total Covid-19 direct grant support received since March 2020 to £1,859,459 (£65,197 in 2019/20 and £1,794,262 in 2020/21).
- 7.5 In addition, the Council has received other grant funding relating to the administration of the Test and Trace Support Payments (isolation payments) of £27,068 and the Next Steps Accommodation Programme (NSAP) for delivering short-term Rough Sleepers interim accommodation and support of £198,000 for 2020/21. Further funding from the NSAP of £622,650 (Revenue funding of £178,250 and Capital funding of £444,120) for move-on funding has also been secured for the period 2020/21 – 2023/24. This will be delivered in partnership with Clarion Housing Association.
- 7.6 In the August report, it was estimated that the compensation payment due from the governments co-payment mechanism for irrecoverable Sales, Fees and Charges income, whereby the government covered 75% of losses beyond 5% of planned income, would be around £940k. The current projection is for an income compensation of around £718k. Current projections for income are higher than previously forecast and therefore, although we will receive less in compensation, this is made up by receiving higher actual income.
- 7.7 The latest revised estimates for 2020/21 are set out at Appendix A and show the likelihood of a shortfall in the region of £485k by the end of this financial year.
- 7.8 This shortfall does not, as yet include any potential benefit the Council may receive from the £100m government fund set up to support leisure centres most in need in 2020/21. We are still awaiting detailed guidance from the Department for Digital, Culture, Media and Sport (DCMS) on the process to bid from this fund.
- 7.9 There are still many uncertainties around the potential shortfall for 2020/21 and there is no requirement to formally approve an amount to be funded from reserves. At the present time, Corporate Management Team, Senior Managers and the Accountancy Team are managing and monitoring the position carefully and will continue to review spending levels to ensure where possible, the amount to be funded from reserves at the year-end is minimised.
- 7.10 Use of reserves to fund any potential shortfall in 2020/21 will have a consequential impact on the Council's ability to fund the shortfall in 2021/22 from reserves. Details of the Council's reserves are at Section 11 and Appendix E.

8 DRAFT BUDGET ESTIMATES 2021/22 AND MTFS

- 8.1 The Council's MTFS has to ensure that the commitments made in the Business Plan are funded not only in the year for which formal approval of the budget is required (2021/22) but for forecast years as well, within a reasonable level of tolerance.
- 8.2 The impact of Covid-19 on the Council finances in 2020/21 will to a certain extent continue into 2021/22 and the medium term, particularly regarding forecast income levels and the impact on future Council Tax and Business Rates income. The government has recognised this ongoing impact and announced a package of measures in SR2020, as detailed in Section 2 above, to support local authorities in 2021/22. Details regarding these measures and their impact on this Council will be further clarified over the coming weeks and as part of the Provisional Local Government Finance Settlement expected to be announced during week commencing 14 December 2020.

- 8.3 The Council's medium term forecasts are shown at Appendix B and summarised in Table 2 below. The table includes a 0% Council Tax increase in 2021/22 and the medium term.

Table 2 - MTFS - 0% increase in 2021/22 onwards

	Estimate	Forecast	Forecast	Forecast	Forecast
	2021/22	2022/23	2023/24	2024/25	2025/26
	£000	£000	£000	£000	£000
Expenditure					
Net Service Expenditure	13,150	13,479	13,766	14,159	14,559
Corporate Items	642	733	742	888	881
Renewable Energy Rates Retained	-363	-368	-374	-381	-389
Retained Business Rates (Growth)	-915	-866	-886	-908	-933
Business Rates Pool - share of benefit	-300	0	0	0	0
Contribution from Business Rates Reserve	-3,420				
Contribution from General Fund Balance	0	0	0	0	0
Net Budget Requirement	8,794	12,978	13,248	13,758	14,118
Funding					
Business Rates Baseline	-3,720	-3,765	-3,829	-3,902	-3,980
Business Rates Collection Fund Deficit	3,633	167	167	0	0
Council Tax Collection Fund Surplus(-)/Deficit	43	47	47	-50	-50
Council Tax <i>(increases of 0% in 21/22 onwards)</i>	-7,832	-7,929	-8,027	-8,125	-8,222
Total Funding	-7,876	-11,480	-11,642	-12,077	-12,252
Surplus(-)/Shortfall(+)	+918	+1,498	+1,606	+1,681	+1,866

- 8.4 Government support for 2021/22 will be announced as part of the provisional finance settlement. This Council will only be receiving retained business rates from the finance settlement. The projections for 2022/23 onwards are based on the best estimates and information available and are consistent with the announcements on business rates in the Spending Round 2020. However, subject to further clarity on the detailed implementation of the announcements, there remains a degree of uncertainty in these projections.
- 8.5 The net budget requirement for 2021/22 is currently estimated at **£8.794m** after all identified savings, contingencies and reserve transfers are included. This includes the assumptions detailed at Appendix C. With the provisional funding assumptions and a 0% increase in Council Tax a shortfall of £918k is currently forecast for 2021/22. However, this shortfall does not, as yet include a number of additional government support initiatives, announced as part of SR2020, as detailed in Section 2 above or potential cost increases as detailed in 8.9 below.
- 8.6 The forecasts include all proposed savings from the Phases 1 and 2 of the My Fenland transformation initiative over the next two years and the medium-term, together with assumptions regarding receipts from Council Tax and Business Rates.
- 8.7 The development of the Commercial and Investment Strategy has the potential to generate significant returns over the MTFS. It is difficult to forecast the extent of such returns as much will depend on the type and timing of investment opportunities. Consequently, no allowance for these potential returns have been included in the MTFS at the current time.

- 8.8 Taking into account the proposals in the Table 2 above, the estimated net budget requirement in 2021/22 is detailed in Appendix A. The level of forecast resources available to the Council and the estimated levels of expenditure over the medium term are set out in detail in Appendix B. These show a funding gap of £1.866m by the end of 2025/26.
- 8.9 There is still considerable uncertainty around the estimates for 2021/22 and the forecasts for the medium term. Currently there are a number of 'unknowns' which could both positively and negatively impact on the forecasts including:
- Potential additional costs:**
- Potential for additional support for the Leisure Management contractor in 2021/22;
 - Impact on income streams being greater than anticipated due to the continuing effect of Covid-19 on the economy eg. Council Tax receipts, Business Rates income, Sales, Fees and Charges such as Planning Fees and Port Income;
 - Additional costs associated with service developments eg. Marine Services Restructure and Car Parking Enforcement (CPE);
 - Impact of the Business Rates Review and changes to the Business Rates Retention system from April 2022;
 - Impact of changes to the New Home Bonus methodology and allocations from April 2022;
 - Revenue impact of funding new capital schemes not currently included in the capital programme;
- Potential additional funding:**
- Potential for My Fenland transformation programme Phase 3 with associated savings;
 - Recharge of staff time to the LATCO (Fenland Future Ltd) generating revenue savings;
 - Commercial and Investment Strategy and future potential positive returns to the Council;
 - Additional Government support for Covid-19 spend pressures in 2021/22;
 - Continuation of the Government's Income Compensation Scheme for the first 3 months of 2021/22;
 - Government support to compensate local authorities (over the next three years) for 75% of irrecoverable Council Tax and Business Rate income suffered in 2020/21.
- 8.10 Further details relating to several of the above issues should become clearer with the publication of the Provisional Finance Settlement expected to be announced around the 17th December 2020.
- 8.11 The figures detailed at Appendix B do not, as yet include for the potential impact of the issues detailed in paragraph 8.9 above. Between now and the final budget report in February 2021 further analysis will be carried out on the impact of these as and when further information becomes available. Consequently, the estimate for 2021/22 could change significantly from that detailed at Appendix A.
- 8.12 The forecasts for the years 2022/23 – 2025/26 are provisional at this stage and should be considered with extreme caution. The Provisional Finance Settlement announcements regarding local government funding are imminent and therefore, the figures could be different to those included in the forecast. Future announcements and consultation outcomes will also determine government policy and therefore the funding in the future

years. In addition, the forecasts are dependent on permanently maintaining the savings identified through the My Fenland transformation initiative.

Significant Risks to MTFS

- 8.13 As detailed earlier in this report, Business Rates Retention Reform, Fair Funding Review and changes to the New Homes Bonus could have a significant impact on the Council's forecast resources over term of the MTFS. Further to the risks associated with these externally determined funding streams the Council should also ensure that income budgets are achieved and new income streams considered and implemented for medium to long term sustainability in combination with any operational and transformational benefits that the Council realises. The use of general reserves to support revenue expenditure adds to the overall risks to the Council as such reserves can only be used once but the cumulative impact of such use will continue to be felt into the future.

Other Risks

Capital Programme – Future Funding

- 8.14 The Council is increasingly relying on borrowing (Internal and Prudential) to fund its future programme as the amount of capital receipts and the level of reserves available to fund the capital programme are reducing considerably over the next two years. Consequently, any new capital schemes (which do not generate a return to repay borrowing costs) will have to be funded through borrowing which will result in revenue costs and therefore will impact on the MTFS and future shortfalls.
- 8.15 For example, a £1m scheme with a 20 year life, funded by prudential borrowing, would result in around an additional £70,000 per annum in interest (2%) and repayment costs.
- 8.16 To exemplify the effect on the MTFS of potential additional costs arising from the above risks, Table 3 below details a scenario whereby the Council loses 50% of its business rates growth income following the reforms in 2021/22.

Table 3: MTFS Potential Impact of Major Risks – for illustrative purposes only

	Estimate	Forecast	Forecast	Forecast	Forecast
	2021/22	2022/23	2022/23	2024/25	2025/26
	£000	£000	£000	£000	£000
MTFS Shortfall - Appendix B	918	1,498	1,606	1,681	1,866
<i>(0% CT increase in 2021/22 onwards)</i>					
50% loss of NNDR growth income		450	450	450	450
Increasing NHB threshold by 0.1%		50	100	150	200
Revised Shortfall	918	1,998	2,156	2,281	2,516

- 8.17 As stated earlier, it is important to note that the figures detailed in the above table are purely illustrative as no decisions have yet been made regarding changes to these funding streams and the potential impact on this Council.

9 FEES AND CHARGES

- 9.1 The Overview and Scrutiny Panel will consider all fees and charges for 2021/22 at its meeting on 11 January 2021 and recommend the Schedule of Fees and Charges to Cabinet at its meeting on xx January 2021.

10 COUNCIL TAX – 2021/22

- 10.1 As part of the 2021/22 Provisional Local Government Finance Settlement announcement due shortly, the government is expected to set the referendum limit at 2% or £5, whichever is higher for 2021/22 for District Councils. A 2% increase on the Band D Council Tax equates to £5.13 per annum (a 1.97% increase due to roundings).
- 10.2 Social care authorities, such as Cambridgeshire County Council can also increase their element of council tax by a further 3% (5% in total which would equate to £67.95 on the Band D Council Tax if increase taken in full). Police and Crime Commissioners will be able to their precept by £15.
- 10.3 Council at its meeting on 18 July 2019, agreed to re-position the MTFS to show 0% Council Tax increases through to 2023/24. This report extends the MTFS period and 0% increases to 2025/26. The motion agreed by Council emphasised that 0% increases in Council Tax throughout the MTFS period is an ambition and it was recognised that the Council continues to face significant financial challenges and uncertainties that may not allow this ambition to be met. These challenges and uncertainties have been exacerbated by Covid-19.
- 10.4 The motion also stated that Members of the Council need to act responsibly each year when setting the precept to balance the ambition of achieving a 0% Council Tax rise with the legal need to balance the budget. It was agreed that raising Council Tax in any of the next four years will be a last resort in order to minimise the financial effects of Council Tax on all of Fenland's households.
- 10.5 For information, an additional 1% increase in Council Tax in 2021/22 would generate in the region of £78,000 of revenue per annum to the Council. Even with this additional revenue included, the estimates for future years show a significant and increasing shortfall (see Table 2 in paragraph 8.2 above and Appendix B).
- 10.6 After the estimates of expenditure and income have been prepared, and the Final Settlement has been received, the next step is to set the council tax for 2021/22 for Fenland District Council. This is the final piece of the "jigsaw" that identifies the balance of the total resources required to fund the Council's services.
- 10.7 In line with the motion agreed by Council on 19 July 2019, assumed Council Tax increases of 0% have been included for 2021/22 and over the period of the MTFS.
- 10.8 It is expected that at this level of Council Tax (and after taking into account potential additional government support), there will still be a significant deficit to fund in 2021/22 and over the period of the MTFS. Consequently, the Council will need to continually consider its strategy to meet the estimated shortfalls shown at Table 2 and in Appendix B.
- 10.9 Council can of course agree to a higher increase (up to the referendum limit of 2%) and a 1% increase in Council Tax raises around £78,000 revenue per annum. Table 4 shows the implications of increasing the Council Tax in 2021/22 by 1.97% per annum and thereafter compared to freezing the Council Tax in 2021/22 and throughout the MTFS period.

Table 4: MTFS Deficits at Differing Council Tax increases in 2021/22 onwards

Deficits based on different % increases	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000
Deficits at 0% increase (<i>as shown in Table 2/Appendix B</i>)	+918	+1,498	+1,606	+1,681	+1,866
Additional CT with 1.97% increase p.a. from 2021/22	-154	-316	-485	-662	-846
Deficits at 1.97% increase	+764	+1,182	+1,121	+1,019	+1,020

11 REVIEW OF GENERAL FUND BALANCE AND EARMARKED RESERVES

- 11.1 An important part of any budget strategy is the review and consideration of reserves. Earmarked Reserves are typically held and used in a planned way to deal with issues where it is foreseen that resources need to be set aside to meet a specific need but the exact amount and timing is not known. General Reserves are held to cushion the impact of an event or events that cannot be foreseen whilst maintaining these resources at a consistent and reasonable level over the medium term.
- 11.2 Sufficient levels of reserves are necessary to provide for various contingent and unplanned items that could include:-
- significant increased costs of providing statutory services
 - significant increased contractual costs
 - an unexpected and/or significant event or disaster, e.g. civil emergency
 - an unexpected major liability in law
 - the need to make significant payments in relation to prior year adjustments under the direction of the external auditor
- 11.3 The Council's current uncommitted General Fund Balance is £2m. As detailed in Sections 7 and 8, the forecast outturn for 2020/21 and the budget for 2021/22 are both currently showing deficits and therefore may require funding from this balance. Final determination of any use of this balance will be considered as part of the budget report in February 2021.
- 11.4 It is good practice to keep the balance on this reserve under review alongside ensuring that the purposes for which other earmarked reserves were allocated remain consistent with and relevant to the Council's Medium Term Financial Strategy.
- 11.5 The Budget Equalisation Reserve was established in 2019/20 to provide a smoothing mechanism between financial years which could provide resources to help achieve balanced budgets in future years. The current balance on this reserve is £315k and is available to meet potential budget shortfalls.
- 11.6 The analysis of reserves at Appendix E details the projected General Fund and earmarked reserves position as at 31 March 2021 and 31 March 2022 before any use of these reserves to fund the potential shortfalls detailed at Appendix A. The final budget report to be considered by Cabinet and Council on 23 February 2021 will consider the use of these reserves.

12 CAPITAL PROGRAMME

- 12.1 Capital Expenditure and Income plans have been prepared through the Council's service and financial planning cycle. The Council's capital resources are dependent on government funding, external grants or through the ongoing disposal of assets.
- 12.2 A fully updated Capital Programme for 2021-24 is presented at Appendix D for approval. The programme has been updated to ensure it adequately reflects the cost and anticipated timing of schemes previously approved.
- 12.3 In June 2019 Members approved a series of recommendations relating to the disposal of surplus assets. These recommendations have been taken forward by officers and the summary of resources available to finance the current capital programme takes account of disposal proceeds the Council expects to generate over the life of the current programme. Whilst it is difficult to determine with certainty the returns the Council might be able to generate such returns are important in the context of the Council's Medium Term Financial Strategy as where capital expenditure can be financed through the application of capital receipts it does not need to be financed from borrowing.

