

A meeting of the **OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING)** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **THURSDAY, 8 JANUARY 2015** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

PROJECT MANAGEMENT SELECT COMMITTEE

Panel Members are invited to attend from 6pm to discuss arrangements for the Project Management Select Committee.

APOLOGIES

1. MINUTES (Pages 1 - 4)

To approve as a correct record the Minutes of the meeting of the Panel held on 4th December 2014.

**A Roberts
388015**

2. MEMBERS INTERESTS

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

3. NOTICE OF KEY EXECUTIVE DECISIONS (Pages 5 - 10)

A copy of the current Notice of Key Executive Decisions, which was published on 16th December 2014 is attached. Members are invited to note the Plan and to comment as appropriate on any items contained therein.

**Democratic Services
388007**

4. 2015/16 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY (MTFS) (Pages 11 - 38)

To consider a report by the Head of Resources.

**C Mason
8157**

(All Members of the Council are invited to attend for the discussion on this item).

5. WORKPLAN (Pages 39 - 40)

To consider a report on the work programmes of the Social and Environmental Well-Being Overview and Scrutiny Panels.

**A Roberts
388015**

6. OVERVIEW AND SCRUTINY (ECONOMIC WELL-BEING) - PROGRESS (Pages 41 - 44)

To consider a report detailing progress on the Panel's activities.

**A Roberts
388015**

7. SCRUTINY (Pages 45 - 52)

To scrutinise decisions taken since the last meeting as set out in the Decision Digest and to raise any other matters for scrutiny that fall within the remit of the Panel.

Dated this 30 day of December 2014



Head of Paid Service

Notes

1. Disclosable Pecuniary Interests

- (1) *Members are required to declare any disclosable pecuniary interests and unless you have obtained dispensation, cannot discuss or vote on the matter at the meeting and must also leave the room whilst the matter is being debated or voted on.*
- (2) *A Member has a disclosable pecuniary interest if it -*
 - (a) *relates to you, or*
 - (b) *is an interest of -*
 - (i) *your spouse or civil partner; or*
 - (ii) *a person with whom you are living as husband and wife; or*
 - (iii) *a person with whom you are living as if you were civil partners*

and you are aware that the other person has the interest.
- (3) *Disclosable pecuniary interests includes -*
 - (a) *any employment or profession carried out for profit or gain;*
 - (b) *any financial benefit received by the Member in respect of expenses incurred carrying out his or her duties as a Member (except from the Council);*
 - (c) *any current contracts with the Council;*
 - (d) *any beneficial interest in land/property within the Council's area;*
 - (e) *any licence for a month or longer to occupy land in the Council's area;*
 - (f) *any tenancy where the Council is landlord and the Member (or person in (2)(b) above) has a beneficial interest; or*
 - (g) *a beneficial interest (above the specified level) in the shares of any body which has a place of business or land in the Council's area.*

Non-Statutory Disclosable Interests

- (4) *If a Member has a non-statutory disclosable interest then you are required to declare that interest, but may remain to discuss and vote providing you do not breach the overall Nolan principles.*
- (5) *A Member has a non-statutory disclosable interest where -*
 - (a) *a decision in relation to the business being considered might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect the majority of the council tax payers, rate payers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area, or*

- (b) it relates to or is likely to affect a disclosable pecuniary interest, but in respect of a member of your family (other than specified in (2)(b) above) or a person with whom you have a close association, or
- (c) it relates to or is likely to affect any body –

- (i) exercising functions of a public nature; or
- (ii) directed to charitable purposes; or
- (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member or in a position of control or management.

and that interest is not a disclosable pecuniary interest.

2. Filming, Photography and Recording at Council Meetings

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Please contact Mr Anthony Roberts, Democratic Services, Tel No: (01480) 388015 / email: Anthony.Roberts@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

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

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

Agenda and enclosures can be viewed on the District Council's website – www.huntingdonshire.gov.uk (under Councils and Democracy).

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Emergency Procedure

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

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING) held in CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN on Thursday, 4 December 2014.

PRESENT: Councillor R Harrison – Chairman.

Councillors P L E Bucknell, G J Bull, S Cawley, I J Curtis, Mrs A Dickinson, D Harty, T Hayward, P G Mitchell, P D Reeve and M F Shellens.

IN ATTENDANCE: Councillors J D Ablewhite, J A Gray and R B Howe.

61. MINUTES

The Minutes of the meeting of the Panel held on 4th December 2014 were approved as a correct record and signed by the Chairman.

62. MEMBERS INTERESTS

No declarations of interests were received.

63. NOTICE OF KEY EXECUTIVE DECISIONS

The Panel considered and noted the current Notice of Key Executive Decisions (a copy of which is appended in the Minute Book).

64. ZERO BASED BUDGETING

(Executive Councillors J A Gray and R B Howe were in attendance for the discussion on this item).

Consideration was given to a report by the Head of Resources (a copy of which is appended in the Minute Book) containing a detailed description of the Zero Based Budgeting (ZBB) process in preparation for setting the 2015/16 Budget and the Medium Term Financial Strategy. Through ZBB eventually every service area would be examined. To date, savings of £0.916m had been identified; however, this reduced to £0.196m when corporate costs were taken into account. The Panel examined what these costs included and how they appeared in the financial information they received. Members also discussed the discrepancy between the Establishment List maintained by Human Resources and the Salaries Budget. This was the result of posts being held vacant. Measures would be put in place to ensure the two were “in balance” in the future.

The Panel discussed in detail the ZBB process in respect of One Leisure. A strategy had been developed for the service to breakeven next year and a target had been set to achieve a return of 5% by 2016. An important part of this was creating sound turnover and

expenditure predictions. Members were assured that there would be no loss of leisure service provision. More generally it was agreed that the Council could not continue to do everything it always had and the way it did things also would change.

The Cabinet had decided to expedite the ZBB process. It would now be completed two years earlier than originally planned. Additional temporary external resources would be required to achieve this. The Executive Councillor for Resources was confident that this would be cost effective as it would bring forward efficiency savings. An analysis of the value for money of this decision was requested.

The Executive Councillor for Resources expressed the view that the ZBB process was robust, that Executive Councillors had been engaged and that it would help them better to understand their services. Overview and Scrutiny would then be in a position to scrutinise them on their services' operational and financial performance. The outputs and outcomes that resulted from the ZBB process would be reported to the other Overview and Scrutiny Panels as appropriate.

The Panel noted that some services had put considerable work into their star chamber appearances and had achieved savings but that all services had been asked to do further work before their budgets could be put forward for adoption. In addition, an important issue that had arisen during the process was the inability of the Council's information systems to produce management information. An action had been identified to address this.

Members concluded by expressing their satisfaction with the ZBB process. They noted the variance in the Establishment from the Salaries Budget and were satisfied that it had been recognised. The Employment Panel would monitor this going forward. It was anticipated that Executive Councillors would be scrutinised on ZBB shortly when the focus would be on the weaker areas.

Finally, the Panel expressed support for the revised ZBB timetable and requested information on whether the decision to recruit additional temporary external resources achieved value for money.

RESOLVED

that the Cabinet be informed of the Panel's views on the report by the Head of Resources.

65. FACING THE FUTURE - UPDATE

(Executive Councillors J A Gray and R B Howe were in attendance for the discussion on this item).

The Panel received and noted a report by the Corporate Team Manager (a copy of which is appended in the Minute Book) on Facing the Future. The list of ideas identified through the process had been reviewed and assessed for consistency. Financial information on the ideas would be presented to Members in February/March 2015.

66. PROJECT MANAGEMENT UPDATE

(Executive Councillor J A Gray was in attendance for the discussion on this item).

The Panel received a demonstration by Mr J Bedingfield, the Council's Web and Systems Manager, of the Council's programme and project management toolkit. Members examined various aspects of the toolkit and received assurances that the tools contained safeguards to prevent unauthorised amendments to projects. These were augmented by the fact that project boards and the Programme and Project Governance Group would oversee projects at different levels.

Members were informed that the toolkit created an audit trail, which would enable those who were responsible for decisions to be held to account. Having commented on the need for the toolkit to be flexible and for emphasis to be placed on the financial implications of projects and of not completing them as planned, the Panel welcomed the appointment of Ms L Lock as Programme and Project Manager.

Consideration was then given to a study template (a copy of which is appended in the Minute Book), which contained suggested terms of reference and other parameters for the Select Committee investigation. The Panel agreed to:

- review the Council's project management arrangements in the wake of the issues highlighted by the One Leisure St Ives and Huntingdon Multi-Storey Car Park Close Down Report;
- test the robustness of the Council's new project management toolkit and governance arrangements;
- consider how lessons learned had been addressed, and
- determine whether any further improvements were required.

The Select Committee would refer to the information presented during the demonstration. It would also make recommendations on Members' involvement in project management.

67. WORK PLAN

A report containing details of studies that were being undertaken by the Overview and Scrutiny Panels for Social and Environmental Well-Being was received and noted. A copy of the report is appended in the Minute Book.

68. OVERVIEW & SCRUTINY PANEL (ECONOMIC WELL-BEING)

The Panel received and noted a report (a copy of which is appended in the Minute Book) outlining the progress that had been made on matters, which had previously been discussed.

69. SCRUTINY

The Panel received the latest edition of the Decision Digest (a copy of which is appended in the Minute Book).

Chairman

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

Prepared by Councillor J D Ablewhite
Date of Publication: 16 December 2014
For Period: 1st January to 30th June 2015

Membership of the Cabinet is as follows:-

Councillor J D Ablewhite	- Executive Leader of the Council	3 Pettis Road St. Ives Huntingdon PE27 6SR Tel: 01480 466941 E-mail: Jason.Ablewhite@huntingdonshire.gov.uk
Councillor B S Chapman	- Executive Councillor for Customer Services	6 Kipling Place St. Neots Huntingdon PE19 7RG Tel: 01480 212540 E-mail: Barry.Chapman@huntingdonshire.gov.uk
Councillor D B Dew	- Executive Councillor for Strategic Planning & Housing	4 Weir Road Hemingford Grey Huntingdon PE28 9EH Tel: 01480 469814 E-mail: Douglas.Dew@huntingdonshire.gov.uk
Councillor J A Gray	- Executive Councillor for Resources	Vine Cottage 2 Station Road Catworth PE28 OPE Tel: 01480 861941 E-mail: Jonathan.Gray@huntingdonshire.gov.uk
Councillor R Howe	- Executive Councillor for Commercial Activities	The Old Barn High Street Upwood Huntingdon PE26 2QE Tel: 01487 814393 E-mail: Robin.Howe@huntingdonshire.gov.uk

Councillor T D Sanderson	- Executive Councillor for Strategic Economic Development and Legal	29 Burmoor Close Stukeley Meadows Huntingdon PE29 6GE Tel: 01480 412135 E-mail: Tom.Sanderson@huntingdonshire.gov.uk
Councillor D M Tysoe	- Executive Councillor for Operations & Environment	Grove Cottage Maltings Lane Ellington Huntingdon PE28 OAA Tel: 01480 388310 E-mail: Darren.Tysoe@huntingdonshire.gov.uk

Notice is hereby given of:

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

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

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

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

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

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

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private.	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Disposals & Acquisitions Policy***	Cabinet	22 Jan 2015		Colin Luscombe, Estates Strategic Assessment Tel No. 01480 387086 or email Colin.Luscombe@huntingdonshire.gov.uk		J A Gray	Economic Well-Being
Draft 2015/2016 Budget and MTFS	Cabinet	22 Jan 2015		Clive Mason, Head of Resources Tel No 01480 388157 or email Clive.Mason@huntingdonshire.gov.uk		J A Gray	Economic Well-Being
Review of Safer Homes Scheme Funding***	Cabinet	12 Feb 2015		Trish Reed, Housing Strategy Manager Tel No. 01480 388203 or email Trish.Reed@huntingdonshire.gov.uk		D B Dew	Social Well-Being
Treasury Management Strategy 2015//2016	Cabinet	12 Feb 2015		Clive Mason, Head of Resources Tel No 01480 388157 or email Clive.Mason@huntingdonshire.gov.uk		J A Gray	Economic Well-Being

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Final 2015/2016 Budget and MTFs	Cabinet	12 Feb 2015		Clive Mason, Head of Resources Tel No 01480 388157 or email Clive.Mason@huntingdonshire.gov.uk		J A Gray	Economic Well-Being
Rebate for Clothing & Shoe Bank Collections	Cabinet	12 Feb 2015		Eric Kendall, Head of Operations Tel No. 01480 388635 or email Eric.Kendall@huntingdonshire.gov.uk		D M Tysoe	Environmental Well-Being
Huntingdonshire Design Guide Supplementary Planning Document	Cabinet	19 Mar 2015	Draft Supplementary Planning Document	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being
Estate Strategy##	Cabinet	23 Apr 2015		Colin Luscombe, Estates Strategic Assessment Tel No 01480 387086 or email Colin.Luscombe@huntingdonshire.gov.uk		J A Gray	Economic Well-Being
A14 Statement of Common Ground and Environmental Impact Assessment	Cabinet	18 Jun 2015	Environmental Impact Assessment	Paul Bland, Planning Service Manager (Policy) Tel No 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being
Huntingdonshire Infrastructure Business Plan	Cabinet	18 Jun 2015	Draft Infrastructure Plan	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Local Plan to 2036 - Proposed Submission	Cabinet	18 Jun 2015	Submission - Draft Local Plan	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being
CPE - Civil Parking Enforcements	Cabinet			Eric Kendall, Head of Operations Tel No. 01480 388635 or email Eric.Kendal@huntingdonshire.gov.uk		R B Howe	Environmental Well-Being
ECML Crossing Closures	Cabinet			Paul Bland, Planning Service Manager (Policy) Tel No 01480 388430 or email Paul.Bland@huntingdonshire.gov.uk		D B Dew	Environmental Well-Being

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HUNTINGDONSHIRE DISTRICT COUNCIL

Title: Draft 2015/16 Revenue Budget and Medium Term Financial Strategy (2016/17 to 2019/20)

Meeting/Date: Overview & Scrutiny Panel (Economic Well-Being)
8th January 2015

Cabinet
22nd January 2015

Executive Portfolio: Resources: Councillor J A Gray

Report by: Head of Resources

Ward(s) affected: All Wards

Executive Summary:

Members are aware that for the first time the Council's budget is being prepared within the principles of Zero Based Budgeting (ZBB). At the December 2014 Panel meeting, a report was presented to members that detailed the ZBB process to date, including a summary of service efficiencies that the ZBB Heavy process had identified prior to review by the Star Chamber in late November.