- 12.4 The Council has continued to deliver the schemes set out in its capital programme. The pandemic has impacted on the supply chain and this resulted in some schemes needing to be re-profiled. The impact of these profiling adjustments is not, however, considered to be significant and there are no specific financial implications. The updated capital programme is set out in Appendix D to this report.
- 12.5 Since an updated Capital Programme was approved by Cabinet at its meeting on 6 August 2020, the Council has had some noticeable success in securing external funding to take forward several capital projects. Many of these projects are funded by the Cambridgeshire and Peterborough Combined Authority. The most notable is a package of works to undertake further improvement to the railway infrastructure within the District.
- 12.6 There are several other projects where the Council has applied for grant funding and, if the Council is successful in securing the necessary funding, these projects will be reflected in future updates to the capital programme. Members will wish to note that work is ongoing to develop final redevelopment schemes for the properties located at No. 24 and No. 11-12 High Street in Wisbech. Whilst the Council has been allocated an overall package of funding for the entire project until the precise value of works on each property in the High Street is known and approved by the National Heritage Lottery Fund these projects will not be included in the capital programme. It is hoped that this information will be available when the capital programme is presented to Full Council in February 2021. On the agenda for today's meeting is a report relating to the approved scheme at No 13-17 High Street. The cost of this scheme to the project, inclusive of all grant-funding but excluding contributions from the owner of the property, is reflected within the updated programme set out in Appendix D.
- 12.7 The Capital Programme incorporates the decision by Council to allocate £25M to take forward projects in accordance with the Council's approved Commercial and Investment Strategy. Projects will be allocated and profiled to the appropriate financial year once the relevant business cases have been approved by the Investment Board.
- 12.8 Should resources from external funding and/or capital receipts not generate the level of receipts forecast, or there is a delay in disposal of assets, then the capital programme will need re-visiting to ensure funding is sufficient to meet proposed expenditure including through borrowing. Reviews of the programme and resources available are carried out regularly during the year.
- 12.9 The Council's Borrowing Strategy which is incorporated into the Council's Treasury Management Strategy Statement, recognises that some prudential borrowing may be required over the life of the capital programme. The projected additional annual revenue costs for the Council are reflected in the MTFS.

13 Risk Assessment

- 13.1 There is an element of risk inherent in any process that looks into the future to make forecasts, particularly in the current economic climate and other national and international events now or in the future that may impact on the Council either directly or indirectly. The Council has a strong track record in good financial management as recognised in the recent Annual Audit Letter. This risk is further minimised by adopting the following methodology when preparing the estimates:-
- Service managers and the Accountancy Team working together to define likely service income/expenditure patterns matched with service delivery plans;
 - Maintaining "earmarked" reserves for expenditure that it is known will occur but the exact amount and timing of the expenditure is not known;
 - Maintaining an adequate level of general reserves to meet sudden and or unforeseen expenditure;

- Adopting clear guidelines and control systems (robust revenue and capital budget management and monitoring procedures, Financial Regulations and Contract Procedure Rules etc.) to alert service managers, and members before variances reach tolerance levels;
- Using professional and expert advice and economic forecasts where these are available, e.g. treasury management, interest rates;
- Maintaining a rolling review of forecast estimates beyond the current year.

13.2 These assumptions are made with all available information but are necessarily calculated based on broad assumptions. In the current economic climate, some of these assumptions are particularly volatile. The MTFS will be prepared annually on a rolling basis so that as information becomes more certain the figures will be updated and early consideration can be given to any action or changes in direction that may be required.

FENLAND DISTRICT COUNCIL

Summary of Revenue Estimates

	Current Approved Estimate 2020/21 £	Projected Outturn 2020/21 £	Estimate 2021/22 £
Service Summary			
Growth & Infrastructure	1,521,890	1,826,850	1,504,530
Communities, Environment, Leisure & Planning	4,296,960	6,208,120	4,315,140
Resources & Customer Services	6,543,330	7,149,542	7,332,860
NET COST OF GENERAL FUND SERVICES	12,362,180	15,184,512	13,152,530
Corporate Items			
Contributions to/ (from) Earmarked Reserves	-248,811	-568,164	-92,968
Contributions to Business Rates Reserve	0	3,419,600	-3,419,600
RTB/VAT Sharing Income	-40,000	-20,000	-20,000
Drainage Board Levies	1,508,030	1,499,520	1,529,570
Financing Charges - <i>Interest/Minimum Revenue Provision</i>	1,121,130	844,745	971,065
Investment Income and Property Funds Income	-270,000	-55,000	-190,000
New Homes Bonus	-1,118,635	-1,118,635	-871,000
A14 Contribution	32,000	32,000	32,000
Vacancy Factor (1.5%)	-270,000	0	-165,000
Business Rates - net additional income above baseline <i>(government grants for reimbursement of reliefs, growth less levy payment)</i>	-1,264,491	-1,264,491	-1,277,931
Business Rates - reimbursement of additional Covid-19 reliefs	0	-3,419,600	0
Business Rates Pool - FDC Share of Benefit	-370,000	-252,191	-300,000
Government Grant - Covid-19 General Grants for spending pressures	0	-1,794,262	0
Government Income Compensation Scheme Grant	0	-718,196	0
Pay Award adjustment	0	0	-187,000
Corporate Adjustments	-920,777	-3,414,674	-3,990,864
Net Expenditure before CFF savings	11,441,403	11,769,838	9,161,666
<i>CFF Transformation Savings identified not yet implemented</i>	-157,000	0	-368,000
NET EXPENDITURE	11,284,403	11,769,838	8,793,666
Core Funding			
Business Rates Baseline Funding	-3,701,878	-3,701,878	-3,720,387
Business Rates Collection Fund Deficit(+)	311,349	311,349	3,633,321
Council Tax Collection Fund Surplus(-)	-128,264	-128,264	43,480
Council Tax	-7,765,610	-7,765,610	-7,831,510
Surplus(-)/Shortfall(+)	0	485,435	918,570

APPENDIX B
(0% Council Tax increase)
Medium Term Financial Strategy

	Projected 2020/21 £000	Estimate 2021/22 £000	Forecast 2022/23 £000	Forecast 2023/24 £000	Forecast 2024/25 £000	Forecast 2025/26 £000
Expenditure						
Service Expenditure/Income						
Gross Service Expenditure	24,221	21,405	21,785	22,167	22,624	23,092
Fees and Charges	-5,022	-6,058	-6,280	-6,380	-6,456	-6,529
Grants and Contributions	-4,769	-1,174	-996	-981	-959	-944
Recycling Credits	-1,045	-1,023	-1,030	-1,040	-1,050	-1,060
Total Net Service Expenditure	13,385	13,150	13,479	13,766	14,159	14,559
Corporate Items						
Corporate Expenditure/Savings						
Drainage Board Levies	1,500	1,530	1,561	1,592	1,624	1,656
Financing Charges - Interest on External Borrowing	500	534	565	565	565	565
Financing Charges - Current Capital Programme - MRP	349	440	513	513	513	513
Vacancy Factor (1.5%)	0	-165	-169	-173	-178	-183
Pay Award adjustment	0	-187	-190	-194	-198	-202
A14 Upgrade - contribution	32	32	32	32	32	32
Transfer to Budget Equalisation Reserve	0	0	0	0	0	0
CFF Transformation Savings identified not yet implemented	0	-368	-401	-430	-430	-430
	2,381	1,816	1,911	1,905	1,928	1,951
Corporate Income Items						
Contribution to(+)/from(-) Earmarked Reserves	-568	-93	0	0	90	90
Contribution to Business Rates Reserve	3,420	-3,420	0	0	0	0
RTB/VAT Sharing Income	-20	-20	-20	-20	-20	-20
Investment and Property Fund Income	-55	-190	-290	-290	-310	-340
New Homes Bonus	-1,119	-871	-868	-853	-800	-800
Business Rates - net additional income above baseline	-1,264	-1,278	-1,234	-1,260	-1,289	-1,322
Business Rates - reimbursement of additional Covid-19 reliefs	-3,420	0	0	0	0	0
Business Rates Pool - FDC Share of Benefit	-252	-300	0	0	0	0
Government Income Compensation Scheme	-718	0	0	0	0	0
	-3,996	-6,172	-2,412	-2,423	-2,329	-2,392
Total Corporate Items	-1,615	-4,356	-501	-518	-401	-441
Gross Service/Corporate Expenditure	26,602	23,221	23,696	24,072	24,552	25,043
Gross Service/Corporate Income	-14,832	-14,427	-10,718	-10,824	-10,794	-10,925
Net Budget Requirement	11,770	8,794	12,978	13,248	13,758	14,118
Funding - NNDR/CT						
Business Rates Baseline Funding	-3,702	-3,720	-3,765	-3,829	-3,902	-3,980
Business Rates Collection Fund Deficit	311	3,633	167	167	0	0
Council Tax Collection Fund Surplus(-)/Deficit	-128	43	47	47	-50	-50
Council Tax <i>(increases of 0% in 20/21 onwards)</i>	-7,766	-7,832	-7,929	-8,027	-8,125	-8,222
Total Funding - NNDR/CT	-11,285	-7,876	-11,480	-11,642	-12,077	-12,252
Surplus(-)/Shortfall(+)	+485	+918	+1,498	+1,606	+1,681	+1,866

Summary						
Total Gross Expenditure	26,602	23,221	23,696	24,072	24,552	25,043
Funded by:						
Fees and Charges	-5,022	-6,058	-6,280	-6,380	-6,456	-6,529
Grants and Contributions	-4,769	-1,174	-996	-981	-959	-944
Recycling Credits	-1,045	-1,023	-1,030	-1,040	-1,050	-1,060
New Homes Bonus	-1,119	-871	-868	-853	-800	-800
Investment Income, VAT/RTB	-75	-210	-310	-310	-330	-360
Reserves	2,852	-3,513	0	0	90	90
Income Compensation Scheme	-718	0	0	0	0	0
Retained Business Rates	-8,327	-1,665	-4,832	-4,922	-5,191	-5,302
Council Tax	-7,894	-7,789	-7,882	-7,980	-8,175	-8,272
Total Funding	-26,117	-22,303	-22,198	-22,466	-22,871	-23,177
Surplus(-)/Shortfall(+)	+485	+918	+1,498	+1,606	+1,681	+1,866

Assumptions built into Budget and Medium Term Financial Strategy (MTFS)

Within the forecasts are a number of assumptions which are necessary to produce the overall budget strategy. However, there is an element of risk associated with this process although the aim is to mitigate these risks as detailed in section 17 of the main report.

The main assumptions are as follows:

- 0% Council Tax increase for 2020/21 and thereafter (1% increase generates around £78k of resources and 1.97% around £154k of resources);
- 0.85% increase in Council Tax base in 2021/2022(Tax-base 30,068) and 1.20% thereafter (increase of 375 Band D equivalent properties per annum);
- Inflation (CPI) increases in Retained Business Rates income (0.5% for 2021/22, and in line with Treasury assumptions for 2022/23 onwards, 1.2% for 2022/23 rising to 2% for 2025/26);
- Inclusion of this Council's share (£300k) of the potential benefit arising from the continuation of the Cambridgeshire Business Rates Pool in 2021/22 only. Potential benefit from the Pool in future years will be dependent on the scheme design of the new Business Rates Retention System expected to be implemented from 1 April 2022.
- 0% pay award for 2020/21 with the exception of a minimum of £250 increase for those earning less £24,000. 2% increase in 2022/23 (£230k cost) and thereafter together with an allowance for pay increments of around 1% p.a. (£115k cost) reflecting the continuing impact of the pay grades re-modelling following the national pay award agreement effective from April 2019;
- Employer's Pension Contributions – following the triennial valuation as at 31.03.2019, the rate for 2021/22 is to remain the same as 2020/21 (17.4% of salary with additional past deficit lump sum payment of £896k). For 2022/23 the contribution rate remains at 17.4% with a lump sum payment of £978k, representing an overall increase of 1% p.a. in total contributions. For 2023/24 onwards, following the next triennial valuation, further increases have been assumed in line with the current triennial valuation;
- Inclusion of a vacancy factor in 2021/22, equivalent to a reduction in staff costs of 1.5% (£165,000 in 2021/22);
- 0% general inflation for the period of the MTFS;
- Specific allowance for inflation where required eg: business rates, external contracts, energy and water, drainage board levies;
- Investment interest rates to stay at current rates until first quarter of 2024 when market rates are forecast to begin rising slowly;
- Investment income includes an assumed £5m investment in property funds during 2021/22 (additional £100k income net of costs) with the full year impact from 2022/23 onwards (additional £250k income per annum);
- Assumptions regarding forecast income levels from fees and charges have been included. The base position for 2021/22 has been initially set at pre-Covid-19 levels. In addition, fee increases (where applicable) together with a review of activity levels have determined the current estimates;
- The New Homes Bonus for 2021/22 onwards has been included as detailed in paragraph 4.3 of the report.

APPENDIX D

CAPITAL PROGRAMME AND FUNDING 2020 - 2024

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Capital Programme (excluding Commercial and Investment Strategy Schemes)	5,913	8,339	1,563	1,535
Commercial and Investment Strategy Schemes	25,000	0	0	0
CURRENT FORECAST EXPENDITURE	30,913	8,339	1,563	1,535

FORECAST RESOURCES AVAILABLE

Capital Grants	3,527	5,351	950	950
Usable Capital Receipts - In Year	225	0	0	0
Reserves used in year to fund Capital	574	387	0	0
Section 106s and Other Contributions	144	108	12	0
Borrowing (Internal and Prudential)	26,443	2,493	601	585
Total Forecast Resources	30,913	8,339	1,563	1,535

CAPITAL PROGRAMME SUMMARY 2020/21 - 2022/23


	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total Cost £000	FDC Funding £000	External Funding £000	External Funders and FDC Reserves/S106
Leisure Centres								
1 Condition Survey Improvements	85	375	75	75	610	610		£172k R&M Reserve
Regeneration Programmes								
2 Fenland Renaissance and Place Shaping	16				16	16		
3 Heritage Lottery Fund - Non-FDC Properties	269	369			638	557	81	£557K HLF Grant
4 Heritage Lottery Fund - 24 High Street, Wisbech	31				31	31		
5 Railway Station Master-Planning	748	3835			4,583	83	4,500	£4500K CPCA Grant, £83K S106
6 Whittlesey Flood Warning Signs	66				66		66	CPCA £58K, Whittlesey Town Council £8K
Cemeteries								
7 Manea Chuchyard		15			15	15		
8 Remedial Works in Closed Cemeteries	28	25	25		78	78		
Highways								
9 Category 2 Street Lights - FDC Lights	320				320	320		£13k Invest to Save Reserve
10 Street Name Plates/District Facilities Signage	30				30	30		
Street Light Improvements - Parishes (Contribution to Cat								
11 2 Replacements)	38				38	38		£38k Capital Contribution Reserve
Car Parks								
12 Church Lane, Chatteris	20				20	20		
Office Accommodation								
13 Fenland Hall - Repairs and Renewals	120				120	120		
Environment								
14 Replacement Littter Bins	88	83			171	171		
Port								
15 Boat/Vessels - Replacement Deck, Hull and Engines	54	30			84	84		
16 Yacht Harbour Improvements	17				17	17		
17 Wisbech Port Structural Works	265				265	265		
18 Wisbech Port Fender Piles	100				100	100		
Sub Total	2,295	4,732	100	75	7,202	2,555	4,647	

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total Cost £000	FDC Funding £000	External Funding £000	External Funders and FDC Reserves/S106
Brought Forward	2,295	4,732	100	75	7,202	2,555	4,647	
Parks and Open Spaces								
19 West End Park, March - Replace Skate Ramps	19				19	19		
20 West End Park, March - Park Improvements	50	35			85	8	77	£75k Cambs CC, £2K March TC
21 Parks, Play Areas and Open Space - Chatteris		60	40		100	100		£6k S106 money
22 Parks, Play Areas and Open Space - Doddington		45			45	45		£21k S106 money
23 Parks, Play Areas and Open Space - Parson Drove		30			30	30		£30k S106 money
24 Parks, Play Areas and Open Space - Whittlesey	136				136	92	44	£92k S106 money £44K FCC Grant
25 Parks, Play Areas and Open Space - Wisbech		20	20		40	40		£32k S106 money
Vehicles and Plant								
26 Vehicles	203	242	141	260	846	846		
ICT System Replacement Programme & Upgrades								
27 Replacement & Upgrade Programme	569	400	100	100	1,169	1,150		£700k Management of Change Reserve
Improvement of Assets								
28 Sewage Treatment Works Refurbishment	70	520	200	150	940	940		
29 Birch Fen Silt Removal and Outfall Maintenance		25			25	25		
30 March Moorings Renewals		12	12		24	24		
31 Hostel Roof Renewal		28			28	28		
32 Lattersley Nature Reserve - Capping Layer		40			40	40		
33 Wisbech Market Place Improvements	200	200			400		400	£200K CPCA, £150K Cambs CC, £50K Wisbech TC
Economic Estates								
34 Replacement of AV Equipment at Business Centres	50				50	50		
35 South Fens Business Park Expansion	997	1,000			1,997	1,000	997	£997k CPCA 'Business Space' Funding
Community Safety								
36 Camera Replacements	38				38	38		£38k CCTV Reserve
Private Sector Housing Support								
37 Private Sector Renewal Grants	40	40	40	40	160		160	£160K Govt Grant
38 Disabled Facilities Grants	1246	910	910	910	3,976		3,976	£3976K Govt Grant
Total - Approved Programme	5,913	8,339	1,563	1,535	17,350	7,030	10,301	