Since then, services have been refining their ZBB Heavy submissions and along with other service efficiencies (via the ZBB Light process and Facing the Future) and the application of inflation where necessary, this report highlights the draft revenue budget for 2015/16 and the Medium Term Financial Strategy for the period 2016/17 to 2019/20 (MTFS). At this point in the budget setting process, the draft Net Service Expenditure budget for 2015/16 is £19.925m (the detailed draft 2015/16 Budget and MTFS is shown in Appendix 1).

Net Service Expenditure

Upon comparing the draft Net Service Expenditure budget to the 2014/15 Forecast Outturn and the Updated budget, there has been a net saving of £0.286m (1.4%) and £1.781m (8.2%) respectively, as shown in Table 1 below:

Table 1	Saving on Net Service Expenditure: 2014/15 to 2015/16									
	2014/15		2015/16				Variance to Forecast Outturn		Variance to Updated Budget	
	Forecast Outturn	Updated Budget	ZBB	FtF	Inflation	Base Budget				
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	%	£ 000's	%
Net Service Expenditure	20,211	21,706	(1,873)	(109)	201	19,925	(286)	(1.4)	(1,781)	(8.2)
Key: ZBB: Zero Based Budgeting FtF: Facing the Future										

The Capital Programme will be reported in February 2015, once the currently approved capital programme along with any new capital projects have been appraised via the new Capital Project Appraisal Methodology.

Government Funding

The total government funding used within the Draft 2015/16 Budget is £11.828m, this decreases to £11.122m by 2019/20.

- **New Homes Bonus**

On the 16th December, the Secretary of State for Communities and Local Government announced the 2015/16 New Homes Bonus allocation of £4.403m; this is an increase of £0.390m over what was included in the 2015/16-2018/19 Medium Term Plan. Over the period of the Medium Term Financial Strategy, this is modelled to increase to £5.814m by 2019/20.

- **Revenue Support Grant, Non-Domestic Rates and Council Tax Freeze Grant**

On the 18th December, the Secretary of State for Communities and Local Government announced the 2015/16 Revenue Support Grant (RSG) and the Non-Domestic Rates (NDR) baseline of £3.183m and £4.160m respectively, this is a net marginal increase of £24,000 over what was included in the 2015/16-2018/19 Medium Term Plan. Over the period of the Medium Term Financial Strategy, it is modelled that RSG will have gone and NDR increased to £5.308m by 2019/20.

Grant Support for 2015/16	£'000
Revenue Support Grant	3,183
New Homes Bonus	4,403
Council Tax Freeze grant	82
	7,668
Retained Non-domestic Rates	4,160
	11,828

Council Tax

At the Full Council meeting held in July 2014, the Portfolio Holder for Resources announced that the Council was aiming to freeze Council Tax for 2015/16 and subject to the outcome of the 2015/16 general election and reasonable economic forecasts, to freeze Council Tax for the period of the MTFS; this would maintain Council Tax at £133.18 from 2016/17 through to 2019/20.

Considering the estimates for the Provisional Settlement and assumptions relating to Retained Business Rates, Table 2 below shows that the Council will not be required to make contributions from the General Fund Balance to meet the Council's stated Council Tax commitment for 2015/16. However, over the period of the MTFS, General Fund Reserves will be fully depleted having reduced to below zero by 2019/20. This clearly shows that the Council will be required to make substantially more savings than have already been achieved as the current spend profile is "financially unsustainable".

Table 2	Achievement of Freeze of Council Tax for 2015/16 and the period of the Medium Term Financial Strategy				
	2015/16	2016/17	2017/18	2018/19	2019/20
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
2015/16 Budget Cycle					
Net Service Expenditure	19,925	21,178	21,891	22,497	22,985
Technical Adjustments	(510)	(510)	(510)	(510)	(510)
Net Expenditure	19,415	20,668	21,381	21,987	22,475
Reserves required	181	(1,096)	(2,247)	(2,801)	(3,109)
Net Budget	19,596	19,572	19,134	19,186	19,366
Government Funding	(7,668)	(7,026)	(6,263)	(5,979)	(5,814)
Retained Business Rates	(4,160)	(4,661)	(4,868)	(5,084)	(5,308)
Council Tax Requirement	7,768	7,885	8,003	8,123	8,244
Council Tax Base (*)	58,329	59,204	60,092	60,993	61,908
Council Tax Level (**)	£133.18	£133.18	£133.18	£133.18	£133.18

It is recommended that Overview and Scrutiny provides comments to Cabinet in respect of the:

- savings that have been achieved (as shown on Table A in Appendix 1).
- further savings that should be considered.
- the detailed service budget pages (as shown on pages 9 to 17 in Appendix 1).
- the level of reserves currently modelled.
- its considerations in respect of freezing Council Tax for:
 - 2015/16, and
 - over the period covered by the Medium Term Financial Strategy (2016/17 to 2019/20).

1. PURPOSE

- 1.1 To update members on the Draft 2015/16 Revenue Budget and Medium Term Financial Strategy (MTFS) for the period 2016/17 to 2019/20 and how the budget has moved in comparison to the 2014/15 Updated Budget and the 2014/15 Forecast Outturn.

2. PREPARATION OF THE DRAFT BUDGET 2015/16, AND MEDIUM TERM FINANCIAL STRATEGY 2016/17 TO 2019/20

- 2.1 In November 2014, members were updated by both the Portfolio Holder for Resources and the Head of Resources on the Zero Based Budgeting (ZBB) process that has been followed in preparing the 2015/16 Budget. This update sought to reassure members of the:

- governance around the ZBB process itself,
- overall budget setting process, and the
- Star Chamber review that took place in late November.

- 2.2 Following the Star Chamber Heads of Services have been updating their budget submissions in respect of the ZBB Heavy services. In addition, the draft budget has also taken into account the following:

- conclusions of ZBB Light reviews
- changes to the Facing the Future programme, and the
- Grant Settlement relating to New Homes Bonus and Council Tax Freeze Grant and Funding Estimates for Revenue Support Grant and New Homes Bonus.

- 2.3 The detailed analysis of the draft 2015/16 Budget and MTFS (2016/17 to 2019/20) is attached at Appendix 1. At this stage the budget analysis does not include the Capital Programme, as this is currently subject to corporate project appraisal and will be reported to members in February 2015.

3. Savings and Growth

- 3.1 As well as being built around the principles of ZBB, the draft 2015/16 budget and MTFS has also taken into account the requirements of Facing the Future.

Zero Based Budgeting

- 3.2 Table A within Appendix 1 details the savings that have been accrued from the ZBB review across the Councils services, the net savings achieved are summarised below:

	£m
Expenditure	
• Employees	(0.964)
• Premised	(0.034)
• Supplies & Services	(1.449)
• Transport	(0.374)
• Benefit & Transfer Payments	(1.490)
	(4.311)
Income	
• Fees and Charges	2.438
Total change in Budget	(1.873)

Facing the Future

- 3.3 As per the 2014/15 Budget and Medium Term Plan 2016/17 to 2018/19 that was approved in February 2014, this included £0.497m in respect of Facing the Future projects, of which £0.388m has been removed from the 2014/15 base budget. The remaining £0.110m is allocated over the services as shown in Table 3 below (these savings are as reported to and approved by Full Council in February 2014).

Table 3	How Facing the Future has impacted on the 2015/16 Budget	
	Change in Facing the Future Initiatives	Reason for Change
	£ 000's	
Resources	(23)	Shared Services Savings in respect of Legal Services
Customer Services	(228)	CallCentre and IMD Shared Services
Operations	15	Reduction in grant income.
Development	126	Additional salaries, reduction in supplies expenditure, correction to fees and charges and savings from Building Control Shared Services.
Total	(110)	

- 3.4 Included within Facing the Future are the Shared Services savings that will accrue from the Strategic Partnership with South Cambridgeshire District Council and Cambridge City Council. Currently the Council is progressing with shared service arrangements for the Information Management Division, Legal Services and Building Control; however at this time the business cases for each of these services are not finalised, so an estimated saving of £0.224m (equating to 12.5% of net service spend for each service) has been included in the 2015/16 budget.

Growth

- 3.5 There has not been any growth within the budget except for items where it is unavoidable e.g. additional pension costs and statutory technical adjustments. There has not been any general service inflation but Pay Inflation of 1% has been included. It should be noted that in 2016/17 employers National Insurance costs will increase due to all staff moving over to Band A from the lower Band D, this change is built into the MTFS.
- 3.6 The unavoidable growth or other statutory technical adjustments that have been included within Corporate Finance are shown in Table 4 below:

Table 4		Corporate Budget Items and the impact on the 2015/16 budget (value > £50,000)				
Item of Unavoidable Growth	Forecast 2014/15	Updated Budget 2014/15	Budget 2015/16	Amount of Growth in 2015/16		Reason for Growth
	£ 000's	£ 000's	£ 000's	Against Forecast £ 000's	Against Updated Budget £ 000's	
Minimum Revenue Provision	1,331	1,623	1,574	243	(49)	Additional capital spend due to the Council not funding capital expenditure from other sources (grants/capital receipts)
Pension Contribution	789	789	1,135	346	346	Actuarial revaluation
Insurance	366	335	394	28	59	Additional premium costs

4. SUMMARY DRAFT BUDGET 2015/16 and MEDIUM TERM FINANCIAL STRATEGY 2016/17 TO 2019/20

Council Tax Freeze

- 4.1 At the Full Council meeting held in July 2014, it was announced that the Council would commit to freezing Council Tax for 2015/16 and over the next 4 years subject to the outcome of the 2015 general election and reasonable economic forecasts.

Government Grant

- 4.2 New Homes Bonus

On the 16th December, the Secretary of State for Communities and Local Government announced that the 2015/16 New Homes Bonus allocation for the Council will be £4.403m, this is an increase of £0.390m (9.8%) over what was included in the 2015/16 to 2018/19 Medium Term Plan approved in February 2014. Future NHB is currently modelled based on the 2014/15 Housing Trajectory; this will be updated in January when the 2015/16 Housing Trajectory is published. It should be noted that NHB is a critical funding stream for the Council and is wholly reliant on the success of local housing growth.

- 4.3 Council Tax Freeze Grant

With regard to Council Tax Freeze Grant (CTFG), this was confirmed last year.

- 4.4 Revenue Support Grant, Non-Domestic Rates

On the 18th December, the Secretary of State for Communities and Local Government announced the 2015/16 Revenue Support Grant (RSG) and the Non-Domestic Rates (NDR) baseline of £3.183m and £4.160m respectively, this is a net marginal increase of £24,000 over what was included in the 2015/16 to 2018/19 Medium Term Plan. Over the period of the Medium Term

Financial Strategy, it is modelled that RSG will have gone and NDR increased to £5.308m for by 2019/20.

Grant Support for 2015/16		£'000
Revenue Support Grant		3,183
New Homes Bonus		4,403
Council Tax Freeze grant		82
		7,668
Retained Non-domestic Rates		4,160
		11,828

- 4.5 Over the MTFS period, there is a significant change in government funding, with NDR gradually increasing, NHB rising then falling and RSG falling away. Over the period there is a net reduction of £0.624m (5.3%). This represents a significant change in “funding philosophy” in that local government central funding will be primarily based on both the national and local growth agenda rather than other funding criteria i.e. deprivation, demography etc.

	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
NDR	4,160	4,661	4,868	5,084	5,308
RSG	3,183	1,900	921	442	0
NHB	4,403	5,126	5,342	5,537	5,814
	11,746	11,687	11,131	11,063	11,122
----- Loss of Grant -----					
Year-on-Year Reduction	(0.5%) (£59)		(0.6%) (£68)		
		(4.8%) (£556)		0.5% £59	
Cumulative Loss in Grant	(0.5%) (£59)				
		(5.2%) (£615)			
			(5.8%) (£683)		
				(5.3%) (£624)	

Impact on Reserves

- 4.6 The General Fund Balance at the start of 2014/15 was £8.684m; considering the forecast outturn (based on the November 2014 Dashboard) the General Fund Balance at the end 2014/15 is estimated to be £8.950m. Ensuring that the commitment to Council Tax is achieved for 2015/16, it is anticipated that the Council will be able to make a fair contribution to Reserves. However, as shown in Table 5 below over the period of the MTFS reserves will be fully depleted, which means that the Councils current budget is “financially unsustainable”.