EARMARKED AND GENERAL RESERVES - Revised 2020/21 and Estimated 2021/22
APPENDIX E

Reserve Name	Balance 01.04.20 £	Capital Funding £	Revenue Contributions to(+)/from(-) 2020/21 £	Revised Balance 31.03.21 £	Capital Funding £	Revenue Contributions to(+)/from(-) 2021/22 £	Estimated Balance 31.03.22 £	Comments / Conditions of Use
Travellers Sites	322,373		26,530	348,903		48,530	397,433	Can only be used for specific future maintenance liabilities.
Station Road, Whittlesey - Maintenance	2,000		2,800	4,800		2,800	7,600	Required for future road maintenance.
CCTV - Plant & Equipment	48,368	-38,000	10,000	20,368		10,000	30,368	Available for future CCTV maintenance & replacement liabilities.
Invest to Save	84,924	-13,000		71,924			71,924	To provide resources for schemes which will deliver future efficiencies. £50k committed to energy efficiency schemes match funded by Salix Finance, as part of the Council's 'Keen to be Green' strategy.
Management of Change	946,468	-400,000		546,468	-300,000		246,468	Available for the effective management of any organisational changes required to meet the Council's future priorities.
Specific Government Grants (received in previous years)	1,070,270		-226,439	843,831		-152,518	691,313	Available to fund specific spending commitments in future years.
Business Rates Equalisation Reserve	721,043		3,198,557	3,919,600		-3,419,600	500,000	Available to assist the Council in smoothing out volatility in the business rates retention system.
Capital Contribution Reserve	340,905	-38,000		302,905			302,905	Available to fund specific spending commitments in future years.
Port - Buoy Maintenance	146,999			146,999			146,999	Available for future buoy maintenance to service windfarms.
Repairs and Maintenance	637,064	-85,000		552,064	-87,000		465,064	Available to provide funding for one-off schemes, not covered by the normal Repairs and Maintenance revenue budgets.
Heritage Lottery Fund (HLF) - Wisbech	114,020		-36,800	77,220		-31,780	45,440	To manage the Heritage Lottery Funded scheme in Wisbech.
Solid Wall Remediation	100,000			100,000			100,000	Available to fund potential costs linked to solid wall installations in the District.
Highways Street Lighting	23,314			23,314			23,314	Available to fund future repairs and maintenance relating to street lighting.
Investment Strategy Reserve	1,350,168		-10,000	1,340,168			1,340,168	Established to provide future funding for Commercial and Investment Strategy projects.
Budget Equalisation Reserve	315,307			315,307			315,307	Year-end surpluses are transferred to this reserve. If a deficit is forecast this reserve can be used to offset the expected shortfall.
Planning Reserve	496,848		-100,000	396,848			396,848	Available to fund additional planning costs not reflected in the annual budget, including the development of the Local Plan.
Elections Reserve	0		30,000	30,000		30,000	60,000	Available to fund four-yearly District-wide elections. Transfers are made to this reserve each year to fund the cost of the next District-wide election.
Covid-19 Emergency Response Reserve	43,212		-43,212	0			0	Established to hold funding received from central government in March 2020 to respond to the Covid-19 pandemic. Utilised in 2020/21.
TOTAL EARMARKED RESERVES	6,763,281	-574,000	2,851,436	9,040,717	-387,000	-3,512,568	5,141,149	
General Fund Balance	2,000,000			2,000,000			2,000,000	Unallocated general reserve required for various and unplanned for contingencies, to mitigate risks associated with future financial planning as well as for general day to day cash flow needs.
TOTAL RESERVES	8,763,281	-574,000	2,851,436	11,040,717	-387,000	-3,512,568	7,141,149	

NB: In accordance with the Council's Financial Rules and Scheme of Financial Delegation (Part 4, Rule 6 of the Constitution), paragraphs B57 - B60 delegates authority to the Chief Finance Officer to approve expenditure from these reserves in accordance with their approved use as detailed above.

Agenda Item No:	7	
Committee:	CABINET	
Date:	December 14 2020	
Report Title:	DRAFT BUSINESS PLAN 2021-22	

1 Purpose / Summary

- For Cabinet to approve the Draft Business Plan 2021-22 for public consultation.

2 Key issues

- Our Draft Business Plan 2021-22 identifies the key challenges and opportunities for Fenland. Its structure has been updated this year. As well as outlining our key Corporate Priorities (Communities, Environment, Economy and Quality Organisation), it introduces an additional cross cutting 'Council for the Future' section. This outlines the scope and progress of transformation projects chosen by our Cabinet members.
- The impact of Coronavirus has and continues to affect our residents, partners, local businesses and our workforce. Its unexpected financial impact is estimated to be £1.3million to us in 2020/21 alone. Our Covid-19 Recovery Plan and 'Council for the Future' projects will be crucial in supporting the organisation to adapt and reshape to be able to effectively respond to future needs, aims and challenges.
- Despite the challenges posed by Coronavirus and over a decade of continued public sector austerity, the Council remains committed to delivering high-quality services. We continue to lobby for investment to tackle important issues relating to skills, transport, affordable housing and regeneration, with some notable examples referenced within the Leader and Chief Executive's introduction.
- The Draft Business Plan 2021-22 will be presented to the Overview and Scrutiny Panel on 11 January 2021.
- The public will be invited to comment on the Draft Business Plan between 5 January and 2 February 2021 through an online survey. Feedback will be incorporated into the final version of the Business Plan that will be considered by Cabinet and Council on 23 February 2021.

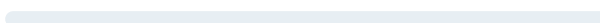
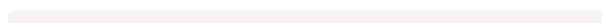
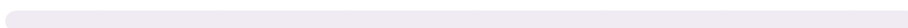
3 Recommendations

- For Cabinet to approve the Draft Business Plan 2021-22 for public consultation.

Wards Affected	All
Forward Plan Reference	N/A
Portfolio Holder(s)	Councillor Chris Boden, Leader of the Council
Report Originators & Contact Officers	Paul Medd, Chief Executive Peter Catchpole, Corporate Director
Background Paper(s)	Budget and Medium Term Financial Strategy

BUSINESS PLAN

2021/2022



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Introduction by the Leader and Chief Executive

Welcome to Fenland District Council's Business Plan for 2021/22.

As we write this introduction, we are living in unprecedented times. Since March 2020, Coronavirus has significantly impacted the world as we know it. Residents and businesses have needed, and continue to need, additional support to make sense of the ever-changing landscape and regulations. We've provided this to the best of our ability, working closely with partners and community groups to signpost residents to the most appropriate form of help.

Although it has proved challenging at times, as an organisation we have adapted well to the restrictions imposed by Coronavirus and have maintained 'business as usual' with minimal impact on performance. With little or no notice, we have created new services to respond to emerging needs. Examples include our multi-agency Covid-19 telephone support hub, which has supported around 2,000 vulnerable households, and the creation of a Discretionary Grants Scheme which has paid nearly £20million to local businesses. However, this has come at a significant and unexpected additional financial cost of £1.3million during 2020/21. This, alongside known budget deficits, means that we must save £4million over the next four years. Whilst financial austerity is not a new concept to us, having saved over £10million since 2010, this will require us to look at things a little differently.

Our Business Plan still sets out the core services and projects we will deliver across Fenland over the next year. However, we have also formally introduced the substantial 'Council for the Future' projects. These aim to tackle particularly important topical issues, transform the way we work and sustainably position ourselves for the future. This forms a separate element of our Business Plan and, like our 'Quality Organisation' priority, will underpin everything that we do.

Despite an ever-changing landscape, we remain an ambitious and forward-thinking organisation. We continue to lobby for investment to help tackle key issues – particularly relating to skills, transport, affordable housing and regeneration. Importantly, the challenges over the past year haven't prevented us from receiving additional funding for a variety of projects, including:

- £943,000 from Cambridgeshire County Council's Communities Capital Fund for eight community facility improvements across March, Wisbech, Gorefield, Christchurch and Friday Bridge.
- A £997,000 grant from the Cambridgeshire and Peterborough Combined Authority towards the construction of a light industrial 'move on' space at South Fens Enterprise Park in Chatteris.
- £150,000 to support the new public health role in managing workplace Coronavirus outbreaks and providing local contract tracing.
- £90,000 from the European Regional Development Fund towards the Wisbech High Street Opening Project.

The adoption of our Commercial and Investment Strategy, and subsequently our trading company 'Fenland Future Ltd', is also another positive step towards delivering growth aspirations and future-proofing the organisation.

We hope that this introduction has provided a valuable context into the current situation and a high-level insight into our strategy for the future. We remain committed to working with all our towns, villages and rural communities to make Fenland an even better place to live and work.



Paul Medd
Chief Executive



Chris Boden
Leader of the Council

About Fenland

Fenland has strong community spirit and pride in its heritage. It is estimated that 101,850 people (ONS: 2019) currently live in the Fenland District, which covers 211 square miles within North Cambridgeshire. 75% of residents live within our four market towns of Chatteris, March, Whittlesey and Wisbech. Our beautiful rural landscape is home to 29 villages and attracts visitors from nationwide.

Fenland has the lowest house prices in Cambridgeshire, with the average house priced at £182,549 (UK HPI: 2020), along with plentiful availability of commercial land. As a result, our population is growing quickly. By 2036, it is predicted that the population will have increased by 9% to 110,700 (ONS: 2019). As outlined within this plan, we have plans in place to maximise the positive opportunities that growth could bring.

Our population is also getting older. 29% of our population are aged 60 or over; above average compared to Cambridgeshire and the UK (ONS: 2019). Alongside partners, we are working to enable residents to access the support they need to live happily, healthily and independently.

We also face some challenges around deprivation, particularly around education and health. We are the 80th (out of 326) most deprived area in the country, with some wards within the top 10% most deprived (IMD: 2019). Nevertheless, we continue to work closely with other organisations to positively overcome these challenges.

Coronavirus and Fenland District Council

The impact of Coronavirus has been significant for residents, businesses and partner organisations. Whilst aiming to deliver business as usual where possible, we are continuing to respond quickly to the ever-emerging challenges and to communicate effectively with our communities, businesses and workforce. Some high-level examples of help that we've provided since April 2020 include:

- Approximately 2,000 vulnerable households supported through our telephone Covid-19 Community Hub
- £19.9 million paid to 1,883 businesses as part of our Discretionary Grant Scheme
- Enabling people to apply online for Government's Self-Isolation payment
- Provided emergency accommodation to 57 vulnerable residents who were rough sleeping or at risk of rough sleeping

This has come at a significant cost to the Council, estimated to be over £1.3million by March 2021.

Coronavirus has also significantly impacted our workforce. Over 60% are now enabled to work remotely, with many redeployed or retrained to meet essential or emerging needs. This has prompted us to begin reviewing our accommodation needs and the most appropriate type of working practices.

We've responded to, and delivered, massive changes in legislation within days. We've quickly created brand new services to respond to residents' needs, as well as creatively providing existing services via digital or alternative channels. In some cases, we have moved to new operating models as our role has changed; moving from the service deliverer or commissioner role to offering referrals to third-party services. Supported by our Covid-19 recovery plan, we'll continue to evolve to meet the ever-changing needs and emerging priorities over the coming months.

Business Plan structure

Our Business Plan sets out the priorities we aim to deliver over the next 12 months. These priorities have been developed to address the most important needs of our communities.

Our priorities are split into three headings: Communities, Environment and Economy. These priorities primarily focus on the statutory and wide variety of core services that we provide day-to-day. In a typical year we empty 3 million bins, clean 210 square miles of town centres and open spaces, answer 78,000 telephone enquiries, determine 1,300 planning applications, enable 75,400 people to vote in elections – and more!

The fourth priority, Quality Organisation, sits alongside everything we do. It aims to ensure that the Council runs effectively, transparently and sustainably. We invest in and support our workforce to ensure they have the skills and resources they need to work to the best of their ability. Our unique ‘one-team’ culture enables officers, elected members and partners to work effectively together without the constraints of traditional department silos. This approach results in excellent staff satisfaction, with a record 95% of staff saying they were proud to work for us in our latest Staff Survey (2020).

Each priority is underpinned by a series of performance indicators, which is reported to all Members at our Council meetings. These public reports are summarised to provide end of year performance updates in our Annual Report, which is available to download on our website. This explains what the Council has been doing over the previous financial year to achieve its objectives.

This year, we've also added a fifth cross cutting priority: Council for the Future. This priority is formed from a selection of transformative projects which aim to address the future needs of residents and our organisation as a whole.

Summary of our Corporate Priorities structure

Council for the Future	Quality Organisation	Communities	<ul style="list-style-type: none"> • Support vulnerable members of our community • Promote health and wellbeing for all • Work with partners to promote Fenland through Culture and Heritage
		Environment	<ul style="list-style-type: none"> • Deliver a high performing refuse, recycling and street cleansing service • Work with partners and the community on projects that improve the environment and our street scene • Work with partners to keep people safe in their neighbourhoods by reducing crime and anti-social behaviour and promoting social cohesion
		Economy	<ul style="list-style-type: none"> • Attract new businesses, jobs and opportunities whilst supporting our existing businesses in Fenland • Promote and enable housing growth, economic growth and regeneration across Fenland • Promote and lobby for infrastructure improvements across the district

Council for the Future

Our Cabinet members have selected a number of projects to contribute towards our 'Council for the Future' agenda. These projects have a variety of aims; from tackling areas of particular need within the district, to transforming services and the wider organisation sustainably to be fit for the future. Although these projects are influenced by external factors, most notably Coronavirus and national service disruption, the aim is to have a programme of projects completed by the end of the current Council leadership term.



Building a Commercial Council



Fighting Holiday Hunger



A Modern CCTV Service



Transforming Empty Homes



Safer Homes for Tenants



Clamping down on poor parking



Planning for the Future



Protecting our Environment



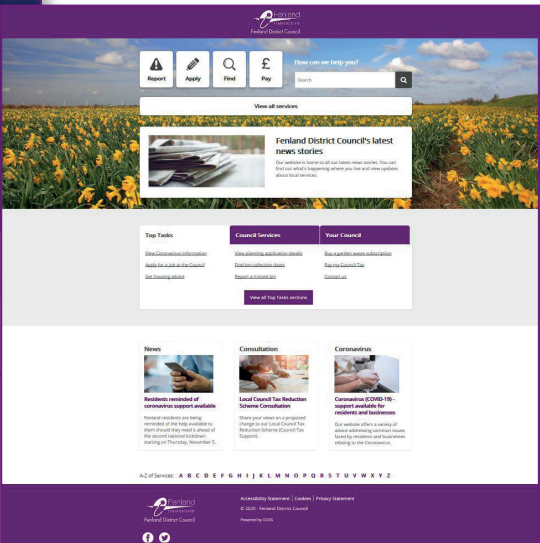
Competitive Trade Waste Service



Better railways for Fenland



My Fenland



Better online access

Council for the Future

Project(s)	Cabinet Lead	Summary	Progress to date
Building a Commercial Council	Cllr Chris Boden Cllr Ian Benney	To maximise efficiency and ensure organisational sustainability, we must look for opportunities to maximise our assets and diversify beyond traditional Council functions. Although this is not a new concept, adopting a Commercial Investment Strategy will enable us to pursue appropriate commercialisation and property investment opportunities. This will also support wider growth, housing and regeneration objectives.	We adopted our Commercial Investment Strategy in 2018, followed by our LatCo (Local Authority Trading Company) Fenland Future Limited in April 2020. We have begun the process of disposing of unwanted assets, with income generated contributing towards investment projects.
Fighting Holiday Hunger	Cllr Sam Clark	To control the holiday hunger of school children who would usually receive free school meals during term time. In 2019, Fenland District Council ran a 'Fit and Fed' Physical Activity and Nutrition project to support parents and children during holidays with sessions combining physical activity, nutrition education, healthy cooking and a meal whilst bringing communities together. Supported by funding from the Department of Education, the aim is to extend the project's scope across a wider area (Fenland, Peterborough and South Holland).	231 participants benefitted from Fit and Fed sessions in 2020. Although some half term sessions had to be cancelled due to Coronavirus, we offered a 'takeaway' model during the summer holidays. We were unsuccessful in a funding bid to the Department of Education, which sought to deliver four sessions a week across a wider area.
A Modern CCTV service	Cllr Susan Wallwork	Our CCTV service is important to the community. However, it is a non-statutory service and requires changes to ensure it can continue to be sustainably delivered in the future. The focus of this project is to make the service more commercial to increase income whilst reducing the cost of service delivery, with the aim of it being cost-neutral at the end of the Council term.	We have been operating a shared CCTV service in partnership with Peterborough City Council since January 2020, which is estimated to save £55,000 per annum. The service is performing well and has maintained full functionality during the Coronavirus pandemic.
Transforming Empty Homes	Cllr Sam Hoy	Empty homes are a wasted resource and, if left in poor condition, can be a blight on the local community. As an initial one-year trial, resource is being dedicated to fully understand the numbers in Fenland and bring them back into use. It is anticipated this will generate a financial benefit outweighing the cost of the post and provide much needed local accommodation.	We have recruited an officer to work exclusively on bringing empty homes back into use. From November 2019 to November 2020, 91 properties that have been empty for 6 months or more have been brought back into use as a direct result of our intervention. Owing to the success of the project, we have extended the officer's post for another year.

Project(s)		Summary	Progress to date
Safer homes for tenants	Cllr Sam Hoy	Whilst many landlords provide good quality housing, some do not, leaving tenants to live in unacceptable conditions. Two-year Government 'Controlling Migration' funding supported us to increase our housing enforcement approach with some success, resulting in 2,121 property inspections and 905 interventions. Despite additional prevention and intervention work, and the introduction of HMO (Houses in Multiple Occupation) licensing, a tougher approach is now needed to tackle non-compliance.	We've adopted a new Housing Enforcement policy. This will allow us to be tougher on non-compliant landlords and recover costs resulting from necessary action. The income generated must be reinvested in improving the management and condition of the district's housing stock and has enabled us to extend our two Housing Enforcement officer posts. Between April and October 2020, the team have undertaken 151 investigations.
Clamping down on poor parking	Cllr Jan French	There are many instances of poor parking in Fenland, specifically when people park where they shouldn't in town centres and breach regulations in privately owned car parks. The parking system is very complex. The Police regulate on-street parking but are often diverted to more pressing matters. Introducing Civil Parking Enforcement (CPE) could enable the County Council or ourselves to take over enforcement and issue Penalty Charge notices for parking contraventions.	In October 2020, Cabinet agreed for a specialist consultant to be commissioned to review the current situation and many implications of achieving CPE powers. They also agreed for a joint capital funding request to be put forward to the Cambridgeshire and Peterborough Combined Authority as part of the wider 'Growing Fenland' project.
Planning for the Future	Cllr Dee Laws	By law, each local authority must have a 'Local Plan' which sets out growth aspirations and the development permitted across its towns and villages. Our current Local Plan was adopted in 2014 and reviewed in 2019, where it was decided that work should commence to develop a new one. This is substantial piece of work, requiring significant public consultation and policy development.	In March 2019, work commenced on a new Local plan for Fenland. An Issues and Options report was consulted on in October 2019, which also included a call for sites exercise. The outcomes of the consultation were published in February 2020. A second call for sites exercise was carried out in summer 2020. Work has progressed on preparing a draft version of the Local Plan and supporting evidence base.
Protecting our Environment	Cllr Peter Murphy	Fly-tipping, littering and dog fouling are just a few examples of behaviour that spoils green spaces and public areas. By reviewing our wider environmental enforcement approach and the way we work with communities, we plan to adopt a new approach to proactively manage these issues.	We launched a new dog control PSPO in October 2020. Our Street Scene team continue to investigate environmental issues. We are in the process of considering the suitability of various environmental enforcement approaches.
Competitive Trade Waste Service	Cllr Peter Murphy	We deliver a competitively priced Trade Waste collection service. By increasing the income we generate through improving the range of recycling services for our network of 500 small to medium enterprises, we would reduce pressure on our budgets and the need for Council Tax rises. This work will be supported by the new developing National Waste and Resources strategy.	This year we have adapted services to support our commercial waste customers and plans are in place to offer to further support during Covid with an improved range of services.

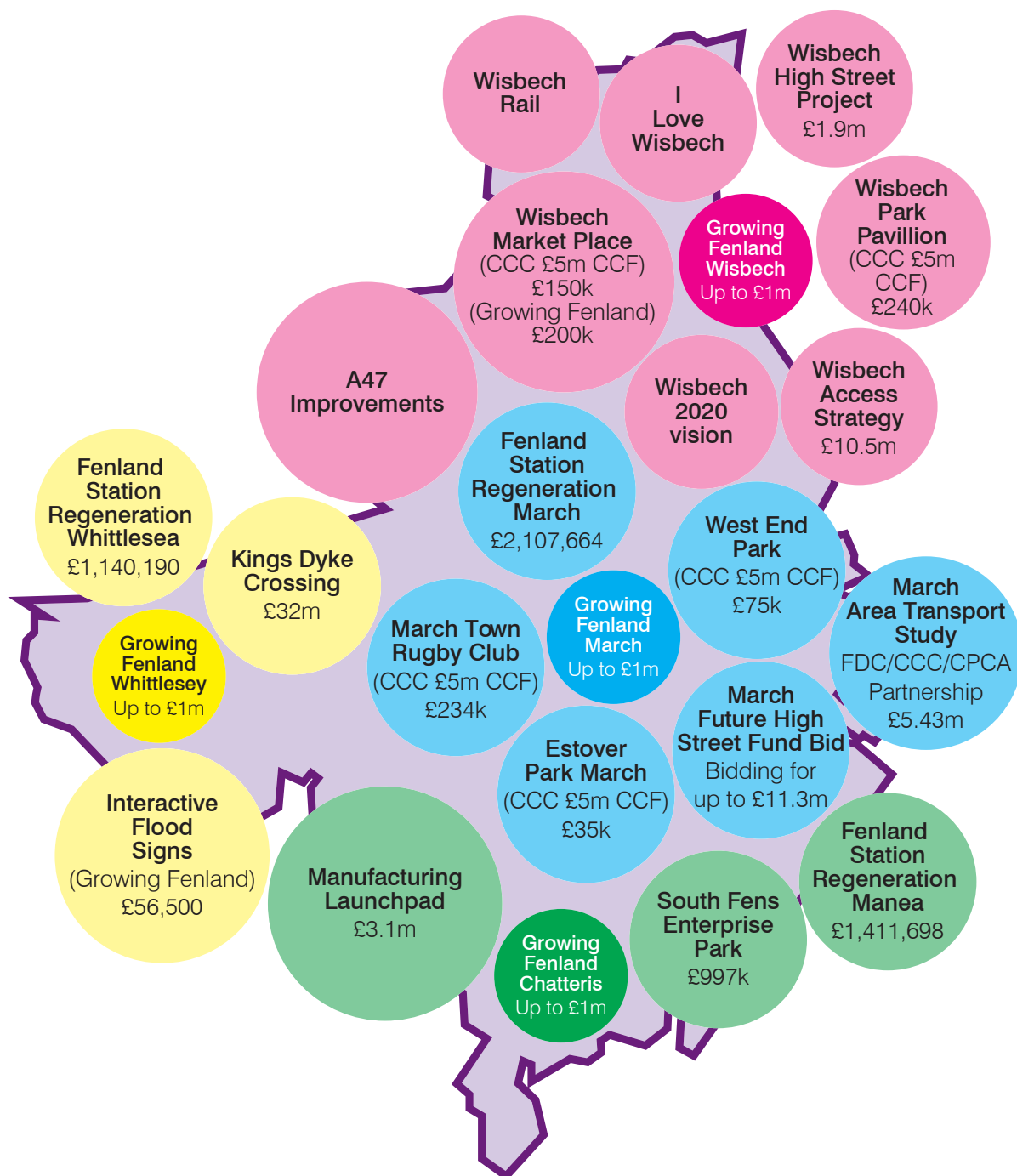
Project(s)		Summary	Progress to date
Better railways for Fenland	Cllr Chris Seaton	Although not a typical district council function, we strongly lobby for railway improvements in Fenland to support economic growth and address accessibility issues. The Fenland Rail Development Strategy project (Phase 2) aims to deliver large-scale improvements to station facilities and wider network connectivity through funding by external partners.	Railway Station Masterplans (for March, Manea and Whittlesea) are in the process of being delivered. This has generated around £15million in external investment into Fenland and has resulted in station improvements including new waiting shelters, lengthened platform and an improved car park.
Better online access	Cllr Steve Tierney	Our website is well used by our residents, receiving over 680,000 hits per annum and 10,300 form submissions (excluding Garden Waste subscriptions). It was last significantly updated in 2012 and requires some work to improve the customer journey and support residents to access services digitally through better integrated online forms. A similar piece of work is needed for the Council's intranet staff site. We also manage a number of external sub-sites which need to be brought back into house to improve consistency and realise efficiencies of scale.	We launched Fenland District Council's new website in August 2020. Its design, content and structure has significantly improved and is receiving positive user feedback. In November 2020, we launched a fully integrated 'Missed Bin' reporting form, with information passed seamlessly to our back-office bin management system without the need for human intervention.
My Fenland	Cllr Steve Tierney	The My Fenland project focuses on modernising the way we deliver all aspects of our services. By reviewing our offer and service delivery, we can look to drive efficiencies through appropriate re-engineering of our processes and organisational structure. Throughout this process, we are putting the customer journey first and will support residents who may find accessing digital services more challenging. As part of its first phase, the project has focused on transforming operational customer facing services through streamlining processes and maximising the use of technology.	As well as making website improvements (see previous project), we have implemented PayPoint. This enables residents to pay their Council bills in cash at Post Office branches and participating shops and garages. Early usage figures are very encouraging, with over 1,450 payments since its launch in July. We have also developed a 'My Fenland' delivery team, encompassing staff previously within our Customer Services, Environmental Support, Economic Growth and Asset Management teams. The My Fenland team are safely co-located in one location, improving intra-team communication and resilience. Process mapping of priority service tasks is underway to understand resourcing needs and areas for improvement. Many of these tasks have been streamlined and are now managed by the My Fenland team.

Place Shaping in Fenland

What is Place Shaping?

Place shaping simply means looking at our area as a whole; listening carefully to everyone's views and then working together to deliver the most important services that make people's lives safer and better.

We're working hard to attract the crucial external funding needed to deliver local service improvements and regeneration projects. The diagram below shows some of the projects in progress across the district:



Although many of these funding schemes are focused on our four market towns, our local villages will also benefit from the schemes. Improvements to our rural communities are equally as important and are included in our place shaping work.

Our Priorities:

Communities

Support vulnerable members of our community

- Enable residents to claim the Housing Benefit and Council Tax Support they are entitled to through our shared service (Anglia Revenues Partnership; ARP)
- Support residents to manage the effects of welfare reform changes and Universal Credit
- Use our housing powers to prevent homelessness, reduce rough sleeping, meet housing needs, improve housing conditions and keep homes safe and accessible
- Help residents to build capacity and resilience so that they can support themselves and their community
- Encourage a range of partners to support the delivery of the Golden Age programme to support older people
- Work with partners and the community to deliver the Wisbech 2020 Action Plan

Promote health and wellbeing for all

- Support our local community by delivering our Leisure Strategy in partnership with Freedom Leisure
- Work collaboratively with partners to deliver our Health and Wellbeing Strategy in order to tackle local health priorities and help people to be healthier
- Create healthier communities through activities developed by Active Fenland and community partners

Work with partners to promote Fenland through Culture and Heritage

- Work with local stakeholders to develop a Creativity and Culture Statement for Fenland
- Support voluntary and community groups to hold public events safely

Performance Indicators

- Days taken to process new claims to changes for Council Tax Support
- Days taken to process new claims and changes for Housing Benefit
- Total number of private rented homes where positive action has been taken to address safety issues
- The proportion of households presenting to the Council as homeless whose housing circumstances were resolved through housing options work
- Number of empty properties brought back into use
- Satisfaction at Golden Age events
- Number of Active Fenland sessions delivered per year
- Customer feedback across Freedom Leisure facilities in Fenland

Our Priorities:

Environment

Deliver a high performing refuse, recycling and street cleansing service

- Work with partners, the community and volunteers to divert at least 50% of Cambridgeshire's household waste from landfill
- Maximise the value of materials collected for recycling, including through Getting It Sorted Recycling Champions
- Deliver our effective, self-funding Garden Waste collection service
- Deliver clean streets and public spaces as set out in the national code of practice
- Work with key stakeholders to deliver an effective waste partnership and update the Cambridgeshire and Peterborough Waste Strategy

Work with partners and the community on projects to improve the environment and streetscene

- Use education, guidance and Council powers to fairly enforce environmental standards and tackle issues such as fly tipping, illegal parking, dog fouling, littering and antisocial behaviour
- Ensure well maintained open spaces by working with our grounds maintenance contractor and through supporting community groups such as Street Pride, In Bloom, Green Dog Walkers and Friends of Groups
- Work with Town Councils and the community to provide local markets, market town events and Four Seasons events

Work with partners to keep people safe in their neighbourhoods by reducing crime and antisocial behaviour and promoting social cohesion

- Deliver projects through the Community Safety Partnership to reduce crime, hate crime and anti-social behaviour
- Support the Fenland Diverse Communities Forum to deliver the Fenland-wide Community Cohesion Action Plan

Performance Indicators

- Rapid or Village response requests actioned the same or next day
- % of inspected streets meeting our cleansing standards
- % of household waste recycled through the blue bin service
- Customer satisfaction with our Refuse and Recycling services
- Customer satisfaction with our Garden Waste service
- Number of Street Pride, Green Dog Walkers and Friends of Community Environmental Events supported
- % of those asked satisfied with events

Our Priorities:

Economy

Attract new businesses, jobs and opportunities whilst supporting our existing businesses

- Work with external stakeholders , local businesses and the Combined Authority to attract inward investment and establish new business opportunities
- Provide responsive business support to encourage business growth, job diversity, skills development and increased grant applications
- Promote and develop our Business Premises at South Fens, The Boathouse and Light Industrial Estates to encourage investment, business development, job creation and skills diversification

Promote and enable housing growth, economic growth and regeneration

- Enable appropriate growth, development and infrastructure through delivering a proactive and effective Planning service
- Drive forward the development and delivery of new homes and commercial space by using our surplus property and land assets to deliver sustainable economic and residential growth
- Identify and bid for external funding that aligns with and supports our housing, economic and growth objectives

Promote and lobby for infrastructure improvements

- Promote sustainable road, rail and concessionary transport initiatives to improve access to employment and local services
- Engage with the Combined Authority and Cambridgeshire County Council on the feasibility and delivery of major road and rail infrastructure projects
- Work with the Combined Authority to influence how housing and infrastructure funding is used to stimulate housing development and economic growth in the district

Performance Indicators

- % of major planning applications determined in 13 weeks
- % of minor applications determined in 8 weeks
- % of other applications determined in 8 weeks
- % occupancy of Business Premises estates
- % of customers satisfied with our Business Premises estates
- % occupancy of our Wisbech Yacht Harbour
- Local businesses supported and treated fairly

Our Priorities:

Quality Organisation

Governance, Financial Control and Risk Management

- Maintain robust and effective financial standards, internal controls and organisational management
- Comply with data protection and General Data Protection Regulation requirements

Transformation and Efficiency

- Sustainably deliver required savings whilst pursuing transformation and commercialisation opportunities to ensure the organisation is fit for the future
- Engage with the Combined Authority's Public Service Reform agenda

Performance Management

- Set relevant and robust performance targets to ensure the effective delivery of Business Plan priorities
- Report regularly on service performance to the Corporate Management Team, Councillors and the public

Consultation and Engagement

- Appropriately consult with residents about our service and proposals as outlined in our Consultation Strategy

Excellent Customer Service

- Maintain our Customer Service Excellence accreditation to ensure we continue to deliver the most effective service to our communities
- Help residents to self-serve and access our services digitally to allow us to provide greater support for vulnerable customers and complex queries

Equalities

- Meet our Public Sector Equality duty by delivering the requirements of the 2010 Equality Act and 1998 Human Rights Act through our core service delivery and publication of a statutory Annual Equality Report

Asset Management and Commercialisation

- Ensure our asset base is sustainable, suitable and fully utilised to maximise income opportunities and financial efficiencies
- Deliver our adopted Capital Programme in line with our Corporate Asset Management Plan to maintain the integrity and safety of our assets
- Work jointly with public, private and third sector partners to improve access to our services, including from co-located facilities
- Begin implementation of our Commercial Investment Strategy to make informed decisions about the purchase and management of property assets through Fenland Futures Limited

Workforce Development

- Equip our workforce with the right skills to effectively deliver our priorities
- Support and empower our staff to make effective decisions within a pleasant working environment

Enforcement

- Use a fair and proportionate approach to improve living, working and environmental standards as set out in our Enforcement Policies

Health and Safety

- Maintain effective Health and Safety systems to comply with relevant legislation and local requirements
- Deliver all aspects of the Council's Health and Safety action plan to ensure the safety and wellbeing of our workforce, partners and wider community

Performance indicators

- % of customer queries resolved at first point of contact
- Customers satisfied by our service
- Contact Centre calls answered within 20 seconds
- Contact Centre calls handled
- Council Tax collected
- Council Tax net collection fund receipts
- NNDR collected
- NNDR net collection fund receipts
- Number of visits to our website

Agenda Item No:	8	
Committee:	Cabinet	
Date:	14 December 2020	
Report Title:	Project Update - Growing Fenland & CCC £5m Communities Capital Fund	

1 Purpose / Summary

Significant capital funding has recently been made available to Fenland District Council via the following schemes:

- Cambridgeshire & Peterborough Combined Authority (CPCA) Market Towns Initiative (which has been given the working title of Growing Fenland)
- Cambridgeshire County Council (CCC) £5m Capital Communities Fund

This report gives an update on the progress of funding bids submitted to both schemes including any resulting capital or revenue implications for the Council should the bids be successful.