Table 5	Forecast 2014/15 £ 000's	Budget 2015/16 £ 000's	Medium Term Financial Strategy			
			2016/17 £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 £ 000's
General Fund						
Brought forward	8,684	8,950	9,131	8,035	5,788	2,987
Contribution (to)/from	266	181	(1,096)	(2,247)	(2,801)	(3,109)
Carried forward	8,950	9,131	8,035	5,788	2,987	(122)

Summary Draft Budget 2015/16 and Medium Term Financial Strategy 2016/17 to 2019/20

4.7 Incorporating the:

- Savings and Growth budget changes noted in para 3,
- Council Tax freeze commitment,
- assumptions relating to Government Grant, and
- the contributions to and from the General Fund Balance,

the Draft 2015/16 Budget and Medium Term Financial Strategy delivers a budget as shown in Table 6 below:

Table 6	Forecast	Updated Budget	Budget	Medium Term Financial Strategy			
	2014/15 £ 000's	2014/15 £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 £ 000's
What services are provided							
Directors and Corporate Resources	2,769	2,894	2,662	2,662	2,675	2,692	2,701
Customer Services	1,875	2,177	1,621	1,650	1,662	1,673	1,685
Operations	44,310	44,735	42,559	42,684	42,740	42,797	42,850
Development	9,334	9,512	8,863	8,991	9,043	9,095	9,148
Community	3,703	3,992	3,805	3,932	3,787	3,791	3,820
Leisure & Health	2,947	3,138	3,067	3,058	3,078	3,098	3,118
Corporate Finance	7,427	7,961	7,196	7,283	7,296	7,404	7,450
Gross Expenditure	3,744	4,285	4,481	5,207	5,866	6,265	6,536
	76,109	78,694	74,254	75,467	76,147	76,815	77,308
Where the money comes from to provide services							
Income & Fees	(55,899)	(56,986)	(54,329)	(54,289)	(54,256)	(54,318)	(54,323)
Technical Adjustments & Charges outside of revenue	(611)	(611)	(510)	(510)	(510)	(510)	(510)
Net Expenditure	19,599	21,097	19,415	20,668	21,381	21,987	22,475
• Reserves	266	(1,232)	181	(1,096)	(2,247)	(2,801)	(3,109)
Budget Requirement	19,865	19,865	19,596	19,572	19,134	19,186	19,366
• Non-Domestic Rates	(4,218)	(4,218)	(4,160)	(4,661)	(4,868)	(5,084)	(5,308)
• Revenue Support Grant (RSG)	(4,562)	(4,562)	(3,183)	(1,900)	(921)	(442)	0
• New Homes Bonus (****)	(3,344)	(3,344)	(4,403)	(5,126)	(5,342)	(5,537)	(5,814)
• Council Tax Freeze Grant (**)	(82)	(82)	(82)	0	0	0	0
• Collection Fund Deficit (***)	(21)	(21)	0	0	0	0	0
Council Tax							
- Requirement	7,638	7,638	7,768	7,885	8,003	8,123	8,244
- Base (*)	57,357	57,357	58,329	59,204	60,092	60,993	61,908
- Per Band D	133.18	133.18	133.18	133.18	133.18	133.18	133.18
Assumptions							
* Increase in Council Tax Base	Assumed there is an annual increase in the base of 1.5%.						
** Council Tax Freeze Grant	Assumed that this does not continue as a separate grant (could be "rolled-up" within RSG).						
*** Collection Fund Deficit	For 2015/16 and the MTFS period this has not yet been calculated.						
**** New Homes Bonus	Based on 2014/15 housing trajectory adjusted for CLG notified reduced new build. 2015/16 housing trajectory will be used post Christmas.						

5. LEGAL IMPLICATIONS

There are no direct legal implications arising from this report.

6. RESOURCE IMPLICATIONS

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

7. REASONS FOR THE RECOMMENDED DECISIONS

7.1 To enable members of the Panel to comment on the:

- financial results of ZBB and other service changes and their impact on service budgets.
- the implications on reserves in supporting a freeze in Council Tax.

8. LIST OF APPENDICES INCLUDED

Appendix 1 – DRAFT 2015/16 Budget & Medium Term Financial Strategy
2016/17 to 2019/20

BACKGROUND PAPERS

Working papers in Resources; Accountancy Services

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DRAFT

2015/16 Budget

&

Medium Term Financial

Strategy

2016/17

to

2019/20

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Strategic Budget Summary

Savings and Growth

The 2015/16 budget and the Medium Term Financial Strategy has been constructed following a Zero Based Budgeting approach. For the 2015/16 budget, the following services have been subject to a “ZBB Heavy” approach, in that the budgets have been fundamentally rebuilt from the “bottom to the top”:

- Resources; Accountancy, Audit & Risk, Procurement and Legal
- Operations; Car Parking and Green Space
- Community; Health Protection and Animal Welfare (including Pest Control)
- Leisure & Health; One Leisure

For all other services, they have been subject to a “ZBB Light” approach, which has effectively been a table-top review of service budgets. Over the next year, all services that have only received a “Light” approach will be subject to a “Heavy” review.

The breakdown of how costs have been reduced or income increased by subjective type and service is shown below, further detailed analysis is shown in the service budget papers later in this report:

Table A	Impact of ZBB across Services										
	2014/15	2015/16								Variance	
		Expenditure changes						Income changes	Non ZBB changes	Total	2014/15 to 2015/16
	Updated Budget	Employee	Premises	Supplies & Services	Transport	Benefit & Transfer Payments	Fees & Charges			Budget	
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	%
Directors and Corporate	2,605	(126)	(8)	(84)	(26)	1	12	11	2,385	(220)	(8.5)
Resources	95	(312)	(95)	(122)	(15)	0	104	(14)	(359)	(453)	(479.1)
Customer Services	5,159	(249)	(48)	(195)	(25)	(1,475)	1,634	(167)	4,635	(524)	(10.2)
Operations	5,478	(129)	96	(425)	(243)	(1)	(78)	76	4,773	(705)	(12.9)
Development	1,930	57	1	(197)	(28)	1	(21)	158	1,902	(29)	(1.5)
Community	2,529	(63)	(33)	30	(19)	(2)	(273)	16	2,185	(344)	(13.6)
Leisure & Health	291	(490)	53	(323)	(18)	0	637	12	163	(128)	(44.2)
Corporate Finance	3,619	347	0	(134)	0	(14)	423	0	4,241	623	17.2
Net Expenditure	21,706	(964)	(34)	(1,449)	(374)	(1,490)	2,438	92	19,925	(1,781)	(8.2)
		(4,311)									

• Facing the Future

In addition to the savings that have been identified via ZBB, the Facing the Future programme continues and where projects and programmes have been included in the previous Medium Term Plan process, or where new Facing the Future projects and programmes have been developed, these have been included within this Medium Term Financial Strategy. The changes to service budgets are shown

in Table B below. This also includes savings of £0.224m for shared services as a consequence of the Strategic Partnership with South Cambridgeshire District Council and Cambridge City Council.

Table B	How Facing the Future has impacted on the 2015/16 Budget	
	Change in Facing the Future Initiatives	Reason for Change
	£ 000's	
Resources	(23)	Shared Services Savings in respect of Legal Services
Customer Services	(228)	CallCentre and IMD Shared Services
Operations	15	Reduction in grant income.
Development	126	Additional salaries, reduction in supplies expenditure, correction to fees and charges and savings from Building Control Shared Services.
Total	(110)	

- Growth

In the main, service growth expenditure has not been included; however inflation has been applied in respect of Pay and a reflection of the additional costs relating to statutory changes to employers contributions from 2016/17.

There are items of expenditure where growth is unavoidable and where these have occurred, the ZBB process requires that they are recognised and included. Also within growth are such items as inflation and adjustments to corporate related expenditure (e.g. minimum revenue provision and pension contributions); these are detailed in Table C below where such growth exceeds £50,000.

Table C	Corporate Budget Items and the impact on the 2015/16 budget (value > £50,000)					
Item of Unavoidable Growth	Forecast 2014/15	Updated Budget 2014/15	Budget 2015/16	Amount of Growth in 2015/16		Reason for Growth
	£ 000's	£ 000's	£ 000's	Against Forecast £ 000's	Against Updated Budget £ 000's	
Minimum Revenue Provision	1,331	1,623	1,574	243	(49)	Additional capital spend due to the Council not funding capital expenditure from other sources (grants/capital receipts)
Pension Contribution	789	789	1,135	346	346	Actuarial revaluation
Insurance	366	335	394	28	59	Additional premium costs

- Summary Impact of ZBB, Facing the Future and Growth

Overall, ZBB, Facing the Future and Growth have resulted in a net reduction in the Councils budget of £0.286m (1%) and £1.781m (8%) when compared to the 2014/15 Forecast Outturn and the Updated budget respectively. A service by service summary is shown in Table D below.

Table D	2014/15		2015/16				Variance: 2015/16 Budget to 2014/15	
Service	Forecast Outturn	Updated Budget	ZBB	Facing the Future	Growth	Budget	Forecast Outturn	Updated Budget
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	%	%
Directors and Corporate	2,471	2,605	(231)	0	11	2,385	(3%)	(8%)
Resources	(118)	95	(440)	(23)	9	(359)	203%	(479%)
Customer Services	4,867	5,159	(358)	(228)	61	4,635	(5%)	(10%)
Operations	5,293	5,478	(780)	15	60	4,773	(10%)	(13%)
Development	1,655	1,930	(187)	126	32	1,902	15%	(1%)
Community	2,356	2,529	(360)	0	16	2,185	(7%)	(14%)
Leisure & Health	451	291	(141)	0	12	163	(64%)	(44%)
Corporate Finance	3,235	3,619	623	0	0	4,241	31%	17%
Net Expenditure	20,211	21,706	(1,873)	(109)	201	19,925		

Forecast Outturn 20,211 → (286) ← 19,925 (1%)

Updated Budget 21,706 → (1,781) ← 19,925 (8%)

Revenue spending and sources of income

Income

The Council generates a considerable proportion of its own funding from the various services it provides; these range from income from One Leisure and Car Parking through to charging for the use of the Document Centre and Licensing and Planning Services. Service specific income is shown later in this report within the service budget pages.

In addition the Council also generates income from corporate activity, this mainly centres around Treasury Management; however this is considerably less than in recent years because of the current extremely low interest rate environment.

Government Grant

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

- New Homes Bonus (NHB), on the 16th December the government made an announcement on in respect of New Homes Bonus and that the 2015/16 settlement would be £4.403m.
- Council Tax Freeze Grant (CTFG), the Council knows its allocation for 2015/16 as this was agreed in the 2014/15 settlement, this was for £82,000.
- On the 18th December the government announced the Revenue Support Grant (RSG) and Non-Domestic Rates (NDR) 2015/16 provisional settlement for the Council. The relative allocations for RSG and NDR are £3.183m and £4.160m respectively.

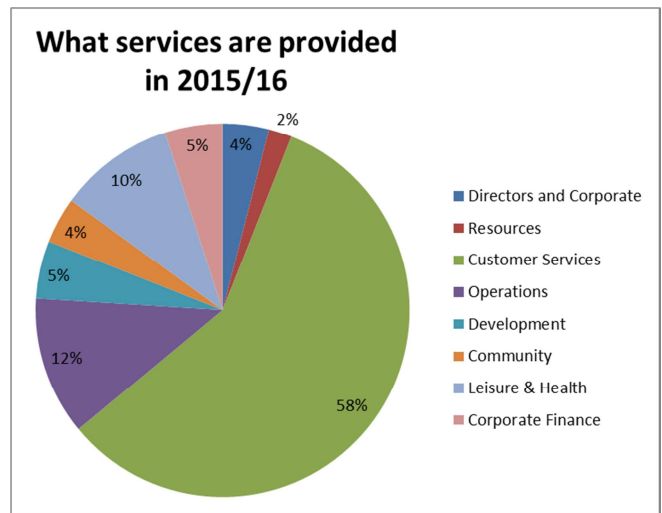
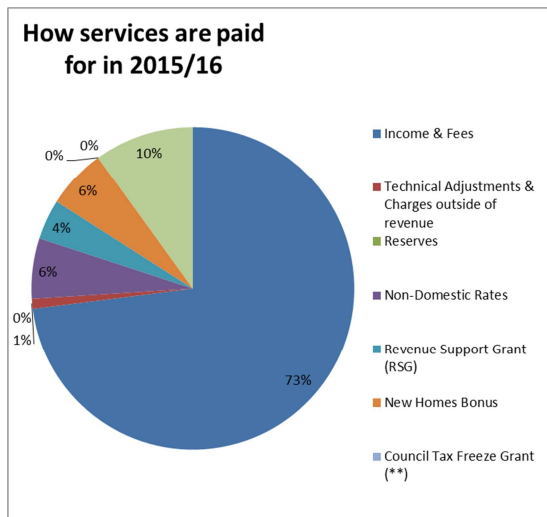
Council Tax

Members will recall that at the Full Council meeting held in July 2014, the Portfolio Holder for Resources announced that the Council was aiming to freeze Council Tax for 2015/16. Subject to the outcome of the 2015/16 general election and reasonable economic forecasts, the intention will be to freeze Council Tax for the period of the MTFS; thus Council Tax would remain at £133.18 from 2016/17 through to 2019/20 as well as 2015/16.

Summary Budget

Considering the commitment made to Freeze Council Tax for 2015/16 and over the MTFs period and the ZBB process followed for the budget setting process, this results in the funding statement shown in Table E below.

Table E	Forecast	Updated Budget	Budget	Medium Term Financial Strategy			
	2014/15 £ 000's	2014/15 £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 £ 000's
What services are provided							
Directors and Corporate Resources	2,769	2,894	2,662	2,662	2,675	2,692	2,701
Customer Services	1,875	2,177	1,621	1,650	1,662	1,673	1,685
Operations	44,310	44,735	42,559	42,684	42,740	42,797	42,850
Development	9,334	9,512	8,863	8,991	9,043	9,095	9,148
Community	3,703	3,992	3,805	3,932	3,787	3,791	3,820
Leisure & Health	2,947	3,138	3,067	3,058	3,078	3,098	3,118
Corporate Finance	7,427	7,961	7,196	7,283	7,296	7,404	7,450
Gross Expenditure	3,744	4,285	4,481	5,207	5,866	6,265	6,536
Gross Expenditure	76,109	78,694	74,254	75,467	76,147	76,815	77,308
Where the money comes from to provide services							
Income & Fees	(55,899)	(56,986)	(54,329)	(54,289)	(54,256)	(54,318)	(54,323)
Technical Adjustments & Charges outside of revenue	(611)	(611)	(510)	(510)	(510)	(510)	(510)
Net Expenditure	19,599	21,097	19,415	20,668	21,381	21,987	22,475
Reserves	266	(1,232)	181	(1,096)	(2,247)	(2,801)	(3,109)
Budget Requirement	19,865	19,865	19,596	19,572	19,134	19,186	19,366
Non-Domestic Rates	(4,218)	(4,218)	(4,160)	(4,661)	(4,868)	(5,084)	(5,308)
Revenue Support Grant (RSG)	(4,562)	(4,562)	(3,183)	(1,900)	(921)	(442)	0
New Homes Bonus	(3,344)	(3,344)	(4,403)	(5,126)	(5,342)	(5,537)	(5,814)
Council Tax Freeze Grant (**)	(82)	(82)	(82)	0	0	0	0
Collection Fund Deficit (***)	(21)	(21)	0	0	0	0	0
Council Tax Requirement	7,638	7,638	7,768	7,885	8,003	8,123	8,244
- Base (*)	57,357	57,357	58,329	59,204	60,092	60,993	61,908
- Per Band D	133.18	133.18	133.18	133.18	133.18	133.18	133.18
Assumptions							
* Increase in Council Tax Base	Assumed there is an annual increase in the base of 1.5%.						
** Council Tax Freeze Grant	Assumed that this does not continue as a separate grant (could be "rolled-up" within RSG).						
*** Collection Fund Deficit	For 2015/16 and the MTFs period this has not yet been calculated.						
**** New Homes Bonus	Based on 2014/15 housing trajectory adjusted for CLG notified reduced new build. 2015/16 housing trajectory will be used post Christmas.						