2 Key issues

- The CPCA has made funding available through their Market Towns Initiative to deliver the priorities outlined in the Growing Fenland town plans.
- Changes to the original programme included:
 - Capital funding available has doubled to £1m (ring-fenced for each town).
 - Deviation from the approved Growing Fenland plans will be permitted if linked to supporting recovery from the COVID-19 pandemic.
 - An element of match funding will be required.
 - FDC have so far been the accountable body for all funding received, but options are being reviewed to enable funding to go straight to third parties who are best placed to deliver specific projects.
 - Capital funding to be spent by March 2022.
- The funding made available through the CCC £5m Capital Communities Fund also requires an element of match funding.
- This report provides an update on projects at various stages of submission to both funding streams.
- A number of these projects may link to other initiatives, such as the Local Economic Recovery Strategy.
- It should be noted that some of the projects submitted through both initiatives relate to FDC owned assets and some projects may require capital or revenue contributions from the FDC capital or revenue budget either immediately or in future.
- Other projects are requesting match funding from FDC's revenue budget as set out in the recommendations below.

3 Recommendations

To note the content of the report and projects due to be submitted to the next CPCA Board Meeting on 27.01.21 as set out in appendix E.

CCC Capital Communities Fund:

- No further action required

Growing Fenland:

- To approve the capital and/or revenue costs as set out below:

TOWN	PROJECT	CPCA FUNDING REQUESTED	CAPITAL COST IMPLICATIONS FOR FDC	REVENUE COST IMPLICATIONS FOR FDC (PER YEAR)	PROJECT TO BE DELIVERED BY
Chatteris	Chatteris Skills Development	£36,178	£0	£0	Stainless Metalcraft & Cambridge-shire Skills
Whittlesey	Business Capital Grants Scheme	£124,331	£0	£0	FDC
Wisbech	Wisbech Water Park	£147,500	Circa £125,000 (please note point 5.14 in main report)	£0 (please note point 5.14 in main report)	FDC & Wisbech Town Council
Wisbech	Football Counters	Circa £50,000	£0	£0	Wisbech Town Council
Wisbech	Replacement Shopwatch Radios	Circa £60,000	£0	£0	Wisbech Town Council
Wisbech	Business Capital Grants Scheme	Circa £200,000	£0	£0	FDC
Joint project for all 4 towns	Civil Parking Enforcement	Circa £400,000	To be confirmed	To be confirmed	FDC

Wards Affected	All wards
Forward Plan Reference	
Portfolio Holder(s)	<p>Cllr Chris Boden - Leader of the Council</p> <p>Cllr Jan French - Deputy Leader of the Council</p> <p>Cllr Ian Benney - Portfolio Holder for Economic Growth</p>
Report Originator(s)	<p>Paul Medd - Chief Executive</p> <p>Carol Pilson - Corporate Director</p> <p>Peter Catchpole - Corporate Director</p> <p>Jo Blackmore - Executive Officer</p>
Contact Officer(s)	<p>Paul Medd - Chief Executive</p> <p>Carol Pilson - Corporate Director</p> <p>Peter Catchpole - Corporate Director</p> <p>Jo Blackmore - Executive Officer</p>
Background Paper(s)	<p>Cambridgeshire & Peterborough Combined Authority Board Meeting minutes - 28.03.18</p> <p>Growing Fenland reports tabled at FDC Cabinet meeting held on 09.01.20:</p> <p>Growing Fenland Town Reports</p> <p>Growing Fenland Overarching Strategic Report</p> <p>Details of Cambridgeshire County Council £5m Communities Capital Fund</p> <p>CCC £5m Capital Community Fund</p>

4 Background

- 4.1 Significant capital funding has recently been made available to Fenland District Council via the following schemes:
- Cambridgeshire & Peterborough Combined Authority (CPCA) Market Towns Initiative (which has been given the working title of Growing Fenland)
 - Cambridgeshire County Council (CCC) £5m Capital Communities Fund
- 4.2 This report gives an update on the progress of funding bids submitted to both schemes as well as any resulting capital or revenue implications for the Council should the bids be successful.

5 Growing Fenland

Introduction

- 5.1 Following a successful pilot scheme undertaken in St Neots, the Cambridgeshire & Peterborough Combined Authority (CPCA) Board committed to provide funding to create a masterplan for growth for each market towns within the CPCA area (as recorded in the actions from the [CPCA Board meeting held on 28.03.18](#)).
- 5.2 With the aim of bringing jobs, infrastructure and growth the Fenland area, the masterplans would also enable each of our towns to become and remain "vibrant and thriving places" in their own right whilst helping to boost the local and regional economy. The recent COVID-19 pandemic has brought a sharper focus to this work as communities and businesses adapt to new ways of working, shopping and socialising in the midst of a recession.
- 5.3 A commitment of £50k was made by the CPCA to produce a masterplan for each town. In Fenland, funding was originally provided for Chatteris, March and Whittlesey only (£150k in total) due the ongoing Wisbech 2020 Vision work. However, a decision was later made to include Wisbech in the process and a further £50k was committed to the Fenland project.
- 5.4 The master planning project was given a working title of 'Growing Fenland' which linked the proposed growth of the local economy to our important agricultural heritage.
- 5.5 Four town masterplans were produced, following the process outlined in the '[Growing Fenland - Town Reports](#)' paper tabled at the FDC Cabinet meeting held on 09 January 2020.
- 5.6 All four town reports were approved at number of formal meetings from October 2019 to January 2020 which included:
- All four town council meetings
 - FDC Cabinet meeting (09.01.20)
 - CCC Communities & Partnership Committee (23.01.20)
 - CPCA Board Meeting (29.01.20)

CPCA Market Towns Initiative Funding

- 5.7 At the start of the project, the capital funding due to be made available by the CPCA was thought to be in the region of £50k per town. However, the Board of the CPCA

[unanimously approved revised plans for their Market Towns Programme](#) at their board meeting held on 3 June 2020.

5.8 Changes to the original programme included:

- Capital funding available was doubled to £1m (ring-fenced for each town)
- Deviation from the approved Growing Fenland plans would be permitted if linked to supporting recovery from the COVID-19 pandemic
- An element of match funding would be required
- FDC will be the accountable body for all funding received
- Capital funding to be spent by March 2022

5.9 Further information on the CPCA Market Towns Programme can be found in the following documents:

- CPCA Market Towns Programme Investment Prospectus - June 2020 (appendix A)
- Guidance for Market Town Funding Applications - June 2020 (appendix B)
- CPCA Market Towns Programme Funding Application Form (appendix C)

Growing Fenland bids

5.10 The Growing Fenland Town Teams have been meeting regularly to discuss and submit bid applications to the CPCA to draw down the £1m funding allocated to each town.

5.11 A number of bids have already been successful and they are shown in the table below (for further details, please see appendix D attached):

TOWN	PROJECT	CPCA FUNDING ALLOCATED	DATE OF DECISION BY CPCA	PROJECT TO BE DELIVERED BY
Whittlesey	Interactive Flood Signs*	£56,500	30.09.20	CCC / Whittlesey Town Council
Wisbech	Wisbech Market Place Enhancement Scheme*	£200,000	30.09.20	Wisbech Town Council
Chatteris	Chatteris Town Centre Renaissance Fund**	£100,000	25.11.20	Chatteris Town Council
Whittlesey	Whittlesey Heritage Visitor Centre**	£500,000	25.11.20	Whittlesey Town Council
Whittlesey	Whittlesey Heritage Walk**	£218,169	25.11.20	FDC / Whittlesey Town Council

*For further details on bid submissions, please see the Projects Update report tabled at the FDC Cabinet Meeting held on 21.10.20.

**For further details on bid submissions, please see the agenda pack for the [CPCA Board Meeting held on 25.11.20](#).

- 5.12 The **Wisbech Water Park** proposal was deferred prior to the CPCA meeting on 25 November 2020 as additional information was requested. This information will be collated and re-submitted with the original bid ready for the next CPCA Board Meeting scheduled for 27 January 2021 (please also see point 5.14 below).
- 5.13 Further bids are due to be submitted to the next CPCA Board Meeting scheduled for 27 January 2021 (for more detail, please see appendix E attached). The capital and revenue expenses for FDC are shown below:

TOWN	PROJECT	CPCA FUNDING REQUESTED	CAPITAL COST IMPLICATIONS FOR FDC	REVENUE COST IMPLICATIONS FOR FDC (PER YEAR)	PROJECT TO BE DELIVERED BY
Chatteris	Chatteris Skills Development	£36,178	£0	£0	Stainless Metalcraft & Cambridge-

					shire Skills
Whittlesey	Business Capital Grants Scheme	£124,331	£0	£0	FDC
Wisbech	Wisbech Water Park	£147,500	Circa £125,000 (please note point 5.14 below)	£0 (please note point 5.14 below)	FDC / Wisbech Town Council
Wisbech	Footfall Counters	Circa £50,000	£0	£0	Wisbech Town Council
Wisbech	Replacement Shopwatch Radios	Circa £60,000	£0	£0	Wisbech Town Council
Wisbech	Business Capital Grants Scheme	Circa £200,000	£0	£0	FDC
Joint project for all 4 towns	Civil Parking Enforcement	Circa £400,000	To be confirmed	To be confirmed	FDC

- 5.14 It should be noted that the expected lifespan of the **Wisbech Water Park** equipment is around 10 years. To replace the equipment at the end of its useful life is likely to cost circa £125,000 and it is recommended that FDC acknowledge this and review in line with its asset management plans in place for Parks and Open Spaces and will be subject to funding availability at the time. Wisbech Town Council will underwrite all revenue costs (subject to agreement at the Wisbech Town Council meeting scheduled for 14.12.20)
- 5.15 Exact costings for the other 3 Wisbech schemes are still being finalised.
- 5.16 Potential capital and revenue implications for the Civil Parking Enforcement scheme are still being finalised, along with the potential cost of the project.
- 5.17 Cabinet are asked to note the bid information and approve any capital and/or revenue costs associated with each project.

Growing Fenland - next steps

- 5.18 Completed bid documents will be submitted to the CPCA Board meeting scheduled for 27 January 2021 as outlined above, once any revenue and capital costs are approved by FDC Cabinet. Links to these documents will be circulated to Cabinet members as part of the next Projects Update Report, along with the outcome of the bid if known at that point.
- 5.19 Details of bids due to be submitted to subsequent CPCA meetings will be brought to an FDC Cabinet meeting prior to submission to the CPCA.

6 Cambridgeshire County Council £5m Communities Capital Fund

Background

- 6.1 A £5m fund aimed at creating opportunities and improving lives and skills across Cambridgeshire was launched by Cambridgeshire County Council (CCC) on 7 April 2020.
- 6.2 Bid submissions were welcomed if they could demonstrate that they would:
- bring people together and involve them in the design and implementation
 - improve local places and spaces that are important to communities
 - help to address local priorities, e.g. increasing skills, reducing loneliness, improving physical and mental health
 - improve access to new or existing services or activities, e.g. sports, leisure, education
 - demonstrate match funding - this could include in kind contributions, land transfer etc
 - minimise any potential impact on carbon emissions
- 6.3 Bids could be submitted by any voluntary, community organisation or social enterprise alongside public bodies such as district, parish and town councils, schools or any other organisation that could demonstrate how their project would benefit Cambridgeshire residents.

Submission process

- 6.4 Each bid could apply for up to £500,000 of capital funding. Bids were to be considered on a 'first come, first served' basis.
- 6.5 CCC requested that bids were submitted via the local county councillor or community champion.
- 6.6 An expression of interest was submitted initially, and a more detailed business case was requested if the project passed the first stage. For further detail, please see appendix F attached.

Projects submitted to the CCC £5m Communities Capital Fund

- 6.7 A number of projects were submitted to the CCC £5m Communities Capital Fund. A summary of the successful projects is shown in appendix G attached.
- 6.8 Cabinet are asked to note the following updates on 2 of the projects being delivered by FDC in partnership with other stakeholders:
- **West End Park, March**
Procurement of materials and labour for the skate park fencing, improvements to the Park Run surface and tarmac path from park entrance to bandstand has been completed. Works are expected to start in late November/early December.
The play area extension is awaiting the results of a supplementary 3rd party funding bid outcome
 - **Wisbech Park Pavilion**
The cost of this project is likely to be £500,000. A bid for additional funding from the CPCA as part of the Growing Fenland project may be submitted, depending on the outcome of other bids for the town.
- 6.9 The CCC £5m Communities Capital Fund is now closed to any further Expressions of Interest having been oversubscribed.

7 Effect on corporate objectives

7.1 The corporate objectives which link to the Growing Fenland project area as follows:

7.2 Communities

- Support vulnerable members of our community
- Promote health & wellbeing for all
- Work with partners to promote Fenland through culture and heritage
- **Environment**
- Work with partners and the community on projects that improve the environment and our street scene
- Work with partners to keep people safe in their neighbourhoods by reducing crime and anti-social behaviour and promoting social cohesion
- **Economy**
- Attract new businesses, jobs and opportunities whilst supporting our existing businesses in Fenland
- Promote and enable housing growth, economic growth and regeneration across Fenland
- Promote and lobby for infrastructure improvements across the district

8 Conclusions

- 8.1 Attracting funding to deliver the priorities outlined in the Growing Fenland Town Reports is key to driving economic growth whilst celebrating the unique character and strengths of each individual area.
- 8.2 The CCC £5m Communities Capital Fund has provided additional opportunities to deliver projects that will benefit the local community.
- 8.3 Projects that are successfully funded through these funding streams will help to deliver many of the Council's corporate objectives as well as a number of targets set out within the [CPCA's Business Plan for 2020/21](#).
- 8.4 Further update reports will be tabled at future Cabinet meetings to ensure that any capital and/or revenue costs taken from FDC budgets can be considered.

APPENDIX A

CPCA MARKET TOWNS PROGRAMME INVESTMENT PROSPECTUS - JUNE 2020

INTRODUCTION – GROWING THE CAMBRIDGESHIRE & PETERBOROUGH SUB-ECONOMIES

The Market Towns Programme is a substantial commitment being made between the Combined Authority and the local areas, with scope to develop key market towns for significant impacts on the growth of sub-economies. Successful delivery of the programme will have positive benefits to residents, businesses, and workers within the CPCA area.

The Combined Authority is committed to the future prosperity and success of every market town in the county and is investing in making this a reality through working closely with Town Councils, District Councils' and local partners across Huntingdonshire, Fenland and East Cambridgeshire to deliver eleven Masterplans for key market towns. The Market Towns Programme was piloted in St Neots as part of the Mayor's 100 Day Plan.

LOCAL INDUSTRIAL STRATEGY PRIORITIES

The Market Towns Programme endorses Mayor Palmer's target for the region, to double its Gross value added (GVA) over the next twenty years. For this to be achieved, the areas market towns will be required to 'do their bit' to improve the three economies.

The LIS has detailed the key areas of action needed to support the Combined Authority's devolution deal commitment to doubling the size of the Cambridgeshire and Peterborough economy. It has identified the key strengths and challenges of the distinct sub economies of the Fens, Greater Peterborough and Greater Cambridge, detailing the strategy for supporting broad-based growth and spreading prosperity to more people.

A commitment was made by the CPCA to produce a Masterplan for each of the key market towns (based on new research and analysis required to deliver the bold growth ambitions) and their interventions hereby enshrine the importance of inclusive growth, in line with CPIER and LIS recommendations.

Applicants will need to demonstrate how they help deliver against LIS priorities through capital investment that will:

- Further develop infrastructure through planned transport, digital and energy interventions across the Combined Authority partnership.
- Deliver integrated approaches to business support, ensuring businesses and potential businesses have the access to the right kind of space, access to growth coaching and supporting networks to help them.
- Harnessing innovation as a tool for business growth, generating world class research.
- Improving education and training levels to ensure businesses have the skills they need, and people have better opportunities.

The Local Industrial Strategy can be viewed [here](#).

MARKET TOWNS PROGRAMME

A third of our population lives in market towns, with nearly as many again living in surrounding areas. Although links with our core cities are vital, investment and attention has often favoured cities and forgotten the role that market towns play for our region. Alongside this under-investment towns are facing many external pressures like the declining town centres and high streets, an ageing population, and a reduction of in-town job opportunities leading to more outward commuting.

Many of the market towns and villages surrounding Cambridge have rich visitor opportunities, which if developed into a more coordinated offer can bring in revenue and create real economic opportunities. Business tourism is very important as well and has an important impact on the growth and productivity of other sectors in the economy, especially in knowledge intensive industries.

A Masterplan for each of the eleven market towns across the region provides the opportunity to look at the unique features of each town and offers deliverables which will benefit the immediate and wider economy.

With the aim of bringing jobs, infrastructure and growth, the Market Towns Programme will enable each town to become and remain "vibrant and thriving places" whilst helping to boost the local and regional economy.

PROGRAMME FUNDING CRITERIA

The CPCA is providing capital investment to mobilise each town masterplan and to act as a funding catalyst to securing additional investment. This is an open call – that will last until all available resources have been invested, or the Board decides to issue further instruction.

This Investment Prospectus outlines the process that allocates funding and manages the process post allocation. A transparent and consistent approach has been established to oversee delivery of the Market Towns Programme. All funding applications will be assessed in accordance with specific call specifications & criteria (including match funding and value for money), set against delivery and implementation of each CPCA approved Masterplan.

Given the transformative aims of the Programme, the CPCA is especially keen to see movement on the more ambitious projects set out in the Masterplans and prospectuses for growth and will prioritise these. And whilst there will be opportunities for longer term projects, applications will have more chance of approval if they can also demonstrate fast impact, especially to support COVID economic recovery over the next 9 months to the new financial year when unemployment impacts of COVID are expected to peak. Applicants are encouraged to explicitly set out how project proposals respond to the challenge of a post Covid-19 economy and how they help reshape and transform the high street and towns, so they are fit for the future.

Applicants are asked to also consider promoting healthier lifestyles for market town communities – including active travel & air quality benefits and supporting a greener economy.

To secure funding, local authority leads will be invited to submit bids against the following programme eligibility and funding criteria:

- Market Towns funding is allocated to East Cambridgeshire, Fenland, and Huntingdonshire and cover the market towns of St Neots, St Ives, Huntingdon, Ramsey, Wisbech, March, Chatteris, Whittlesey, Ely, Soham and Littleport.
- Market Towns funding must be spent at the latest by 31 March 2022, or earlier as specified within the funding agreement. Deliverability of projects will be an important factor in appraising proposals.
- Proposals are invited to support the mobilisation of each Masterplan and against activities which address the needs and those interventions identified as required to drive targeted growth and regeneration of each town.
- Proposals will be required to set out how they can support the tailoring of local economic policy for each market town to increase the attractiveness of towns for the new generation of lifestyle entrepreneurs.
- The prospectus is seeking proposals for capital investment only. There is no revenue funding available through this prospectus.
- CPCA funding will be provisionally shared across the 10 market towns, with applicants able to bid for up to £1m of capital funding for each town. Consideration will be given to a variety of funding proposals, and applicants will have the opportunity to bid for one or few investments (several smaller scale interventions) against the £1m funding cap for each town. Any unallocated funds will be made available to all 11 market towns.
- In addition, the CPCA has also agreed to recycle £3.1m market town investment back into St Neots and this will be also administered through the Investment Prospectus process. This makes the total CPCA investment being pledged to support delivery of Market Town masterplans is £13.1m across the 11 market towns.
- If the total project(s) cost is likely to exceed the £1m threshold for each town, then a demonstration of a phasing approach would help show how initial funds can be used now, while raising additional funds or investment from other sources.
- Applicants should seek their own advice on State Aids implications of the proposed project, and evidence of this will be sought as a condition of funding. Combined Authority funding cannot be used towards State Aids or other legal costs incurred by the project delivery body as part of the application process. The Combined Authority will not reimburse legal or other costs incurred during applications, whether the application successful or unsuccessful in seeking funding.

COVID RECOVERY

Applicants are also be asked to consider how market towns can support Covid-19 recovery for Cambridgeshire & Peterborough, focusing on the anticipated changes in behaviour around the use of public transport, commercial and public community space, and the revitalisation of High Streets.

Proposals should outline how market town interventions can help support and sustain Government recovery plans based on new econometrics around increased home/remote working and shared commercial space, improve public transport systems, repurpose community space and enhance infrastructure connectivity.

APPLICATION PROCESS & FUNDING APPROVAL

- The process will be a one-stage application process and applicants will be invited to complete an application form for each project to the Combined Authority. Applicants will have the opportunity to have initial discussions with relevant Combined Authority officers regarding eligibility and the suitability of the proposed project.
- Due diligence and appraisal will be initially managed by the Combined Authority, where the strategic need, economic and commercial case for each project proposal will be examined based on delivery of CPCA approved Masterplans.
- All proposals will be assessed against a set of appraisal metrics. Appraised applications will be scored and ranked based on the programme criteria. This approach will help manage any oversubscription of programme funds.
- Recommendations will be brought to the Entrepreneurial Advisory Panel (EAP) for independent review and then onto the CA Board for approval.
- It is expected that project proposals will be brought to Combined Authority Board for approval in July, September, and November 2020 for approval. The submission timeline for the next three Board cycles are as follows:

- **July Combined Authority Board** (Wednesday 5 August 2020) * for those proposals already in development and discussed with CPCA officers.

APPLICATION DEADLINE – FRIDAY 10 JULY 2020

- **September Combined Authority Board** (30 September 2020)

APPLICATION DEADLINE – FRIDAY 11 SEPTEMBER 2020

- **November Combined Authority Board** (25 November 2020)

APPLICATION DEADLINE – FRIDAY 30 OCTOBER 2020

FURTHER INFORMATION

- Application Form & Guidance



CAMBRIDGESHIRE & PETERBOROUGH
COMBINED AUTHORITY

APPENDIX B

GUIDANCE FOR MARKET TOWN FUNDING APPLICATIONS

June 2020

CONTENT

1. Key Purpose
2. Project Details
3. Project Deliverables
4. Funding Award Process
5. Supporting Documentation
6. Project Variance
7. Project Monitoring

1. Key Purpose

This guide is to assist district authorities applying for Market Town Funds to understand the process and the procedures in place at Cambridgeshire & Peterborough Combined Authority (CPCA) prior to and once funding has been agreed.

It covers the following:

- Proposal development
- Application
- Requesting any changes
- Reporting structure
- Key documents

2. Project Details

CPCA has committed capital funding to support economic growth of key market towns and to facilitate implementation of approved Masterplans, developed in partnership with district partners.

The Investment Prospectus outlines the process that allocates funding and manages the process post allocation. A transparent and consistent approach has been established to oversee delivery of the Market Towns Programme. Given the transformative aims of the programme, the CPCA is especially keen to see movement on the more ambitious projects set out in the Masterplans and prospectuses for growth and will prioritise these.

There will be opportunities for longer term projects, but applications will have more chance of approval if they can also demonstrate fast impact, especially to support COVID economic recovery over the next 9 months to the new financial year when unemployment impacts of COVID are expected to peak.

Applicants are encouraged to explicitly set out how project proposals respond to the challenge of Covid-19 recovery and helps reshape the high street to transform it, so it is fit for the future. Applicants are also asked to consider promoting healthier lifestyles for market town communities – including active travel benefits, air quality benefits and supporting a greener economy.

If the total project(s) cost is likely to exceed the £1m threshold for each town, then a demonstration of a phasing approach would help show how initial funds can be used now, while raising additional funds or investment from other sources.

3. Project Deliverables

Please refer to the below table and guidelines in setting out the project outputs and outcomes:

Employment & Skills					
Number of permanent jobs to be created	Number of temp jobs to be created	Number of indirect jobs to be created	Number of apprenticeships to be established – Level 1	Number of apprenticeships to be established – Level 2	Number of apprenticeships to be established – Level 3
<i>Amount of newly created full-time jobs.</i>	<i>Temporary jobs (construction of contract based) as a direct result of intervention.</i>	<i>Wider job impacts as a result of indirect intervention.</i>	<i>Amount of newly created apprenticeship opportunities as a direct result of intervention.</i>		
Area of learning/training space improved (m2)	Area of learning/training space rationalised (m2)	New learners assisted (on courses to full qualification)			
<i>Amount of training/learning floor space refurbished to improve building condition and/or fitness for purpose. For FE Colleges, this should be by estate grading. Figures to be provided following completion.</i>	<i>Amount of training/learning floor space rationalised to operate more efficiently.</i>	<i>The number of new learners assisted as a direct result of the intervention, in courses leading to a full qualification.</i>			
Business & Enterprise					
Number of businesses receiving grant support (high street/town centres)	Number of businesses receiving grant support (wider town)	Number of businesses receiving non-financial support			
<i>Number of SMEs receiving grant funding support with the intention of improving</i>		<i>Number of SMEs receiving support (inc.</i>			

<i>performance (i.e. reduce costs, increase turnover/profit, innovation, exporting). To be counted where the support is at least £1,000.</i>		<i>advice and training with the intention of improving performance (i.e. reduce costs, increase turnover/profit, innovation, exporting).</i>			
Commercial					
Area of commercial floorspace to be created (m2)	Area of commercial floorspace to be refurbished (m2)	Area of public realm / outside space improved or enhanced (m2)	Area of commercial land / floorspace rationalised (m2)	Number of commercial premises with improved broadband access	
<i>Amount of newly created commercial floorspace as a direct result of intervention.</i>	<i>Amount of existing commercial floorspace improved or refurbished as a direct result of intervention.</i>	<i>Amount of newly created public realm improvements as a direct result of intervention.</i>	<i>Amount of commercial land or floorspace rationalised to operate more efficiently.</i>	<i>Amount of commercial properties with improved digital infrastructure and connectivity as a direct result of intervention.</i>	
Transport					
Length of new cycleway to be created (m)	Length of new footpaths to be created (m)	Number of new public transport services			
<i>Amount of newly created cycleway infrastructure as a direct result of intervention.</i>	<i>Amount of newly created footpath infrastructure as a direct result of intervention.</i>	<i>Amount of newly established transport links or improved services as a direct result of intervention.</i>			
Development Sites & Housing					

Area of land to be developed (m2)	Number of new housing units/dwellings to be created	Number of new housing units/dwellings to be refurbished			
<i>At the impact site, the area and class of development to be completed. Floor areas should be measured in accordance with the RICS Code of measuring practice (6th edition) 2007. A building should be classified as completed once it is on the non-domestic rating list.</i>	<i>Amount of new housing infrastructure creating new dwellings as a direct result of intervention.</i>	<i>Amount of existing housing stock to be refurbished as a direct result of intervention.</i>			
Community					
Area of new community floorspace to be created (m2)	Area of community floorspace to be refurbished (m2)	Area of community floorspace rationalised (m2)	Number of community groups receiving grant support		
<i>At the impact site, the area and class of community use development to be completed.</i>	<i>Amount of existing community use floorspace improved or refurbished as a direct result of intervention.</i>	<i>Amount of community use floorspace rationalised to operate more efficiently.</i>	<i>Number of community-based groups receiving grant funding support with the intention of improving performance.</i>		

4. Funding Award Process

- a. Project Proposals
 - i. Ideas should come from the approved Masterplan for each town and the interventions recommended therein. Consideration should also be given to Covid response related interventions to support short-medium term economic recovery to March 2021. Furthermore, ideas should all link in some way to the [Cambridgeshire and Peterborough Local Industrial Strategy](#)
- b. Application
 - i. The Application will be developed and submitted by the lead organisation (district authorities) on behalf of each town based on wider consultation with town councils.
 - ii. Due diligence and appraisal will be initially managed by the CPCA, where the strategic need, economic and commercial case for the projects will be examined based on proposed interventions for each town. All proposals will be assessed against an agreed set of appraisal metrics, and independent appraisals will be commissioned if needed for complex projects.
 - iii. The application and appraisal report will be submitted to CA Board and the project is recommended for approval, approval with conditions or rejection.
 - iv. If the project is deemed unsuitable for funding the lead organisation will be informed within 5 working days of the CA Board decision.
 - v. If the lead organisation wishes they can update the Application taking into account, the feedback from the CA Board and resubmit their project or they can stop the process.
 - vi. If the project is recommended for funding with conditions those conditions must be met before final approval is given by the CA Board.
 - vii. Once full approval is given the lead organisation will be issued with an Approval Letter.
 - viii. Further contractual arrangements are entered into with the CPCA Legal Team and are based on whether the funds are a grant fund or a loan arrangement.

5. Supporting Documentation

In order for your Application Form to progress you will need to provide additional supporting documents, these are:

- a. *Project Plan*
- b. *Risk Log*
- c. *Project cashflow spreadsheet*

6. Project Variance

A change to the project could be generated because of changes to:

- a. Cost
- b. Time
- c. Scope.



Any changes will be submitted by the lead organisation on the correct form and recommendations will be made to the CA Board.

The lead organisation will be informed via a formal Project Variation letter within 10 working days of the request being submitted.

7. Project Monitoring

- a. A [claim form](#) requesting payment and milestone update is required monthly/weekly.
- b. A formal highlight report is required monthly and should be completed by the Project Manager identified in the Application.

APPENDIX C

CPCA MARKET TOWNS PROGRAMME FUNDING APPLICATION FORM

APPLICANT DETAILS			
Project Title			
Market Town			
Lead Authority			
UK Registered Address			
Contact Person (please include job title and project role)			
Contact Telephone			
Contact Email			
VAT Registration Number		Companies House Registration Number	
Number of Employees			
Key Documents in Place	Equal Opportunities/Diversity Policy	Yes	No
	Modern Slavery Policy	Yes	No
	Health & Safety Policy	Yes	No
We do not require copies of these policies at this stage, please circle as appropriate			

PROJECT DETAILS
Project Description – please provide details of the project and what specifically will be delivered (please refer to the Investment Prospectus and Guidance)

Project Partners - please list any key partners in the project and the engagement on the project to date	
Proposed project Start date	
Proposed project Completion date (Please note: CPCA Market Towns funding must be spent by the project delivery body by 31 March 2022)	
Key Milestones – please detail project phasing to delivery	

PROJECT DELIVERABLES	
Project Outcomes - please indicate how the project will deliver against job outputs and wider economic outcomes, including any increases in productivity and volumes of trade exports (<u>please refer to the Investment Prospectus and Guidance</u>)	
Which key sector(s) does this project intend to support?	
Is the project part of a wider development/programme/project? If so, please	



provide details	
What is the current status of your project (or key elements)? E.g. In development, Outline design, Planning approved, Ready to start or Project underway?	
Is Planning Permission required? If so, by when is this anticipated?	
If the project includes development or redevelopment of land or premises, please indicate whether your organisation has control of the site or when you expect to have control or ownership	

SITE DETAILS (FOR CONSTRUCTION PROJECTS)	
Location	
Site Ownership	
Current Use	
Proposed Use	
Site Area (ha)	
Existing Built Floorspace (sqm)	
Planning Permissions?	
Section 106 Agreements?	
Existing Land Charges or Restrictions?	