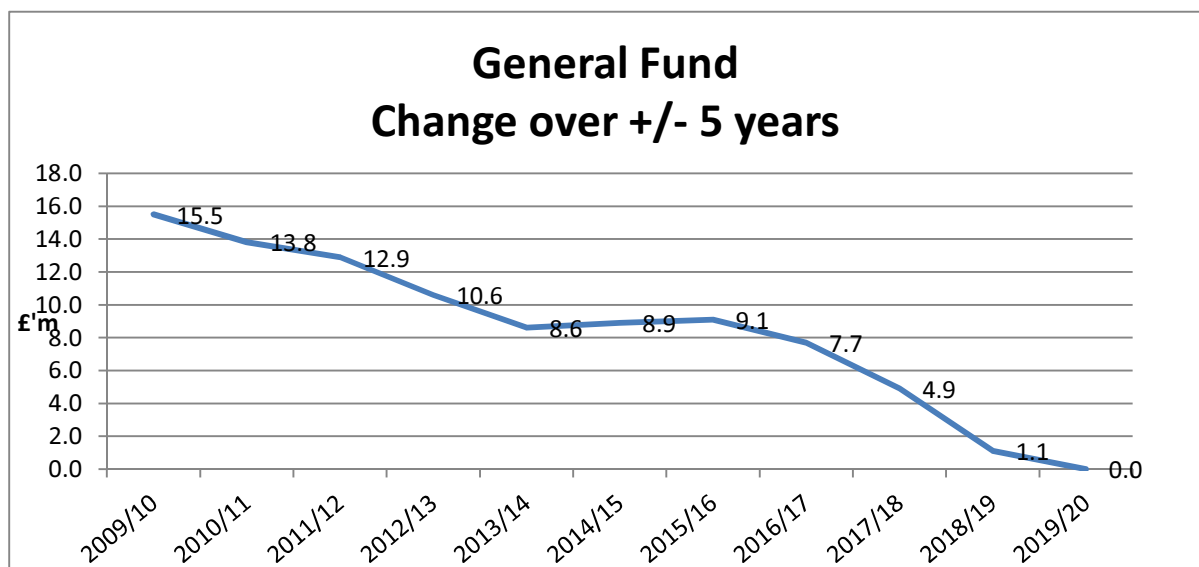


Revenue Reserves

The previous section has shown that the Council has met its stated commitment to freeze Council Tax from 2015/16 through to 2019/20. However, this commitment has required the extensive use of Revenue Reserves as is shown in Table F below.

Table F	Forecast	Budget	Medium Term Financial Strategy			
	2014/15 £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 £ 000's
General Fund						
Brought forward	8,684	8,950	9,131	8,035	5,788	2,987
Contribution (to)/from	266	181	(1,096)	(2,247)	(2,801)	(3,109)
Carried forward	8,950	9,131	8,035	5,788	2,987	(122)

What this table shows is that if the Council takes no further action, then the current financial position of the Council is not sustainable over the medium term. Further extensive service rationalisation is required to ensure that there is an adequate level of reserves.



Operational Budgets and Medium Term Financial Strategy

Subjective Analysis of Spend and Income

Huntingdonshire District Council													
Actual 2013/14	Subjective Analysis : Controllable spend		Forecast 2014/15	Budget 2014/15	Budget 2015/16					Medium Term Financial Strategy			
					FtF New	FtF System	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20
	≡Employees												
720,717		Hired Staff	568,494	509,450			(71,652)		437,798	437,798	437,798	437,798	437,798
499,080		Other staff costs	376,691	411,618			(74,759)		336,859	336,859	336,859	336,859	336,859
3,843,918		Pension & NI	3,858,471	4,095,166	0		(46,613)		4,048,553	4,446,765	4,491,233	4,536,145	4,581,507
34,240		Recruitment	23,435	26,239			(25,339)		900	900	900	900	900
17,482,358		Salary	17,228,924	18,471,769	50,000	(25,000)	(1,012,107)	137,883	17,622,545	17,759,974	17,936,776	18,120,347	18,300,753
1,747		Severance payments	8,123	0					0	0	0	0	0
226,583		Training	277,622	295,970			(80,722)		215,248	215,248	215,248	215,248	215,248
1,140,898		Additional pension payments	789,000	789,011			345,989		1,135,000	1,510,000	1,574,000	1,574,000	1,574,000
804,970		Severance costs	204,949	205,726			1,274		207,000	207,000	207,000	207,000	207,000
24,754,511			23,335,709	24,804,949	50,000	(25,000)	(963,929)	137,883	24,003,903	24,914,544	25,199,814	25,428,297	25,654,065
	≡Premises												
765,195		Energy Costs	777,218	753,245			8,634		761,879	761,879	761,879	761,879	761,879
229,403		Premises Cleaning	194,153	207,780	(2,500)		16,487		221,767	221,767	221,767	221,767	221,767
979,200		Rates	1,066,093	1,200,208			(90,220)	30,331	1,140,319	1,140,319	1,140,319	1,140,319	1,140,319
396,463		Rents	330,561	240,464		(40,000)	84,280	1,931	286,675	286,675	286,675	286,675	286,675
1,001,741		Repairs & Maintenance	816,598	785,214	(5,000)		19,521		799,735	799,735	799,735	799,735	799,735
111,907		Water Services	143,599	162,768			(18,657)	400	144,511	144,511	144,511	144,511	144,511
8,811		Fixtures & Fittings	10,119	4,040			(1,014)		3,026	3,026	3,026	3,026	3,026
23,643		Ground Maintenance Costs	30,382	28,176			(7,776)		20,400	20,400	20,400	20,400	20,400
50,628		Premises Insurance	45,623	45,623			(45,623)		0	0	0	0	0
3,566,993			3,414,346	3,427,518	(7,500)	(40,000)	(34,368)	32,662	3,378,313	3,378,313	3,378,313	3,378,313	3,378,313
	≡Transport												
57,577		Car Allowance	29,510	40,682			(40,682)		0	0	0	0	0
2,568		Contract Hire & operating leases	1,458	1,458			(1,458)		0	0	0	0	0
115,060		Mileage Allowance	167,466	200,948			(72,758)		128,190	128,190	128,190	128,190	128,190
1,200,778		Operating Costs	1,323,779	1,435,149			(281,899)		1,153,250	1,153,250	1,153,250	1,153,250	1,153,250
45,118		Pool Car	27,042	27,974			21,349		49,323	49,323	49,323	49,323	49,323
35,637		Public Transport	22,762	25,183			2,137	400	27,720	27,720	27,720	27,720	27,720
2,147		Vehicle Insurance	3,913	4,813			(222)		4,591	4,591	4,591	4,591	4,591
1,458,885			1,575,930	1,736,207			(373,533)	400	1,363,074	1,363,074	1,363,074	1,363,074	1,363,074
	≡Supplies & Services												
82,877		Catering	66,216	69,452			(38,202)		31,250	31,250	31,250	31,250	31,250
631,380		Communication and computing	668,287	655,601	100		(17,699)		638,002	606,002	606,002	606,002	606,002
94,320		Contributions paid	0	0					0	0	0	0	0
1,962,014		Equipment, furniture & materials	2,043,667	2,271,214	1,000		(426,112)	1,447	1,847,549	1,847,549	1,847,549	1,847,549	1,847,549
3,517		Expenses	4,413	4,133			(3,383)		750	750	750	750	750
616,408		Office expenses	654,346	682,148	(970)		(102,409)	147	578,916	578,916	578,916	578,916	578,916
1,648,002		Services	2,272,445	2,226,407		(62,491)	(518,131)	8,000	1,653,785	1,667,785	1,466,785	1,507,785	1,503,785
70,958		Uniform & laundry	35,568	43,442			17,455		60,897	60,897	60,897	60,897	60,897
17,208		Insurance - service related	6,378	22,137			27,755	1,137	51,029	51,029	51,029	51,029	51,029
379,493		Members Allowances	392,236	392,236			(12,686)		379,550	379,550	379,550	379,550	379,550
0		Contingencies & provisions	0	(225,277)			225,277		(0)	(0)	(0)	(0)	(0)
0		Vehicle sale under £10k	(6,634)	0					0	0	0	0	0
3,459		Burials Under Health Act	0	0					0	0	0	0	0
1,118,000		Minimum Revenue Provision	1,331,000	1,623,000			(49,000)		1,574,000	1,905,000	2,354,000	2,577,000	2,902,000
393,321		Insurance	366,146	335,458			58,687		394,145	394,145	394,145	394,145	394,145
2,496		Council tax booklet printing	1,700	2,619			(619)		2,000	2,000	2,000	2,000	2,000
68,077		External audit fees	90,000	116,682			(26,682)		90,000	90,000	90,000	90,000	90,000
99,539		Income collection costs	110,752	117,209			(7,919)		109,290	109,290	109,290	109,290	109,290
435,260		Interest paid	449,300	900,300			(334,300)		566,000	586,000	732,000	908,000	854,000
9,750		External fund consultants	8,850	9,033			717		9,750	9,750	9,750	9,750	9,750
(295,868)		Contributions received	0	0					0	0	0	0	0
(9,490)		Interest	0	0					0	0	0	0	0
7,330,721			8,494,671	9,245,794	130	(62,491)	(1,207,251)	10,731	7,986,913	8,319,913	8,713,913	9,153,913	9,420,913
	≡Benefit & Transfer Payments												
809,172		Contributions paid	824,165	958,421			(217,731)	2,040	742,730	742,730	742,730	742,730	742,730
526,694		Grants	331,410	340,335			(8,261)		332,074	302,074	302,074	302,074	302,074
123,409		Irrecoverable V A T	135,409	135,387			7		135,394	135,394	135,394	135,394	135,394
		Shared Service Savings			(225,722)				(225,722)	(225,722)	(225,722)	(225,722)	(225,722)
381,694		Levies	399,305	399,305			(5,014)		394,291	394,291	394,291	394,291	394,291
38,133,788		Benefits	37,369,384	37,369,384			(1,259,384)		36,110,000	36,110,000	36,110,000	36,110,000	36,110,000
39,974,758			39,059,673	39,202,832	(225,722)		(1,490,383)	2,040	37,488,768	37,458,768	37,458,768	37,458,768	37,458,768
	≡Renewals Fund Contribution												
138,184		Repairs & Renewals	229,510	274,912			(241,680)		33,232	33,232	33,232	33,232	33,232
138,184			229,510	274,912			(241,680)		33,232	33,232	33,232	33,232	33,232
	≡Income & Fees												
(114,521)		Commuted sums	(171,164)	(171,164)			19,833		(151,331)	(112,331)	(112,331)	(112,331)	(112,331)
(15,341,118)		Fees & charges	(13,648,874)	(14,584,488)	20,000	116,327	43,179		(14,404,982)	(14,394,982)	(14,362,982)	(14,424,982)	(14,424,982)
(39,110,047)		Government grants	(38,800,334)	(38,346,821)			1,867,020	18,365	(36,461,436)	(36,416,436)	(36,416,436)	(36,416,436)	(36,416,436)
(346,495)		Other grants and contributions	(338,011)	(299,011)		57,750	71,764		(169,497)	(169,497)	(169,497)	(169,497)	(169,497)
(2,001,374)		Rent	(2,056,451)	(2,112,326)	7,800		59,302	(1,000)	(2,046,224)	(2,046,224)	(2,046,224)	(2,046,224)	(2,046,224)
(965,754)		Sales	(999,506)	(959,149)			(62,780)		(1,021,929)	(1,021,929)	(1,021,929)	(1,021,929)	(1,021,929)
123,961		General bad debt provision	124,899	11,269			48,731		60,000	60,000	60,000	60,000	60,000
(247,151)		Interest earned	(91,289)	(606,110)			374,096		(232,014)	(286,014)	(285,014)	(285,014)	(290,014)
46,281		Bad debt provision	81,417	81,417			16,633		98,050	98,050	98,050	98,050	98,050
(57,956,217)			(55,899,313)	(56,986,383)	27,800	174,077	2,437,778	17,365	(54,329,363)	(54,289,363)	(54,256,363)	(54,318,363)	(54,323,363)
19,267,835	Service Net Expenditure		20,210,527	21,705,829	(155,292)	46,586	(1,873,366)	201,081	19,924,839	21,178,480	21,890,750	22,497,233	22,985,001
77,224,052	Gross Service Expenditure		76,109,840	78,692,212	(183,092)	(127,491)	(4,311,144)	183,716	74,254,202	75,467,843	76,147,113	76,815,596	77,308,364
(57,956,217)	Gross Service Income		(55,899,313)	(56,986,383)	27,800	174,077	2,437,778	17,365	(54,329,363)	(54,289,363)	(54,256,363)	(54,318,363)	(54,36