SITE DETAILS (FOR REFURBISHMENT PROJECTS)	
Location	
Site Ownership	



Current Use	
Proposed Use	
Site Area (ha)	
Existing Built Floorspace (sqm)	
Planning Permissions?	
Section 106 Agreements?	
Existing Land Charges or Restrictions?	

PROJECT OUTPUTS 2020/21					
Project Outputs - please indicate how the project will deliver against the outputs below – complete only those that apply to your project.					
Employment & Skills					
Number of permanent jobs to be created	Number of temp jobs to be created	Number of indirect jobs to be created	Number of apprenticeships to be established – Level 1	Number of apprenticeships to be established – Level 2	Number of apprenticeships to be established – Level 3
Area of learning/training space improved (m2)	Area of learning/training floorspace rationalised (m2)	New learners assisted (on courses to full qualification)			
Business & Enterprise					
Number of businesses receiving grant support (high street/town centres)	Number of businesses receiving grant support (wider town)	Number of businesses receiving non-financial support			
Commercial					
Area of commercial floorspace to be created (m2)	Area of commercial floorspace to be refurbished (m2)	Area of public realm / outside space improved or enhanced (m2)	Area of commercial land / floorspace rationalised (m2)	Number of commercial premises with improved broadband access	
Transport					
Length of new cycleway to be created (m)	Length of new footpaths to be created (m)	Number of new public transport services			

Development Sites & Housing					
Area of land to be developed (hectares)	Number of new housing units/dwellings to be created	Number of new housing units/dwellings to be refurbished			
Community					
Area of new community floorspace to be created (m2)	Area of community floorspace to be refurbished (m2)	Area of community floorspace rationalised (m2)	Number of community groups receiving grant support		

PROJECT OUTPUTS 2021/22					
Project Outputs - please indicate how the project will deliver against the outputs below – complete only those that apply to your project.					
Employment & Skills					
Number of permanent jobs to be created	Number of temp jobs to be created	Number of indirect jobs to be created	Number of apprenticeships to be established – Level 1	Number of apprenticeships to be established – Level 2	Number of apprenticeships to be established – Level 3
Area of learning/training space improved (m2)	Area of learning/training floorspace rationalised (m2)	New learners assisted (on courses to full qualification)			
Business & Enterprise					
Number of businesses receiving grant support (high street/town centres)	Number of businesses receiving grant support (wider town)	Number of businesses receiving non-financial support			
Commercial					
Area of commercial floorspace to be created (m2)	Area of commercial floorspace to be refurbished (m2)	Area of public realm / outside space improved or enhanced (m2)	Area of commercial land / floorspace rationalised (m2)	Number of commercial premises with improved broadband access	
Transport					
Length of new cycleway to be created (m)	Length of new footpaths to be created (m)	Number of new or improved public transport services			

Development Sites & Housing					
Area of land to be developed (hectares)	Number of new housing units/dwellings to be created	Number of new housing units/dwellings to be refurbished			
Community					
Area of new community floorspace to be created (m2)	Area of community floorspace to be refurbished (m2)	Area of community floorspace rationalised (m2)	Number of community groups receiving grant support		

PROJECT OUTPUTS 2022/23 (Onwards)					
Project Outputs - please indicate how the project will deliver against the outputs below – complete only those that apply to your project.					
Employment & Skills					
Number of permanent jobs to be created	Number of temp jobs to be created	Number of indirect jobs to be created	Number of apprenticeships to be established – Level 1	Number of apprenticeships to be established – Level 2	Number of apprenticeships to be established – Level 3
Area of learning/training space improved (m2)	Area of learning/training floorspace rationalised (m2)	New learners assisted (on courses to full qualification)			
Business & Enterprise					
Number of businesses receiving grant support (high street/town centres)	Number of businesses receiving grant support (wider town)	Number of businesses receiving non-financial support			
Commercial					
Area of commercial floorspace to be created (m2)	Area of commercial floorspace to be refurbished (m2)	Area of public realm / outside space improved or enhanced (m2)	Area of commercial land / floorspace rationalised (m2)	Number of commercial premises with improved broadband access	
Transport					
Length of new cycleway to be created (m)	Length of new footpaths to be created (m)	Number of new or improved public transport services			

Development Sites & Housing					
Area of land to be developed (hectares)	Number of new housing units/dwellings to be created	Number of new housing units/dwellings to be refurbished			
Community					
Area of new community floorspace to be created (m2)	Area of community floorspace to be refurbished (m2)	Area of community floorspace rationalised (m2)	Number of community groups receiving grant support		



FINANCIAL DETAILS				
Total Project Costs				
Total Capital				
Total Revenue				
Total Market Town Funds requested				
Please provide a financial summary for the project. All information should relate to the project for which Growth Funds are being sought				
	2020/21	2021/22	2022/23 onwards	TOTAL COSTS
COSTS (£)				
TOTALS				
Please submit any information which substantiates these values and costs				

PROJECT FUNDING			
Please provide details of the funding already secured and/ or any being sought in addition to Market Town Funds, including, where appropriate any funding certificates			
SOURCE	VALUE (£)	TYPE (CAP/REV)	STATUS
Please confirm the projected expenditure profile for the Market Town Funding requested			
MILESTONE	AMOUNT (£)	DATE	
Please describe any other options (including funding options) that have been considered and explain why the amount being requested is the minimum necessary in order for the project to proceed			

STATE AIDS
Please confirm the Project is State Aid compliant: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/325465/bis-14-943-state-aid-general-block-exemption-guidance.pdf
(Please provide a copy of any legal advice received in this respect)



PROJECT RISKS
What are the key risks associated with the project and identified mitigation measures?
Do you have any additional comments/information to support your application?

DECLARATION	
<ul style="list-style-type: none">• I/We certify that to the best of our knowledge the information provided is a true and accurate reflection of our business circumstances. If this is found not to be the case the application will be declined without any further reference to us.• I/We authorise Cambridgeshire & Peterborough Combined Authority (CPCA) undertake any searches or other investigations deemed necessary in the assessment of my/our application. CPCA is under no obligation to notify me/us of the nature of these searches.• I/We authorise CPCA to notify HM Government Ministry of Housing, Communities & Local Government (MHCLG) and any of its subsidiaries of our application, where, in the opinion of CPCA, alternative and more appropriate sources of funding may be available.• I/We confirm that CPCA may make enquiries of any person who may have access to information relevant to my/our application without prior reference to me/us.• I/We agree that CPCA may use our company name in conjunction with their marketing activities.• I/We agree that CPCA's decision is final.• I/We have read and understood the features and eligibility criteria of the Programme.	
Signature	
Name	
Position	
Date	

APPLICATION CHECKLIST

Please check you have included copies the following with your completed application:

- A completed and signed application form
- A spreadsheet setting out the timeline for drawing down funds against key project milestones
- A project cashflow spreadsheet (setting out all project costs and Market Towns funding)
- A completed Project Plan (template provided)
- A completed Risk Log (template provided)
- Lead organisation Health & Safety Policy
- Lead organisation Anti Slavery Policy
- Lead organisation Equal Opportunity Policy

Please note

- Submissions must be electronic
- Applicants agree to the information contained in this form being processed by Cambridgeshire & Peterborough Combined Authority for the express use of statistical analysis

COMPLETED APPLICATIONS

Please return completed Application forms to:

Domenico.Cirillo@cambridgeshirepeterborough-ca.gov.uk

If you have any queries, please contact the CPCA on 01480 277180

APPENDIX D

GROWING FENLAND PROJECTS - SUBMITTED BIDS - updated 01.12.20

REF	TOWN	PROJECT TITLE	PROJECT DESCRIPTION	FUNDING REQUESTED FROM CPCA	MATCH FUNDING	MATCH FUNDING PROVIDER	CAPITAL COST IMPLICATIONS FOR FDC	REVENUE COST IMPLICATIONS FOR FDC (PER YEAR)	CPCA BOARD MEETING DATE	BID SUBMISSION APPROVED?
WHI1	Whittlesey	Interactive Flood Signs	Interactive signs which will signal when the B1040 is closed due to flooding and can also be used to communicate other information to passing drivers	£56,500	£8,000	Whittlesey Town Council	£500	£0	30.09.20	Yes
					£500	FDC Leaders Fund				
WIS3	Wisbech	Wisbech Market Place	Modifications to Wisbech Market Place as part of a town centre improvement initiative	£200,000	£200,000	Wisbech Town Council	£0	£0	30.09.20	Yes
CHA2	Chatteris	Chatteris Town Centre Renaissance Fund	Refurbishment of street furniture and ornate streetlamps together with a grant fund available to business/retail unit owners and leaseholders in the centre of Chatteris for schemes to help improve the visual appearance of the town centre.	£100,000	40% of costs payable by businesses / retailers for grant fund	Local businesses / retailers	£0	None anticipated	25.11.20	Yes
WHI2	Whittlesey	Heritage Visitor Centre	A new visitor centre that showcases local artifacts and tells the story of Whittlesey, and Fenland more generally, from the Bronze Age to modern day.	£500,000	c £100,000	Value of land gifted by Forterra PLC	£0	TBC	25.11.20	Yes
					£8,000	Whittlesey Town Council				
					£1,666	FDC				
WHI3	Whittlesey	Heritage Walk	A walk starting and ending at the planned Heritage Visitor Centre (with alternative start & finish points in the town) providing residents and visitors with background information on key landmarks in the town	£218,169	£0	n/a	£0	£0	25.11.20	Yes
WIS6	Wisbech	Wisbech Water Park	A water play space providing a permanent fun activity for families from Wisbech and the surrounding area, whilst also enhancing Wisbech Park, a key open space in the town.	£147,500	£2,500	Wisbech Town Council	£0	£0	25.11.20	No (further information requested)

APPENDIX E

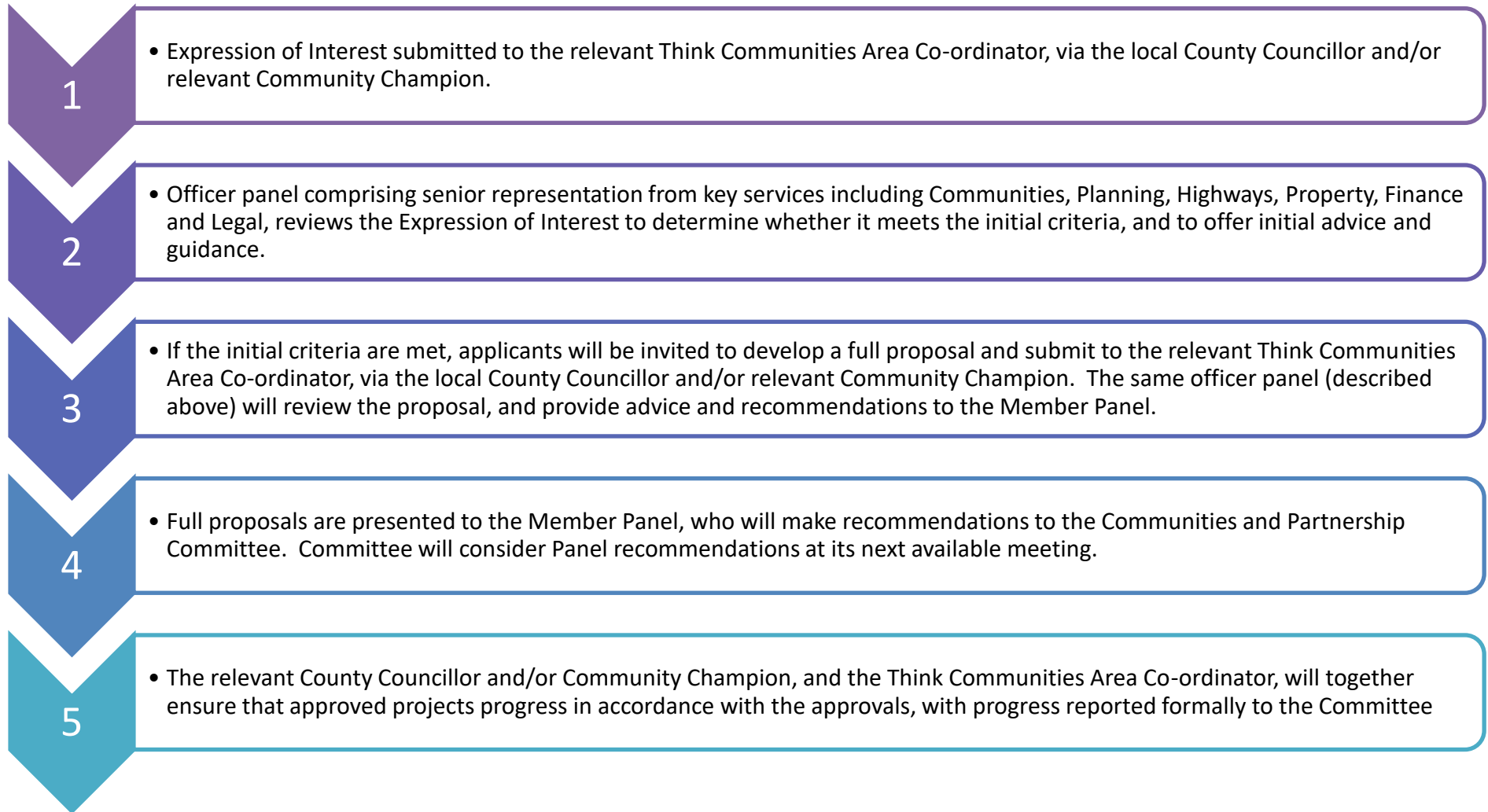
GROWING FENLAND PROJECTS - BIDS TO BE SUBMITTED - updated 01.12.20

Projects due to be submitted to CPCA Board meeting scheduled for 27.01.21

REF	TOWN	PROJECT TITLE	PROJECT DESCRIPTION	FUNDING TO BE REQUESTED FROM CPCA	MATCH FUNDING	MATCH FUNDING PROVIDER	CAPITAL COST IMPLICATIONS FOR FDC	REVENUE COST IMPLICATIONS FOR FDC (PER YEAR)	COMMENTS
CHA3	Chatteris	Chatteris Skills Development	This project seeks to improve skills provision and training opportunities for residents of Chatteris and the surrounding area.	£36,178	£0	N/A	£0	£0	Equipment to be used in the new Training Centre and other locations in Chatteris
WHI5	Whittlesey	Business Capital Grants Scheme	A capital grants scheme for the local business community to help mitigate against the effects of the COVID-19 pandemic	£124,331	£0	N/A	£0	£0	
WIS6	Wisbech	Wisbech Water Park	A water play space providing a permanent fun activity for families from Wisbech and the surrounding area, whilst also enhancing Wisbech Park, a key open space in the town.	£147,500	£2,500	Wisbech Town Council	c£125,000	£0	The CPCA have requested a commitment to underwrite any future capital or revenue shortfall. It is proposed that FDC underwrite the capital costs (replacement of equipment at the end of its useful life - likely to be 10 years) and Wisbech Town Council underwrite any revenue shortfall in addition to the annual revenue costs of c£1,500 per annum (subject to agreement at the Wisbech Town Council meeting scheduled for 14.12.20).
WIS9	Wisbech	Footfall Counters	Provision of additional footfall counters to monitor footfall in Wisbech Market Place	c£50,000	£0	N/A	£0	£0	Exact costs will be confirmed following an on-site meeting in early December
WIS13	Wisbech	Replacement Shopwatch Radios	Replacement of existing Shopwatch radio scheme with digital system	c£60,000	£0	N/A	£0	£0	Exact costs to be confirmed before bid is submitted.
WIS14	Wisbech	Business Capital Grants Scheme	A capital grants scheme for the local business community to help mitigate against the effects of the COVID-19 pandemic	c£200,000	£0	N/A	£0	£0	Exact amount of funding requested to be confirmed once costs are finalised for other Wisbech projects.
FEN1	District wide scheme	Civil Parking Enforcement	A bid for the capital costs involved with delivering a district wide Civil Parking Enforcement scheme	c£400,000	£0	N/A	To be confirmed	To be confirmed	£100,000 to be allocated by each of the 4 market towns to deliver a district wide Civil Parking Enforcement scheme. Exact costs and revenue/capital implications for FDC to be determined prior to bid submission.