Service Budgets by Head of Service

Directors and Corporate Management												
Actual 2013/14	Subjective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				2015/16 Budget	Medium Term Financial Strategy			
				FtF New	FtF System	ZBB	Inflation		2016/17	2017/18	2018/19	2019/20
	≡ Employees											
14,266	Hired Staff	13,871	13,871			(3,871)		10,000	10,000	10,000	10,000	10,000
4,934	Other staff costs	13,354	13,354			21,856		35,210	35,210	35,210	35,210	35,210
185,654	Pension & NI	241,291	243,065	0		15,866		258,931	280,169	282,971	285,801	288,659
19,168	Recruitment	20,633	20,633			(20,633)		0	0	0	0	0
802,489	Salary	975,832	1,125,724	0		(123,294)	9,654	1,012,084	1,022,205	1,032,427	1,042,751	1,053,179
31,734	Training	44,598	44,598			(15,775)		28,823	28,823	28,823	28,823	28,823
1,058,245		1,309,579	1,461,245	0		(125,851)	9,654	1,345,048	1,376,407	1,389,431	1,402,585	1,415,870
	≡ Premises											
22,334	Rents	18,809	18,809			(7,609)		11,200	11,200	11,200	11,200	11,200
22,334		18,809	18,809			(7,609)		11,200	11,200	11,200	11,200	11,200
	≡ Transport											
11,245	Car Allowance	7,330	7,330			(7,330)		0	0	0	0	0
19,563	Mileage Allowance	23,164	25,464			(6,214)		19,250	19,250	19,250	19,250	19,250
209	Pool Car	2,643	2,643			(1,643)		1,000	1,000	1,000	1,000	1,000
4,191	Public Transport	4,566	4,566			(2,926)		1,640	1,640	1,640	1,640	1,640
3,844	Operating Costs	7,759	7,759			(7,759)		0	0	0	0	0
39,053		45,462	47,762			(25,872)		21,890	21,890	21,890	21,890	21,890
	≡ Supplies & Services											
12,640	Catering	2,357	2,357			4,893		7,250	7,250	7,250	7,250	7,250
93,806	Communication and computing	140,993	154,993			(22,982)		132,011	100,011	100,011	100,011	100,011
81,831	Equipment, furniture & materials	100,454	100,454			(36,011)		64,443	64,443	64,443	64,443	64,443
(51)	Expenses	1,336	1,336			(1,336)		0	0	0	0	0
134,065	Office expenses	151,550	137,550			(4,536)		133,014	133,014	133,014	133,014	133,014
668,165	Services	598,600	569,756			(11,465)		558,291	558,291	558,291	562,291	558,291
6,167	Insurance - service related	6,378	6,378				1,137	7,515	7,515	7,515	7,515	7,515
379,493	Members Allowances	392,236	392,236			(12,686)		379,550	379,550	379,550	379,550	379,550
1,376,115		1,393,904	1,365,060			(84,123)	1,137	1,282,074	1,250,074	1,250,074	1,254,074	1,250,074
	≡ Benefit & Transfer Payments											
1,075	Grants	1,371	1,371			629		2,000	2,000	2,000	2,000	2,000
1,075		1,371	1,371			629		2,000	2,000	2,000	2,000	2,000
	≡ Income & Fees											
(537,905)	Fees & charges	(276,213)	(266,813)			2,812		(264,001)	(264,001)	(264,001)	(264,001)	(264,001)
(81,529)	Government grants	(22,000)	(22,000)			9,000		(13,000)	(13,000)	(13,000)	(13,000)	(13,000)
(619,434)		(298,213)	(288,813)			11,812		(277,001)	(277,001)	(277,001)	(277,001)	(277,001)
1,877,389	Service Net Expenditure	2,470,912	2,605,434	0		(231,014)	10,791	2,385,211	2,384,570	2,397,594	2,414,748	2,424,033
2,496,823	Gross Service Expenditure	2,769,125	2,894,247	0	0	(242,826)	10,791	2,662,212	2,661,571	2,674,595	2,691,749	2,701,034
(619,434)	Gross Service Income	(298,213)	(288,813)	0	0	11,812	0	(277,001)	(277,001)	(277,001)	(277,001)	(277,001)
1,877,389	Net Service Expenditure	2,470,912	2,605,434	0	0	(231,014)	10,791	2,385,211	2,384,570	2,397,594	2,414,748	2,424,033

Actual 2013/14	Objective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				2015/16 Budget	Medium Term Financial Strategy			
				FtF New	FtF System	ZBB	Inflation		2016/17	2017/18	2018/19	2019/20
208,166	Directors	356,191	356,191			103,533	3,501	463,225	472,516	477,148	481,826	486,551
735,749	Corporate	488,471	631,336			(87,891)	3,887	547,332	561,263	566,322	571,432	576,592
286,070	Democratic & Elections	1,038,263	1,029,920	0		(254,133)	3,403	779,190	755,298	758,601	765,936	765,305
647,404	HR & Payroll	587,987	587,987			7,476		595,463	595,493	595,523	595,554	595,585
1,877,389	Service Net Expenditure	2,470,912	2,605,434	0		(231,014)	10,791	2,385,211	2,384,570	2,397,594	2,414,748	2,424,033

Main changes from ZBB				£	£	£	£
Inflation on salary and NDR							10,791
Removal of Elections Manager and Democratic Manager						(99,000)	
Childcare vouchers						25,000	
Realignment of budgets (removal of "just in case")						(157,014)	
				0	0	(231,014)	10,791

Head of Resources

Actual 2013/14	Subjective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16					Medium Term Financial Strategy			
				FtF New	FtF System	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20
	⇒ Employees											
19,481	Hired Staff	52,091	35,992			(10,992)		25,000	25,000	25,000	25,000	25,000
7,785	Other staff costs	390	16,588			(15,438)		1,150	1,150	1,150	1,150	1,150
373,879	Pension & NI	222,771	290,988			(63,950)		227,038	247,613	250,089	252,590	255,116
1,501,515	Salary	893,845	1,110,811			(214,496)	8,863	905,178	914,130	923,171	932,303	941,526
12,078	Training	17,043	29,880			(7,098)		22,782	22,782	22,782	22,782	22,782
1,914,738		1,186,139	1,484,259			(311,974)	8,863	1,181,148	1,210,675	1,222,192	1,233,825	1,245,574
	⇒ Premises											
7,739	Energy Costs	4,920	4,920			80		5,000	5,000	5,000	5,000	5,000
1,116	Premises Cleaning	1,230	1,230					1,230	1,230	1,230	1,230	1,230
50,628	Premises Insurance	45,623	45,623			(45,623)		0	0	0	0	0
36,608	Rates	30,140	30,140			(15,140)	300	15,300	15,300	15,300	15,300	15,300
169,554	Rents	150,299	150,299			(30,299)		120,000	120,000	120,000	120,000	120,000
62,842	Repairs & Maintenance	67,151	63,151	0		(3,673)		59,478	59,478	59,478	59,478	59,478
352	Water Services	247	247			(47)		200	200	200	200	200
328,839		299,610	295,610	0		(94,702)	300	201,208	201,208	201,208	201,208	201,208
	⇒ Transport											
12,850	Car Allowance	2,146	13,352			(13,352)		0	0	0	0	0
1,121	Mileage Allowance	1,100	1,226			524		1,750	1,750	1,750	1,750	1,750
1,284	Pool Car	450	982			(82)		900	900	900	900	900
4,445	Public Transport	2,273	4,282			(1,682)		2,600	2,600	2,600	2,600	2,600
19,700		5,969	19,842			(14,592)		5,250	5,250	5,250	5,250	5,250
	⇒ Supplies & Services											
1,165	Catering	435	196			(196)		0	0	0	0	0
8,339	Communication and computing	6,364	5,849			(1,469)		4,380	4,380	4,380	4,380	4,380
74,534	Equipment, furniture & materials	65,314	76,077			(17,117)		58,960	58,960	58,960	58,960	58,960
23	Insurance - service related	0	15,759			20,755		36,514	36,514	36,514	36,514	36,514
56,904	Office expenses	57,014	63,605			(11,652)		51,953	51,953	51,953	51,953	51,953
121,373	Services	130,518	92,455			(16,755)		75,700	75,700	75,700	75,700	75,700
262,338		259,646	253,941			(26,434)		227,507	227,507	227,507	227,507	227,507
	⇒ Benefit & Transfer Payments											
14,635	Irrecoverable V A T	28,243	28,243					28,243	28,243	28,243	28,243	28,243
	Shared Service Savings					(22,736)		(22,736)	(22,736)	(22,736)	(22,736)	(22,736)
14,635		28,243	28,243			(22,736)		5,507	5,507	5,507	5,507	5,507
	⇒ Income & Fees											
(180,649)	Fees & charges	(139,448)	(182,077)			52,331		(129,746)	(129,746)	(129,746)	(129,746)	(129,746)
0	Government grants	(373)	0					0	0	0	0	0
(1,802,492)	Rent	(1,853,813)	(1,900,813)			51,363		(1,849,450)	(1,849,450)	(1,849,450)	(1,849,450)	(1,849,450)
(1,983,141)		(1,993,634)	(2,082,890)			103,694		(1,979,196)	(1,979,196)	(1,979,196)	(1,979,196)	(1,979,196)
	⇒ Renewals Fund Contribution											
88,082	Repairs & Renewals	95,589	95,589			(95,589)		0	0	0	0	0
88,082		95,589	95,589			(95,589)		0	0	0	0	0
645,192	Service Net Expenditure	(118,437)	94,594	(22,736)		(439,597)	9,163	(358,576)	(329,050)	(317,532)	(305,900)	(294,151)
2,628,332	Gross Service Expenditure	1,875,197	2,177,484	(22,736)	0	(543,291)	9,163	1,620,620	1,650,146	1,661,664	1,673,296	1,685,045
(1,983,141)	Gross Service Income	(1,993,634)	(2,082,890)	0	0	103,694	0	(1,979,196)	(1,979,196)	(1,979,196)	(1,979,196)	(1,979,196)
645,192	Net Service Expenditure	(118,437)	94,594	(22,736)	0	(439,597)	9,163	(358,576)	(329,050)	(317,532)	(305,900)	(294,151)

Actual 2013/14	Objective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16					Medium Term Financial Strategy			
				FtF New	FtF System	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20
122,360	Head of Service	65,347	96,177			(9,985)	590	86,782	88,574	89,354	90,142	90,938
1,053,040	Legal	276,862	317,851	(22,736)		(137,170)	1,209	159,153	163,407	164,985	166,578	168,187
83,757	Procurement	80,559	83,825			(2,372)	493	81,946	83,622	84,265	84,914	85,570
186,735	Audit & Risk Manager	201,964	290,995			(59,223)	1,269	233,041	237,100	238,747	240,411	242,091
680,148	Finance	663,900	795,015			(154,258)	4,491	645,248	660,039	665,843	671,705	677,626
(1,480,847)	Commercial Estates	(1,407,069)	(1,489,269)	0		(76,587)	1,111	(1,564,745)	(1,561,792)	(1,560,726)	(1,559,650)	(1,558,563)
645,192	Service Net Expenditure	(118,437)	94,594	(22,736)		(439,597)	9,163	(358,576)	(329,050)	(317,532)	(305,900)	(294,151)

Main changes from ZBB				£	£	£	£
Inflation on salary and NDR							9,163
Legal services shared service savings @ 12.5%				(22,736)			
Removal of Accountancy Assistant and part time Senior Accountant posts						(45,000)	
Principal Accountants posts changed to Senior Accountants post						(19,100)	
Removal of the Legal Service Manager, Legal Assistant and 2 Legal Support Officers						(122,000)	
Associated pension and NI for above changes						(51,160)	
Insurance now included in Corporate finance for budgeting purposes						(45,623)	
Removal of leased cars						(13,352)	
Removal of Repairs and Renewal funds - now within maintenance budgets						(95,589)	
Realignment of budgets (removal of "just in case")						47,773	
				(22,736)	0	(439,597)	9,163

Head of Customer Services

Actual 2013/14	Subjective Analysis : Controllable only		Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy					
					FtF New	FtF System	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20	
	= Employees													
228,987	Hired Staff		44,108	45,688			(45,688)		0	0	0	0	0	
46,306	Other staff costs		41,843	42,286			(10,328)		31,958	31,958	31,958	31,958	31,958	
899,028	Pension & NI		947,208	973,427			15,295		988,722	1,083,937	1,094,776	1,105,724	1,116,781	
949	Recruitment		56	56			(56)		0	0	0	0	0	
3,952,021	Salary		3,988,574	4,158,920			(179,032)	39,304	4,019,192	4,054,308	4,094,776	4,140,648	4,181,979	
32,977	Training		57,563	63,659			(29,309)		34,350	34,350	34,350	34,350	34,350	
5,160,268			5,079,352	5,284,036			(249,119)	39,304	5,074,221	5,204,553	5,255,860	5,312,680	5,365,069	
	= Premises													
1,655	Energy Costs		1,599	1,599			(399)		1,200	1,200	1,200	1,200	1,200	
816	Premises Cleaning		1,002	2,252			(1,244)		1,008	1,008	1,008	1,008	1,008	
4,343	Rates		4,440	4,640				93	4,733	4,733	4,733	4,733	4,733	
135,371	Rents		145,159	171,362		(40,000)	(30,231)	1,361	102,492	102,492	102,492	102,492	102,492	
8,633	Repairs & Maintenance		7,050	17,050			(16,478)		572	572	572	572	572	
367	Water Services		214	214			(14)		200	200	200	200	200	
151,184			159,464	197,117		(40,000)	(48,366)	1,454	110,205	110,205	110,205	110,205	110,205	
	= Transport													
11,617	Car Allowance		9,025	9,025			(9,025)		0	0	0	0	0	
10,611	Mileage Allowance		21,619	22,417			(12,367)		10,050	10,050	10,050	10,050	10,050	
1,242	Operating Costs		2,959	2,959			(182)		2,777	2,777	2,777	2,777	2,777	
10,583	Pool Car		9,997	10,397			1,221		11,618	11,618	11,618	11,618	11,618	
6,942	Public Transport		10,372	10,372			(4,252)		6,120	6,120	6,120	6,120	6,120	
40,995			53,972	55,170			(24,605)		30,565	30,565	30,565	30,565	30,565	
	= Supplies & Services													
1,024	Catering		692	692			(442)		250	250	250	250	250	
287,505	Communication and computing		293,694	299,249			(19,207)		280,042	280,042	280,042	280,042	280,042	
524,377	Equipment, furniture & materials		553,405	560,619			(68,172)	400	492,847	492,847	492,847	492,847	492,847	
1,084	Expenses		122	122			28		150	150	150	150	150	
138,145	Office expenses		150,526	154,295			(14,601)		139,694	139,694	139,694	139,694	139,694	
127,840	Services		110,252	153,058			(89,441)		63,617	58,617	63,617	63,617	63,617	
1,086	Uniform & laundry		3,525	5,525			(2,726)		2,799	2,799	2,799	2,799	2,799	
1,081,060			1,112,216	1,173,560			(194,561)	400	979,399	974,399	979,399	979,399	979,399	
	= Benefit & Transfer Payments													
397,794	Contributions paid		535,301	655,975			(215,231)	1,500	442,244	442,244	442,244	442,244	442,244	
38,133,788	Benefits		37,369,384	37,369,384			(1,259,384)		36,110,000	36,110,000	36,110,000	36,110,000	36,110,000	
	Shared Service Savings					(187,794)			(187,794)	(187,794)	(187,794)	(187,794)	(187,794)	
38,531,581			37,904,685	38,025,359		(187,794)	(1,474,615)	1,500	36,364,450	36,364,450	36,364,450	36,364,450	36,364,450	
	= Income & Fees													
(2,327,973)	Fees & charges		(1,298,288)	(1,413,412)			(251,360)		(1,664,772)	(1,664,772)	(1,664,772)	(1,664,772)	(1,664,772)	
(38,306,830)	Government grants		(38,225,515)	(38,243,880)			1,868,319	18,365	(36,357,196)	(36,357,196)	(36,357,196)	(36,357,196)	(36,357,196)	
46,281	Bad debt provision		81,417	81,417			16,633		98,050	98,050	98,050	98,050	98,050	
(40,588,522)			(39,442,386)	(39,575,875)			1,633,592	18,365	(37,923,918)	(37,923,918)	(37,923,918)	(37,923,918)	(37,923,918)	
4,376,566	Service Net Expenditure		4,867,303	5,159,367		(187,794)	(40,000)	(357,673)	61,023	4,634,923	4,760,254	4,816,561	4,925,770	
44,965,088	Gross Service Expenditure		44,309,689	44,735,242		(187,794)	(40,000)	(1,991,265)	42,658	42,558,841	42,684,172	42,740,479	42,797,300	42,849,688
(40,588,522)	Gross Service Income		(39,442,386)	(39,575,875)		0	0	1,633,592	18,365	(37,923,918)	(37,923,918)	(37,923,918)	(37,923,918)	(37,923,918)
4,376,566	Net Service Expenditure		4,867,303	5,159,367		(187,794)	(40,000)	(357,673)	61,023	4,634,923	4,760,254	4,816,561	4,873,382	4,925,770

Actual 2013/14	Objective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16					Medium Term Financial Strategy			
				FtF New	FtF System	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20
172,381	Head of Service	167,902	167,902			(79,940)	677	88,639	90,637	91,524	92,419	93,323
949,863	Customer Services	989,498	1,139,789		(40,000)	(3,803)	9,652	1,105,638	1,127,292	1,137,786	1,153,385	1,164,140
499,122	Document Centre	485,341	473,227			(9,056)	2,715	466,886	470,793	479,285	482,813	486,375
1,808,691	Information Management	1,728,624	1,728,624		(187,794)	(234,639)	8,366	1,314,557	1,345,325	1,356,258	1,367,302	1,378,455
787,597	Housing Needs	1,136,320	1,233,881			(102,546)	8,713	1,140,048	1,163,905	1,172,761	1,181,705	1,190,738
426,577	Housing Benefits	305,659	393,367			(1,475)	7,018	398,911	423,502	433,012	442,618	452,319
140,351	Local Tax Collection	192,911	175,387			43,925	23,881	243,194	261,751	268,885	276,091	283,369
(408,017)	Council Tax Support	(138,952)	(152,810)			29,860		(122,950)	(122,950)	(122,950)	(122,950)	(122,950)
4,376,566	Service Net Expenditure	4,867,303	5,159,367	(187,794)	(40,000)	(357,673)	61,023	4,634,923	4,760,254	4,816,561	4,873,382	4,925,770

Main changes from ZBB				£	£	£	£
Inflation on salary and NDR							61,023
Movement of the Business Analysts to the Corporate Team						(123,000)	
Removal of 3 x Benefit Assessment Officers posts						(60,100)	
Removal of 12 x Fraud Investigators posts						(54,800)	
Removal of hired staff budgets						(45,688)	
Change in housing benefits						142,344	
MTP savings for Customer services						(25,000)	
Increase in Bad debt provision						(16,000)	
Reduction in training budget						(29,000)	
Movement of the call centre					(40,000)		
IMD Shared service savings @ 12.5%				(187,794)			
Realignment of budgets (removal of "just in case")						(146,429)	
				(187,794)	(40,000)	(357,673)	61,023

Head of Operations

Actual 2013/14	Subjective Analysis : Controllable only		Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy				
					FtF New	FtF System	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20
	⊖ Employees												
438,707	Hired Staff		433,822	397,837			(16,039)		381,798	381,798	381,798	381,798	381,798
386,395	Other staff costs		254,178	258,178			(21,452)		236,726	236,726	236,726	236,726	236,726
919,021	Pension & NI		968,110	977,719			3,384		981,103	1,069,409	1,080,103	1,090,904	1,101,813
195	Recruitment		2,246	2,246			(1,846)		400	400	400	400	400
3,889,331	Salary		4,116,385	4,130,878			(61,041)	40,112	4,109,949	4,150,471	4,191,398	4,232,734	4,274,484
36,766	Training		51,690	51,690			(31,759)		19,931	19,931	19,931	19,931	19,931
5,670,415			5,826,431	5,818,548			(128,754)	40,112	5,729,907	5,858,735	5,910,356	5,962,493	6,015,152
	⊖ Premises												
201,847	Energy Costs		195,723	190,923			(14,994)		175,929	175,929	175,929	175,929	175,929
24,424	Rents		14,396	(101,984)			114,990		13,006	13,006	13,006	13,006	13,006
389,231	Repairs & Maintenance		326,946	293,766	(5,000)		68,972		357,738	357,738	357,738	357,738	357,738
10,042	Water Services		34,850	36,350			(8,680)		27,670	27,670	27,670	27,670	27,670
77,635	Premises Cleaning		60,061	60,061	(2,500)		25,787		83,348	83,348	83,348	83,348	83,348
8,930	Ground Maintenance Costs		17,507	17,507			693		18,200	18,200	18,200	18,200	18,200
455,277	Rates		540,049	687,629			(91,130)	20,062	616,561	616,561	616,561	616,561	616,561
1,167,385			1,189,532	1,184,252	(7,500)		95,638	20,062	1,292,452	1,292,452	1,292,452	1,292,452	1,292,452
	⊖ Transport												
6,070	Car Allowance		6,724	7,273			(7,273)		0	0	0	0	0
14,960	Mileage Allowance		15,624	29,121			(10,261)		18,860	18,860	18,860	18,860	18,860
1,142,983	Operating Costs		1,245,680	1,341,192			(232,503)		1,108,689	1,108,689	1,108,689	1,108,689	1,108,689
13,483	Pool Car		5,745	5,745			5,805		11,550	11,550	11,550	11,550	11,550
4,753	Public Transport		0	0			1,200		1,200	1,200	1,200	1,200	1,200
2,147	Vehicle Insurance		3,913	4,813			(222)		4,591	4,591	4,591	4,591	4,591
1,184,396			1,277,686	1,388,144			(243,254)		1,144,890	1,144,890	1,144,890	1,144,890	1,144,890
	⊖ Supplies & Services												
40,038	Catering		41,454	41,454			(41,254)		200	200	200	200	200
33,453	Communication and computing		39,562	39,562	100		(15,065)		24,597	24,597	24,597	24,597	24,597
372,126	Equipment, furniture & materials		408,133	565,430	1,000		(189,825)	41	376,646	376,646	376,646	376,646	376,646
138	Expenses		390	390			(390)		0	0	0	0	0
48,246	Office expenses		52,994	62,994	(970)		(9,445)		52,579	52,579	52,579	52,579	52,579
155,395	Services		360,305	220,060			(77,207)		142,853	142,853	142,853	142,853	142,853
58,484	Uniform & laundry		19,202	19,202			25,141		44,343	44,343	44,343	44,343	44,343
7,018	Insurance - service related		0	0			7,000		7,000	7,000	7,000	7,000	7,000
714,898			922,040	949,092	130		(301,045)	41	648,218	648,218	648,218	648,218	648,218
	⊖ Benefit & Transfer Payments												
6,725	Irrecoverable V A T		3,952	3,952			(1,210)		2,742	2,742	2,742	2,742	2,742
56,774	Contributions paid		35,758	44,340			0		44,340	44,340	44,340	44,340	44,340
63,499			39,710	48,292			(1,210)		47,082	47,082	47,082	47,082	47,082
	⊖ Income & Fees												
(3,396,582)	Fees & charges	(3,508,440)	(3,616,190)				(23,353)		(3,639,543)	(3,639,543)	(3,639,543)	(3,639,543)	(3,639,543)
(18,065)	Government grants	(9,792)	(12,492)				(10,748)		(23,240)	(23,240)	(23,240)	(23,240)	(23,240)
(94,103)	Rent	(92,998)	(101,748)	7,800			7,624		(86,324)	(86,324)	(86,324)	(86,324)	(86,324)
(127,027)	Sales	(132,010)	(45,260)				(85,440)		(130,700)	(130,700)	(130,700)	(130,700)	(130,700)
(128,994)	Other grants and contributions	(126,671)	(87,671)				14,039	15,000	(58,632)	(58,632)	(58,632)	(58,632)	(58,632)
(114,521)	Commuted sums	(171,164)	(171,164)				19,833		(151,331)	(112,331)	(112,331)	(112,331)	(112,331)
(3,879,293)		(4,041,075)	(4,034,525)	7,800	15,000	(78,045)		(4,089,770)	(4,050,770)	(4,050,770)	(4,050,770)	(4,050,770)	(4,050,770)
	⊖ Renewals Fund Contribution												
65,934	Repairs & Renewals		78,962	123,739			(123,739)		0	0	0	0	0
65,934			78,962	123,739			(123,739)		0	0	0	0	0
4,987,234	Service Net Expenditure		5,293,286	5,477,542	430	15,000	(780,409)	60,215	4,772,778	4,940,606	4,992,228	5,044,365	5,097,024
8,866,527	Gross Service Expenditure		9,334,361	9,512,067	(7,370)	0	(702,364)	60,215	8,862,548	8,991,376	9,042,998	9,095,135	9,147,794
(3,879,293)	Gross Service Income		(4,041,075)	(4,034,525)	7,800	15,000	(78,045)	0	(4,089,770)	(4,050,770)	(4,050,770)	(4,050,770)	(4,050,770)
4,987,234	Net Service Expenditure		5,293,286	5,477,542	430	15,000	(780,409)	60,215	4,772,778	4,940,606	4,992,228	5,044,365	5,097,024

Actual 2013/14	Objective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16					Medium Term Financial Strategy			
				FtF New	FtF System	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20
0	Head of Service	78,031	78,031			13,306	670	92,007	93,894	94,782	95,678	96,583
852,499	Street Cleansing	938,795	976,457			(94,186)	4,949	887,220	901,570	907,814	914,119	920,488
927,809	Operations Management	918,213	975,010			(513,385)	3,222	464,846	475,386	479,555	483,767	488,020
1,084,912	Green Spaces	1,039,590	1,070,376			139,686	10,764	1,220,826	1,295,395	1,309,271	1,323,284	1,337,438
11,215	Public Conveniences	21,423	21,423			(8,023)		13,400	13,400	13,400	13,400	13,400
253,740	Fleet Management	257,325	288,210			(41,418)	1,190	247,982	252,133	253,675	255,231	256,804
1,007,456	Facilities Management	1,110,030	1,144,130	(1,500)		(160,161)	16,268	998,737	1,006,983	1,010,371	1,013,793	1,017,249
(109,977)	Markets	(126,217)	(120,217)			29,859	1,013	(89,345)	(88,603)	(88,321)	(88,035)	(87,747)
(1,165,352)	Car Parks	(1,099,726)	(1,153,004)			(83,165)	7,148	(1,229,021)	(1,223,403)	(1,221,053)	(1,218,679)	(1,216,281)
199,170	Environmental & Energy	134,069	135,819	1,330	15,000	15,199	1,617	168,965	173,787	175,503	177,236	178,987
1,925,761	Waste Management	2,021,753	2,061,307	600		(78,120)	13,374	1,997,161	2,040,064	2,057,231	2,074,570	2,092,081
4,987,234	Service Net Expenditure	5,293,286	5,477,542	430	15,000	(780,409)	60,215	4,772,778	4,940,606	4,992,228	5,044,365	5,097,024

Main changes from ZBB				£	£	£	£
Inflation on salary and NDR							60,215
MLEI funding					15,000		
Reduction in the use of diesel						(52,000)	
Removal of vehicle leases from budget						(22,000)	
Reduction in maintenance budget						(55,000)	
Removal of Other IT hardware budget						(148,000)	
Removal of parking charges from budget						(102,000)	
Realignment of budgets (removal of "just in case")						(401,409)	
						(780,409)	60,215