APPENDIX F

SUMMARY OF APPLICATION PROCESS FOR CCC £5M COMMUNITIES CAPITAL FUND




APPENDIX G

CCC £5m Communities Capital Fund

APPROVED SUBMISSIONS (FUNDING AWARDED)

REF	PROJECT NAME	BRIEF DESCRIPTION	CAPITAL FUNDING REQUIRED	MATCH FUNDING	PROJECT MANAGEMENT LEAD	DATE SUBMITTED	COMMENTS
3	March Town Rugby Club	<ul style="list-style-type: none"> New Club House facility 	£194,000	£126,000 – Sport England £TBC – March Rugby Club £TBC – Taylor Wimpy	March Town Rugby Club	30.04.20	£234,000 funding approved
6	West End Park (March)	<ul style="list-style-type: none"> Improve Park Run surface Tarmac path from park entrance to bandstand Enhance junior play area Skate Park Fence 	£75,000	£7,500 – FDC play area funding £2,500 – March Town Council £2,000 – in kind support from CCC	FDC	30.04.20	
8	Estover Park, March	<ul style="list-style-type: none"> Install fencing around whole site Lay pathways and patio Furnish kitchen and café area 	£35,000	£6,000	March Town Council	Not recorded	
10	Tower Hall, Friday Bridge	<ul style="list-style-type: none"> Provide 'fit for purpose' disabled toilet and improve other toilets Install solar panels with battery back up 	£36,000	£3,000 – Tower Hall £3,000 – Elm Parish Council (TBC)	Elm Parish Council	Not recorded	Maximum of £36k will be awarded, subject to confirmation of written quotes and planning permission.
14	Wisbech Market Place Enhancement Scheme	<ul style="list-style-type: none"> Enhancements to Wisbech Market Place 	£150,000	£50,000 - Wisbech Town Council	Wisbech Town Council	01.05.20	
18	Christchurch Outdoor Equipment	<ul style="list-style-type: none"> Details not available 	£15,000	Details not available	Possibly Christchurch Parish Council?	Not recorded	
19	Gorefield Extension to community parish hall	<ul style="list-style-type: none"> Details not available 	£198,000	Details not available	Possibly Gorefield Parish Council?	Not recorded	
7	Wisbech Park Pavilion	<ul style="list-style-type: none"> Develop a pavilion in the park as a multi-use community space including a pop up café 	£240,000	£10,000 – FDC £10,000 - Wisbech Town Council £5,000 (TBC) – Arts Council	FDC	Not recorded	

Agenda Item No:	9 DRAFT v2.1	
Committee:	CABINET	
Date:	14th December 2020	
Report Title:	Funding Agreements (1) – Wisbech High Street 13-17 High Street, Wisbech	

1 Purpose / Summary

- This Cabinet report relates to the application and approval of funding for 13-17 High Street, Wisbech which is now in a position for FDC to sign off on the grant funding agreement.
- The Wisbech High Street Project team and National Lottery Heritage Fund propose to fund a scheme for significant repair to 4 properties and conversion of a derelict first floor at 13-17 High Street, Wisbech.
- Planning approval has been obtained and an application for funding equivalent to 74% of the overall cost of the works has been approved by the National Lottery Heritage Fund to support these works via its Townscape Heritage Scheme (Wisbech High St Project).
- A legal agreement has been drawn up by Peterborough Legal services and has been signed by the applicants and returned ready for the Council to execute the agreement, subject to the final approval by Cabinet.
- This report seeks Cabinet approval for FDC to enter into the funding agreement and for Officers to authorise and administer the grant.

2 Key issues

- The applicants have signed and returned their funding agreement and are anticipating a pre-Christmas start date.
- The funding for the improvement works has been awarded from the National Lottery Heritage Fund, FDC are the administrators of the grant. Consent is not being sought to spend any Council funds that cannot be reclaimed.
- The legal agreement drawn up by Peterborough Legal team clearly defines the terms of the grant and has been approved by NLHF and CMT. The agreement protects the Council from undue financial risk.

3 Recommendations

Cabinet members are requested to:

- Note the successful bid for funding from the NLHF in the sum of £518,537.87 to assist in the delivery of significant improvement works to 13-17 High Street, Wisbech;
- Authorise entry into the grant funding agreement between Fenland District Council and the recipient of the funding;

- Subject to the above being agreed, permit officers to enter into all required legal and financial documentation and arrangements to give effect to this decision; and
- As the works progress, to give delegate authority for the approval of any minor project variations to the Head of Economic Growth and Assets and the Townscape Heritage Officer, Wisbech High Street Project in consultation with the Portfolio Holder for Social Mobility and Heritage and the Leader of the Council.

Wards Affected	Medworth Ward
Forward Plan Reference No. (if applicable)	
Portfolio Holder(s)	Councillor Chris Seaton
Report Originator	Taleyna Fletcher – Townscape Heritage Officer, Wisbech High Street Project
Contact Officer(s)	Justin Wingfield – Head of Economic Growth & Assets Taleyna Fletcher – Townscape Heritage Officer, Wisbech High Street Project
Background Paper(s)	

1.0 Introduction

- 1.1 Cabinet will be aware that Fenland District Council is the responsible body for the delivery of the Wisbech High Street Project and this includes the final sign off on any grant awards. The Wisbech High Street Project is aimed at regenerating the dilapidated High Street area in Wisbech through the application of funding provided by the National Lottery Heritage Fund (NLHF), together with funds from the project partners: Fenland District Council; Wisbech Town Council; Cambridgeshire County Council and the Wisbech Society.
- 1.2 FDC employs the Townscape Heritage Officer, whose role it is to encourage the take up of grants to property owners on the High Street and to assist with the preparation and coordination of grant application submissions which are to be approved by the NLHF and the funding is paid by FDC.
- 1.3 This paper relates the application and approval of grant funding for 13-17 High Street, which is now ready to receive FDC 'sign off' for the grant funding agreement. To date, only lower value schemes have been approved for payment at levels within existing Officer delegations. This property and the proposed grant award represents the biggest single grant so far proposed and because of the value of the grant, it is presented to Cabinet for consideration and approval.

2.0 Background

- 2.1 Officers have been working with the owners (also the grant applicants) of no 13-17 High Street since the start of the Wisbech High Street Project in 2017 on a scheme to assist with the significant improvement of their property. Assistance is to be offered by way of a grant from the National Lottery Heritage Fund.
- 2.2 This property is generally in a very poor state of repair with the upper floor having been vacant and unused for more than 30 years. The shops on the ground floor require some updating and the rear contains remnants of redundant structures which are dilapidated

and derelict (See **Appendix 1**). The first floor has recently become re-infested with pigeons and poor drainage systems are evident on the first floor with rainwater being discharged through plastic pipes on the inside of the building.

- 2.3 The grant offered will enable the present owners to address these issues and help to regenerate this part of the High Street, bring back into use an underutilised and attractive retail and residential premises which will further enhance works already underway and those planned.

3.0 Significance of the scheme at 13-17

- 3.1 The grant offered by the Wisbech High Street Project will assist the applicants and fund a significant improvement scheme which will:

- Bring a vacant 1st floor back into use;
- Carry out a significant programme of external repairs to the fabric of the building;
- Reintroduce new shopfronts which are more sympathetic to the age and character of the building and redecorate and repair existing ones.

The nature of such improvements is at the heart of the Wisbech High Street Project and will improve the appearance and use of 4 properties which are all within single ownership.

- 3.2 **Appendix 2** shows the nature of the proposals to what has been a long-neglected building in need of repair and significant investment. The Wisbech High Street Project and the NLHF recognise that due to the nature of our changing high streets as well as the cost of investment versus the low rate of return reflected in property prices in this location, that financial assistance is required to make such schemes viable.
- 3.3 Agents working on behalf of the applicants secured their relevant planning consents in 2017 ([F/YR17/0355/F](#)) and a further variation to conditions was agreed in 2018 ([F/YR18/0268/VOC](#)). Since that time the agreement has been exchanged between the relevant parties legal advisors for review and amendment.
- 3.4 Due to increased costs since the original in-principal agreement in 2017/18 there has been a review of the feasibility of the scheme on the part of the owners, particularly following the loss of one of their tenants who was concerned about the potential impact on their business from the physical building works. Following this, an increase to the grant amount was agreed by the project team and by NLHF – both of which recognise the significance of securing this scheme to the overall success of the Wisbech High Street Project.
- 3.5 It was agreed in June 2020 that initial works required to meet planning requirements, to avoid planning consents expiring, could be implemented ahead of the signed legal agreements being in place. The risk of this rested with the owners, as no amount of grant can be paid until the signed legal agreement is in place.
- 3.6 The recent extension of the project deadline to December 2022 has given the applicants the confidence needed to enter into the legal agreement and they have demonstrated their full commitment to progressing with the works as soon as agreements are fully exchanged.

5.0 Financial Considerations

- 5.1 The Wisbech High St Project team approved the most recent revised grant amount for the scheme of £518,537.87 and this was subsequently accepted and approved by the National Lottery Heritage Fund in May 2020. This is equivalent to 74% of the overall expenditure of the scheme at 13-17, including professional fees.
- 5.2 As with all Wisbech High Street grant funded properties, the majority of the grant funding comes from the National Lottery Heritage Funds Townscape Heritage Scheme with contributions from the funding partners forming part of the overall funding 'pot'.
- 5.3 Each grant claim is paid to the applicant/s in arrears within 28 days of receipt of a valid invoice and evidence of payment in full, as well as a statement of verification of the works signed by a Chartered Surveyor or qualified Architect. Following satisfactory verification of the works, grants and all expenditure are paid for by FDC initially and then claimed back from the National Lottery Heritage Fund on a quarterly basis as part of the claims submission process that accompanies the progress report. There is scope to amend this procedure to make monthly claims – this would allow the Council to reclaim to costs more regularly.
- 5.4 The funding for the improvement works has been awarded from the National Lottery Heritage Fund, FDC are the administrators of the grant. Consent is not being sought to spend any Council funds that cannot be reclaimed, simply that the funds are 'passported' from the NLHF, through FDC to the applicant following the satisfactory completion of stages of work. The legal agreement drawn up by Peterborough Legal team clearly defines the terms of the grant and has been approved by NLHF and CMT. The agreement protects the Council from undue financial risk. The financial burden on the Council therefore is minimal, especially if the project switches to monthly claims from NLHF.

6.0 Legal Issues & Risks

- 6.1 This Cabinet report represents the last stage in the governance process to allocate the funding. Having been working with the applicant of this scheme since early 2017, all parties are now very keen to see commencement of these works. The condition of the extension to the project expiry date of 2 years, was on the condition that the start of a significant scheme could be demonstrated. The funding body (NLHF) will expect the Council to facilitate this start as far as possible.
- 6.2 Whilst there are other schemes in development at 11-12 and 24 High St, this is the first major improvement project on the High Street which will make a significant positive impact to the street scene as well as publicly demonstrate the progress of the Wisbech High Street Project in general.
- 6.4 The extension to the Wisbech High St Project to December 2022 was required by the applicants to allow for the confidence for them to sign the funding agreement. Although the scheme has a practical completion date of October 2021, this is a historic building and frequently issues can arise during the works which could not have been previously anticipated. Therefore, an immediate start date allows for any unforeseen issues to be dealt with and any impact on the timetable can be accommodated.

7.0 Conclusions

- 7.1 The applicants have signed and returned their funding agreement and are anticipating a pre-Christmas start date.
- 7.2 There is minimal financial risk to the Council from the agreement and it could mitigate against any loss of reputational damage for the council from the applicant as well as the funding body.
- 7.4 Alongside the approved works at Nos 18 and 19 as well as the significant scheme already underway at the derelict site of Nos 11-12 and 24, this will see much needed positive changes along this full range of properties.

8.0 Recommendations

8.1 Cabinet members are requested to:

- Note the successful bid for funding from the NLHF in the sum of £518,537.87 to assist in the delivery of significant improvement works to 13-17 Hight Street, Wisbech;
- Authorise entry into the grant funding agreement between Fenland District Council and the recipient of the funding;
- Subject to the above being agreed, permit officers to enter into all required legal and financial documentation and arrangements to give effect to this decision; and
- As the works progress, to give delegate authority for the approval of any minor project variations to the Head of Economic Growth and Assets and the Townscape Heritage Officer, Wisbech High Street Project in consultation with the Portfolio Holder for Social Mobility and Heritage and the Leader of the Council.

Appendix 1: 13-17 High Street photographs



13-17 High Street – June 2020



13-17 High Street 1st floor interior – 2018



13-17 High Street 1st floor interior – 2018



13-17 High Street interior – 2018





Rear of 13-17 High St as viewed from No 10 – November 2020

Appendix 2: 13-17 High Street architects drawings



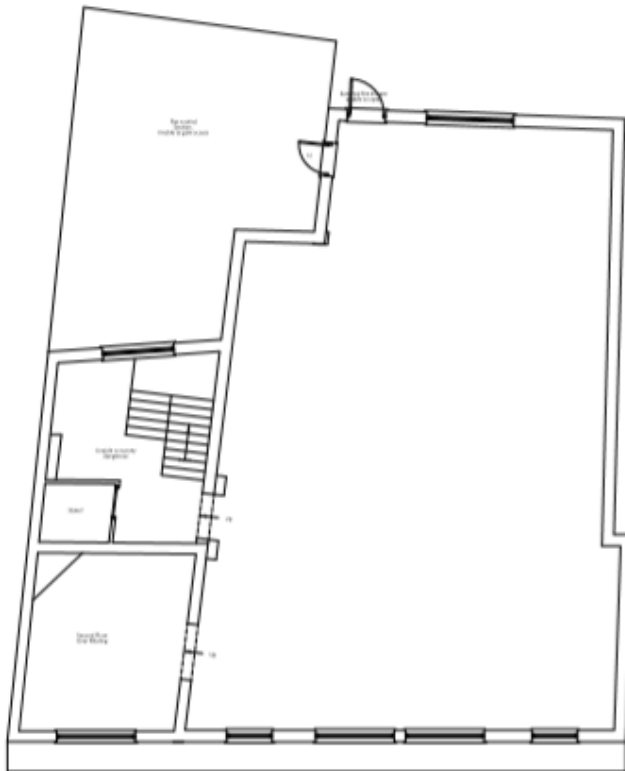
Front Elevation

Existing Elevation



Front Elevation

Proposed Elevation



Existing 1st Floor



Proposed 1st and 2nd Floor

DRAFT 6 MONTH CABINET FORWARD PLAN – Updated 1 December 2020



(For any queries, please refer to the published forward plan)

CABINET

CABINET DATE	ITEMS	LEAD PORTFOLIO HOLDER
Tue 12 Jan 2021	<ol style="list-style-type: none"> 1. Project Update – Growing Fenland & CCC Capital Community Fund 2. Culture Strategy 3. Cabinet Draft Forward Plan 4. Home Improvements (Confidential) 	Cllr Boden Cllr Seaton Cllr Boden Cllr Boden
TBC late Jan 2021	<ol style="list-style-type: none"> 1. Council Tax Support Scheme 2021/22 2. Project Update – Growing Fenland & CCC Capital Community Fund 3. Fees & Charges 4. Commercial Waste Service Improvement 5. Cabinet Draft Forward Plan 	Cllr Boden Cllr Boden Cllr Boden Cllr Murphy / Cllr Tierney Cllr Boden
Tue 23 Feb 2021	<ol style="list-style-type: none"> 1. Business Plan 2. Corporate Budget 2021/22 & MTFS 3. Project Update – Growing Fenland & CCC Capital Community Fund 4. Local Plan Update 5. Lettings Policy for the Allocation of Affordable Rented homes 6. Freedom Leisure Update 7. Social Housing Decarbonisation Demonstrator Project 8. Cabinet Draft Forward Plan 	Cllr Boden Cllr Boden Cllr Boden Cllr Laws Cllr Hoy Cllr Clark Cllr Hoy / Cllr Clark / Cllr Tierney Cllr Boden
Wed 14 Apr 2021	<ol style="list-style-type: none"> 1. Project Update – Growing Fenland & CCC Capital Community Fund 2. Draft Local Plan 3. Cabinet Draft Forward Plan 	Cllr Boden Cllr Laws Cllr Boden
Tue 18 May 2021	<ol style="list-style-type: none"> 1. Project Update – Growing Fenland & CCC Capital Community Fund 2. Cabinet Draft Forward Plan 	Cllr Boden Cllr Boden

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

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