Head of Development

Actual 2013/14	Subjective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16					Medium Term Financial Strategy			
				FtF New	FtF System	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20
	≡ Employees											
2,902	Other staff costs	16,446	24,906			(24,706)		200	200	200	200	200
510,594	Pension & NI	482,848	517,286			36,454		553,740	608,856	614,945	621,094	627,305
7,608	Recruitment	0	0					0	0	0	0	0
2,021,045	Salary	1,922,265	2,155,528	50,000	(25,000)	45,013	21,495	2,247,036	2,269,506	2,292,201	2,315,123	2,338,274
43,802	Training	18,279	18,279			721		19,000	19,000	19,000	19,000	19,000
2,585,950		2,439,838	2,715,999	50,000	(25,000)	57,482	21,495	2,819,975	2,897,562	2,926,346	2,955,417	2,984,779
	≡ Premises											
19,645	Energy Costs	19,026	19,026			974		20,000	20,000	20,000	20,000	20,000
23,991	Rents	21,761	21,761			1,074	570	23,405	23,405	23,405	23,405	23,405
1,959	Repairs & Maintenance	11,060	11,060			(4,560)		6,500	6,500	6,500	6,500	6,500
19,199	Water Services	15,879	15,879			3,121	400	19,400	19,400	19,400	19,400	19,400
64,794		67,726	67,726			609	970	69,305	69,305	69,305	69,305	69,305
	≡ Transport											
4,672	Car Allowance	1,669	1,669			(1,669)		0	0	0	0	0
2,568	Contract Hire & operating leas	1,458	1,458			(1,458)		0	0	0	0	0
30,785	Mileage Allowance	40,643	52,643			(16,043)		36,600	36,600	36,600	36,600	36,600
4,455	Operating Costs	22,868	22,868			(22,868)		0	0	0	0	0
10,536	Pool Car	3,299	3,299			9,801		13,100	13,100	13,100	13,100	13,100
5,610	Public Transport	1,741	1,741			3,959	400	6,100	6,100	6,100	6,100	6,100
58,626		71,678	83,678			(28,278)	400	55,800	55,800	55,800	55,800	55,800
	≡ Supplies & Services											
4,498	Catering	303	303			1,197		1,500	1,500	1,500	1,500	1,500
30,230	Communication and computin	20,325	20,325			(5,629)		14,696	14,696	14,696	14,696	14,696
56,988	Equipment, furniture & materi	47,533	47,533			6,261	1,006	54,800	54,800	54,800	54,800	54,800
224	Expenses	850	850			(850)		0	0	0	0	0
62,627	Office expenses	54,035	54,035			(18,817)	147	35,365	35,365	35,365	35,365	35,365
367,820	Services	784,176	784,176		(62,491)	(178,318)	8,000	551,367	600,367	426,367	401,367	401,367
307	Uniform & laundry	936	936			(436)		500	500	500	500	500
0	Insurance - service related	0	0					0	0	0	0	0
522,695		908,158	908,158		(62,491)	(196,592)	9,153	658,228	707,228	533,228	508,228	508,228
	≡ Benefit & Transfer Payments											
260,509	Contributions paid	176,959	176,959			7,637	540	185,136	185,136	185,136	185,136	185,136
213,163	Grants	32,006	32,006			(7,006)		25,000	25,000	25,000	25,000	25,000
5,048	Irrecoverable V A T	5,454	5,454			0		5,454	5,454	5,454	5,454	5,454
	Shared Service Savings			(15,191)				(15,191)	(15,191)	(15,191)	(15,191)	(15,191)
478,719		214,419	214,419	(15,191)		631	540	200,399	200,399	200,399	200,399	200,399
	≡ Renewals Fund Contribution											
11,337	Repairs & Renewals	1,620	1,620					1,620	1,620	1,620	1,620	1,620
11,337		1,620	1,620					1,620	1,620	1,620	1,620	1,620
	≡ Income & Fees											
(2,376,932)	Fees & charges	(1,890,315)	(1,903,315)	20,000	116,327	(19,771)		(1,786,759)	(1,786,759)	(1,786,759)	(1,786,759)	(1,786,759)
(94,329)	Rent	(98,624)	(98,624)			(376)	(1,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
(23,874)	Sales	(16,476)	(16,476)			4,576		(11,900)	(11,900)	(11,900)	(11,900)	(11,900)
(10,000)	Other grants and contributions	(42,750)	(42,750)		42,750	(5,000)		(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
(2,505,134)		(2,048,165)	(2,061,165)	20,000	159,077	(20,571)	(1,000)	(1,903,659)	(1,903,659)	(1,903,659)	(1,903,659)	(1,903,659)
1,216,987	Service Net Expenditure	1,655,274	1,930,435	54,809	71,586	(186,719)	31,558	1,901,668	2,028,255	1,883,038	1,887,110	1,916,472
3,722,121	Gross Service Expenditure	3,703,439	3,991,600	34,809	(87,491)	(166,148)	32,558	3,805,327	3,931,914	3,786,697	3,790,769	3,820,131
(2,505,134)	Gross Service Income	(2,048,165)	(2,061,165)	20,000	159,077	(20,571)	(1,000)	(1,903,659)	(1,903,659)	(1,903,659)	(1,903,659)	(1,903,659)
1,216,987	Net Service Expenditure	1,655,274	1,930,435	54,809	71,586	(186,719)	31,558	1,901,668	2,028,255	1,883,038	1,887,110	1,916,472

Actual 2013/14	Objective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16					Medium Term Financial Strategy			
				FtF New	FtF System	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20
223,850	Head of Service	137,350	153,750			(76,412)	590	77,928	79,720	80,500	81,288	82,084
(576,178)	Development Managemen	(237,510)	(164,935)		116,327	(16,864)	8,612	(56,859)	(28,012)	(17,196)	(6,272)	4,761
1,102,274	Planning Policy	1,030,986	1,200,516	20,000		(123,407)	13,483	1,110,592	1,182,756	1,017,195	1,000,719	1,009,327
330,438	Housing Strategy	286,938	286,938	50,000	(25,000)	(15,290)	1,928	298,575	305,423	308,174	310,952	313,758
109,904	Economic Development	336,637	323,637		(19,741)	16,954	3,193	324,043	328,476	330,032	331,603	333,190
11,657	Public Transport	11,050	11,050			8,150		19,200	19,200	19,200	19,200	19,200
68,673	Transportation Strategy	102,823	102,823			(37,803)		65,020	65,020	65,020	65,020	65,020
(53,631)	Building Control	(13,000)	16,656	(15,191)		57,953	3,751	63,169	75,671	80,113	84,600	89,131
1,216,987	Service Net Expenditure	1,655,274	1,930,435	54,809	71,586	(186,719)	31,558	1,901,668	2,028,255	1,883,038	1,887,110	1,916,472

Main changes from ZBB	£	£	£	£
Inflation on salary and NDR				31,558
Changes to organisational structure			45,013	
Rephasing of spend			(86,000)	
Increase in application fees			(18,000)	
Removal of lease car costs			(24,326)	
Realignment of budgets (removal of "just in case")			(103,406)	
Building Control shared service savings @ 12.5%	(15,191)			
MTP Fallout and re-phase 14/15 project costs		(62,491)		
Removal of fees as not able to sell expertise	20,000			
Change in Regs & loss of Sainsburys and Morrisons site income		116,327		
MTP fall out - St Neots Town Centre Advice grant		42,750		
No Review yet but Vacancies in Planning off -setting in 2014/15	50,000	(25,000)		
	54,809	71,586	(186,719)	31,558

Head of Community

Actual 2013/14	Subjective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16					Medium Term Financial Strategy			
				FtF New	FtF System	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20
	Employees											
5,414	Hired Staff	686	686			6,314		7,000	7,000	7,000	7,000	7,000
12,522	Other staff costs	25,925	25,925			(14,227)		11,698	11,698	11,698	11,698	11,698
333,571	Pension & NI	361,168	398,441			(2,294)		396,147	434,941	439,290	443,683	448,120
1,540	Recruitment	0	0					0	0	0	0	0
1,379,540	Salary	1,434,811	1,598,241			(54,930)	15,433	1,558,744	1,541,331	1,556,745	1,572,312	1,588,035
1,747	Severance payments	8,123	0					0	0	0	0	0
20,921	Training	29,438	29,438			2,388		31,826	31,826	31,826	31,826	31,826
1,755,256	Employees Total	1,860,151	2,052,731			(62,749)	15,433	2,005,415	2,026,796	2,046,559	2,066,519	2,086,679
	Premises											
14,177	Energy Costs	11,109	11,109			2,091		13,200	13,200	13,200	13,200	13,200
13,798	Premises Cleaning	15,126	15,126			7,500		22,626	22,626	22,626	22,626	22,626
25,690	Rates	23,683	23,683			2,117	516	26,316	26,316	26,316	26,316	26,316
9,091	Rents	(35,532)	(35,532)			36,364		832	832	832	832	832
249,280	Repairs & Maintenance	190,762	190,762			(80,562)		110,200	110,200	110,200	110,200	110,200
519	Water Services	1,465	1,465			(885)		580	580	580	580	580
312,555	Premises Total	206,613	206,613			(33,375)	516	173,754	173,754	173,754	173,754	173,754
	Transport											
6,333	Car Allowance	1,351	1,763			(1,763)		0	0	0	0	0
18,205	Mileage Allowance	48,244	49,197			(19,097)		30,100	30,100	30,100	30,100	30,100
32,083	Operating Costs	35,215	44,547			(11,836)		32,711	32,711	32,711	32,711	32,711
8,991	Pool Car	4,703	4,703			6,247		10,950	10,950	10,950	10,950	10,950
4,978	Public Transport	100	100			7,450		7,550	7,550	7,550	7,550	7,550
70,590	Transport Total	89,613	100,310			(18,999)		81,311	81,311	81,311	81,311	81,311
	Supplies & Services											
1,841	Catering	0	0			600		600	600	600	600	600
107,475	Communication and computing	100,879	59,876			55,393		115,269	115,269	115,269	115,269	115,269
95,041	Equipment, furniture & materials	127,120	132,120			13,957		146,077	146,077	146,077	146,077	146,077
1,027	Expenses	987	987			(387)		600	600	600	600	600
20,846	Office expenses	37,209	55,637			(25,476)		30,161	30,161	30,161	30,161	30,161
70,856	Services	112,334	112,909			7,052		119,961	119,961	119,961	119,961	119,961
1,232	Uniform & laundry	2,012	2,012			688		2,700	2,700	2,700	2,700	2,700
298,318	Supplies & Services Total	380,541	363,541			51,827		415,368	415,368	415,368	415,368	415,368
	Benefit & Transfer Payments											
94,096	Contributions paid	76,147	81,147			(10,137)		71,010	71,010	71,010	71,010	71,010
308,707	Grants	298,033	298,033			7,041		305,074	275,074	275,074	275,074	275,074
10,176	Irrecoverable V A T	7,391	7,391			1,109		8,500	8,500	8,500	8,500	8,500
412,979	Benefit & Transfer Payments Total	381,571	386,571			(1,987)		384,584	354,584	354,584	354,584	354,584
	Renewals Fund Contribution											
(52,170)	Repairs & Renewals	28,339	28,339			(21,727)		6,612	6,612	6,612	6,612	6,612
(52,170)	Renewals Fund Contribution Total	28,339	28,339			(21,727)		6,612	6,612	6,612	6,612	6,612
	Income & Fees											
(571,096)	Fees & charges	(535,981)	(554,481)			(287,786)		(842,267)	(842,267)	(842,267)	(842,267)	(842,267)
(108,858)	Other grants and contributions	(48,869)	(48,869)			14,384		(34,485)	(34,485)	(34,485)	(34,485)	(34,485)
(5,450)	Rent	(6,016)	(6,016)			566		(5,450)	(5,450)	(5,450)	(5,450)	(5,450)
(685,404)	Income & Fees Total	(590,866)	(609,366)			(272,836)		(882,202)	(882,202)	(882,202)	(882,202)	(882,202)
2,112,123	Service Net Expenditure	2,355,962	2,528,739			(359,846)	15,949	2,184,842	2,176,223	2,195,986	2,215,946	2,236,106
2,797,528	Gross Service Expenditure	2,946,828	3,138,105	0	0	(87,010)	15,949	3,067,044	3,058,425	3,078,188	3,098,148	3,118,308
(685,404)	Gross Service Income	(590,866)	(609,366)	0	0	(272,836)	0	(882,202)	(882,202)	(882,202)	(882,202)	(882,202)
2,112,123	Net Service Expenditure	2,355,962	2,528,739	0	0	(359,846)	15,949	2,184,842	2,176,223	2,195,986	2,215,946	2,236,106

Actual 2013/14	Objective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16					Medium Term Financial Strategy			
				FtF New	FtF System	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20
	Head of Service											
223,624	CCTV	196,121	155,121			(3,264)	2,533	154,390	162,833	166,098	169,395	172,726
379,797	Commercial Team	411,250	502,497			(145,418)	2,478	359,557	368,927	372,174	375,453	378,765
633,311	Community Team	650,766	661,072			344	2,145	663,561	608,226	610,695	613,189	615,709
272,371	Environmental Health Adr	205,114	210,871			(19,795)	1,080	192,156	195,529	196,912	198,309	199,719
458,854	Environmental Protection	492,546	498,586			(25,676)	3,460	476,369	489,648	494,189	498,775	503,407
(297,579)	Licensing	(143,436)	(129,436)			(6,614)	1,351	(134,699)	(130,346)	(128,611)	(126,858)	(125,088)
441,744	Projects And Assets	485,558	571,985			(179,240)	2,312	395,057	401,163	403,505	405,871	408,261
2,112,123	Service Net Expenditure	2,355,962	2,528,739			(359,846)	15,949	2,184,842	2,176,223	2,195,986	2,215,946	2,236,106

Main changes from ZBB	£	£	£	£
Inflation on salary and NDR				15,949
Removal of 1x Environmental Health Officer post			(40,301)	
Removal of overtime and other staff expenses budgets			(14,227)	
Income from CCTV shared service			(299,000)	
Realignment of budgets (removal of "just in case")			(6,318)	
			(359,846)	15,949

Head of Leisure & Health

Actual 2013/14	Subjective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16					Medium Term Financial Strategy			
				FtF New	FtF System	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20
	≡Employees											
13,862	Hired Staff	23,916	15,376			(1,376)		14,000	14,000	14,000	14,000	14,000
38,236	Other staff costs	24,555	30,381			(10,464)		19,917	19,917	19,917	19,917	19,917
622,172	Pension & NI	635,075	694,240	0		(51,368)		642,872	721,841	729,059	736,350	743,714
4,779	Recruitment	500	3,304			(2,804)		500	500	500	500	500
3,936,417	Salary	3,897,213	4,191,667	0		(424,326)	3,022	3,770,363	3,808,023	3,846,059	3,884,475	3,923,276
48,304	Training	59,011	58,426			110		58,536	58,536	58,536	58,536	58,536
4,663,770		4,640,270	4,993,394	0		(490,228)	3,022	4,506,188	4,622,817	4,668,071	4,713,778	4,759,942
	≡Premises											
520,132	Energy Costs	544,841	525,668			20,882		546,550	546,550	546,550	546,550	546,550
11,698	Rents	15,669	15,749			(9)		15,740	15,740	15,740	15,740	15,740
289,797	Repairs & Maintenance	213,629	209,425			55,822		265,247	265,247	265,247	265,247	265,247
81,427	Water Services	90,944	108,613			(12,152)		96,461	96,461	96,461	96,461	96,461
8,811	Fixtures & Fittings	10,119	4,040			(1,014)		3,026	3,026	3,026	3,026	3,026
136,039	Premises Cleaning	116,734	129,111			(15,556)		113,555	113,555	113,555	113,555	113,555
14,714	Ground Maintenance Costs	12,875	10,669			(8,469)		2,200	2,200	2,200	2,200	2,200
457,282	Rates	467,781	454,116			13,933	9,361	477,410	477,410	477,410	477,410	477,410
1,519,901		1,472,592	1,457,391			53,437		1,520,189	1,520,189	1,520,189	1,520,189	1,520,189
	≡Transport											
4,790	Car Allowance	1,265	270			(270)		0	0	0	0	0
19,815	Mileage Allowance	17,072	20,880			(9,300)		11,580	11,580	11,580	11,580	11,580
16,172	Operating Costs	9,298	15,824			(6,751)		9,073	9,073	9,073	9,073	9,073
32	Pool Car	205	205					205	205	205	205	205
4,717	Public Transport	3,710	4,122			(1,612)		2,510	2,510	2,510	2,510	2,510
45,526		31,550	41,301			(17,933)		23,368	23,368	23,368	23,368	23,368
	≡Supplies & Services											
21,671	Catering	20,975	24,450			(3,000)		21,450	21,450	21,450	21,450	21,450
70,571	Communication and computing	66,470	75,747			(8,740)		67,007	67,007	67,007	67,007	67,007
757,118	Equipment, furniture & materi	741,708	788,981			(135,205)		653,776	653,776	653,776	653,776	653,776
1,096	Expenses	728	448			(448)		0	0	0	0	0
155,576	Office expenses	151,018	154,032			(17,882)		136,150	136,150	136,150	136,150	136,150
136,553	Services	176,260	293,993			(151,997)		141,996	111,996	79,996	141,996	141,996
9,849	Uniform & laundry	9,893	15,767			(5,212)		10,555	10,555	10,555	10,555	10,555
4,000	Insurance - service related	0	0			0		0	0	0	0	0
1,156,433		1,167,052	1,353,418			(322,484)		1,030,934	1,000,934	968,934	1,030,934	1,030,934
	≡Benefit & Transfer Payments											
3,750	Grants	0	0					0	0	0	0	0
86,826	Irrecoverable V A T	90,369	90,347			108		90,455	90,455	90,455	90,455	90,455
90,576		90,369	90,347			108		90,455	90,455	90,455	90,455	90,455
	≡Income & Fees											
(5,949,980)	Fees & charges	(6,000,189)	(6,648,200)			570,306		(6,077,894)	(6,067,894)	(6,035,894)	(6,097,894)	(6,097,894)
(5,000)	Rent	(5,000)	(5,125)			125		(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
(814,853)	Sales	(851,020)	(897,413)			18,084		(879,329)	(879,329)	(879,329)	(879,329)	(879,329)
(98,643)	Other grants and contributions	(119,721)	(119,721)			48,341		(71,380)	(71,380)	(71,380)	(71,380)	(71,380)
(6,868,476)		(6,975,930)	(7,670,459)			636,856		(7,033,603)	(7,023,603)	(6,991,603)	(7,053,603)	(7,053,603)
	≡Renewals Fund Contribution											
25,000	Repairs & Renewals	25,000	25,625			(625)		25,000	25,000	25,000	25,000	25,000
25,000		25,000	25,625			(625)		25,000	25,000	25,000	25,000	25,000
632,730	Service Net Expenditure	450,903	291,017	0		(140,869)	12,382	162,531	259,159	304,414	350,121	396,285
7,501,206	Gross Service Expenditure	7,426,833	7,961,476	0	0	(777,725)	12,382	7,196,134	7,282,762	7,296,017	7,403,724	7,449,888
(6,868,476)	Gross Service Income	(6,975,930)	(7,670,459)	0	0	636,856	0	(7,033,603)	(7,023,603)	(6,991,603)	(7,053,603)	(7,053,603)
632,730	Net Service Expenditure	450,903	291,017	0	0	(140,869)	12,382	162,531	259,159	304,414	350,121	396,285

Actual 2013/14	Objective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16					Medium Term Financial Strategy			
				FtF New	FtF System	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20
0	Head of Service	54,900	54,900			22,538	590	78,028	79,820	80,600	81,388	82,184
181,926	Sports and Active Lifesty	270,091	270,091	0		50,903	2,432	323,426	332,578	336,510	340,481	344,492
450,804	Leisure Centres	125,912	(33,974)			(214,309)	9,361	(238,923)	(153,238)	(112,696)	(71,748)	(30,391)
632,730	Service Net Expenditure	450,903	291,017	0		(140,869)	12,382	162,531	259,159	304,414	350,121	396,285

Main changes from ZBB				£	£	£	£
Inflation on salary and NDR							12,382
Review of staffing levels at each centre						(424,326)	
Review of income against current trends						570,306	
Realignment of budgets to projected income targets						(286,849)	
						(140,869)	12,382

Corporate Finance

Actual 2013/14	Subjective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16					Medium Term Financial Strategy			
				FtF New	FtF System	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20
	Benefit & Transfer Payments											
0	Grants		8,925			(8,925)		0	0	0	0	0
381,694	Levies	399,305	399,305			(5,014)		394,291	394,291	394,291	394,291	394,291
381,694		399,305	408,230			(13,939)		394,291	394,291	394,291	394,291	394,291
	Income & Fees											
(703,624)	Government grants	(542,654)	(68,449)			449		(68,000)	(23,000)	(23,000)	(23,000)	(23,000)
123,961	General bad debt provision	124,899	11,269			48,731		60,000	60,000	60,000	60,000	60,000
(247,151)	Interest earned	(91,289)	(606,110)			374,096		(232,014)	(286,014)	(285,014)	(285,014)	(290,014)
(826,813)		(509,044)	(663,290)			423,276		(240,014)	(249,014)	(248,014)	(248,014)	(253,014)
	Supplies & Services											
94,320	Contributions paid	0	0					0	0	0	0	0
(9,490)	Interest	0	0					0	0	0	0	0
68,077	External audit fees	90,000	116,682			(26,682)		90,000	90,000	90,000	90,000	90,000
1,118,000	Minimum Revenue Provision	1,331,000	1,623,000			(49,000)		1,574,000	1,905,000	2,354,000	2,577,000	2,902,000
2,496	Council tax booklet printing	1,700	2,619			(619)		2,000	2,000	2,000	2,000	2,000
435,260	Interest paid	449,300	900,300			(334,300)		566,000	586,000	732,000	908,000	854,000
9,750	External fund consultants	8,850	9,033			717		9,750	9,750	9,750	9,750	9,750
(295,868)	Contributions received	0	0					0	0	0	0	0
0	Vehicle sale under £10k	(6,634)	0					0	0	0	0	0
3,459	Burials Under Health Act	0	0					0	0	0	0	0
0	Contingencies & provisions	0	(225,277)			225,277		(0)	(0)	(0)	(0)	(0)
99,539	Income collection costs	110,752	117,209			(7,919)		109,290	109,290	109,290	109,290	109,290
393,321	Insurance	366,146	335,458			58,687		394,145	394,145	394,145	394,145	394,145
1,918,864		2,351,114	2,879,024			(133,839)		2,745,185	3,096,185	3,691,185	4,090,185	4,361,185
	Employees											
1,140,898	Additional pension payments	789,000	789,011			345,989		1,135,000	1,510,000	1,574,000	1,574,000	1,574,000
804,970	Severance costs	204,949	205,726			1,274		207,000	207,000	207,000	207,000	207,000
1,945,868		993,949	994,737			347,263		1,342,000	1,717,000	1,781,000	1,781,000	1,781,000
3,419,613	Service Net Expenditure	3,235,324	3,618,701			622,761		4,241,462	4,958,462	5,618,462	6,017,462	6,283,462
4,246,427	Gross Service Expenditure	3,744,368	4,281,991	0	0	199,485	0	4,481,476	5,207,476	5,866,476	6,265,476	6,536,476
(826,813)	Gross Service Income	(509,044)	(663,290)	0	0	423,276	0	(240,014)	(249,014)	(248,014)	(248,014)	(253,014)
3,419,613	Net Service Expenditure	3,235,324	3,618,701	0	0	622,761	0	4,241,462	4,958,462	5,618,462	6,017,462	6,283,462

Main changes from ZBB				£	£	£	£
Increase in bad debt provision in line with year end values and current debt						48,731	
Increase in pension payments from triannual actuary valuation						345,989	
Removal of contingency budgets						225,277	
Net change in interest costs						39,796	
Realignment of budgets (removal of "just in case")						(37,032)	
						622,761	0

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CURRENT ACTIVITIES

STUDY	OBJECTIVES	PANEL	STATUS
Delivery of Advisory Services Across the District	To monitor the performance of the voluntary organisations awarded grant aid by the Council in 2013 – 2015. To discuss on funding arrangements for the final year of the Voluntary sector agreements.	Social Well-Being	Annual performance report considered by Panel in June 2014.
Housing and Council Tax Benefit Changes and the Potential Impact Upon Huntingdonshire	To monitor the effect of Government changes to the Housing Benefit System arising from the Welfare Reform Act.	Social Well-Being	The Panel received the latest six-monthly report on the effect of the Government's Welfare Reform programme and how it impacts on households in Huntingdonshire. Further updates will be provided when circumstances require it.
Flood Prevention within the District	To investigate flood prevention arrangements in the District and the impact of flooding on associated local policy developments.	Environmental Well-Being	Representatives from the Environment Agency delivered a presentation on flood risk management within Huntingdonshire. A scoping report was considered by the Panel in April 2014 and a Working Group was appointed. The Chief Executive and Clerk to the Middle Level Commissioners delivered a presentation to the Panel's June 2014 meeting to outline their role with flood alleviation in the District. Meeting of the Working Group to be arranged to consider a Flooding and Water SPD for Cambridgeshire.
Waste Collection Policies	To assist the Head of Operations and Executive Member for Operations & Environment with reviewing waste collection policies in relation to the collection points for wheeled bins/sacks and remote properties (farms and lodges).	Environmental Well-Being	First meeting of Working Group held on 24 th June 2014. Further meeting to be arranged to consider the outcome of the survey work being undertaken by the Operations Division on affected properties and various other matters.

Litter Policies and Practices (to include graffiti removal)	To consider and make recommendations on future litter and graffiti service scope and standards and on public appetite for changes..	Environmental Well-Being	Scoping report received. Working Group appointed. First Meeting to be arranged.
Affordable Housing	To make recommendations for the next Housing Strategy 2016-19 by considering and making recommendations on ways to deliver affordable housing, including through the rural and enabled exceptions policy of the Local Plan and through the Community Land Trust.	Social Well-Being	Second meeting held. Relevant potential policies in new Local Plan reviewed and recommendations made. Study programme agreed. Next meeting to be held to review: • Rural housing programme – past and future • Community Land Trust model • Ways to increase awareness / take up • Work of Foundation East

Progress Report

<u>Panel Date</u>	<u>Decision</u>	<u>Response</u>	<u>Date for future action</u>
04/06/14	<u>Corporate Plan</u> Councillors R Harrison and D Harty were appointed to the Corporate Plan Working Group.	Performance monitoring information for Quarter 2 was presented to the Panel's November meeting. Performance Monitoring Information for Quarter 3 will be presented in February 2015.	05/02/15
02/11/11	<u>Scrutiny of Partnerships</u> Following a review of the Strategic Partnership, the Overview & Scrutiny Chairmen and Vice Chairman agreed that responsibilities should be divided as follows:- Social Well Being: v Community Safety v Children & Young People v Health & Well-Being Environmental Well Being: v Growth & Infrastructure Economic Well Being: v Local Enterprise Partnership	The Panel has already received two presentations on the Local Enterprise Partnership. A presentation on the Local Enterprise Zone was given to the Panel's meeting in November 2011. The Panel has invited the Chairman and the Chief Executive of the Local Enterprise Partnership to a future meeting to give a presentation on their business plan. The Panel will pursue this request with the new Chief Executive on their appointment after the Council's Budget setting process.	05/03/15
05/07/13	<u>Economic Development</u> The Huntingdonshire Economic Growth Plan 2013 to 23 was considered by the Panel. The Economic Development Manager was asked to give a further update on the marketing and implementation plans in due course. Presentation requested on 'Preparing Town Centres and High Streets for the 21st Century'	An update on the Economic Growth Plan will be given to the Panel's April meeting. Presentation will be given to the Panel's meeting in March / April.	05/03/15 09/04/15
06/11/14	The SEP 2 LEP Executive Summary Submission to Government was presented. The Panel requested a further update following the announcement of the	Outcome of bid to be submitted to the Panel.	TBC

Progress Report

	outcome of the bidding process for Growth Deal Round 2 projects.		
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<u>Panel Date</u>	<u>Decision</u>	<u>Response</u>	<u>Date for future action</u>
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12/06/14	<u>Project Management</u> Reiterated a request for the post project appraisals for the development of the Huntingdon multi-storey car park and One Leisure, St Ives.	A project closure report for the Huntingdon Multi-Storey Car Park and One Leisure St Ives was presented to the Panel's November meeting.	06/11/14
10/07/14	With a view to undertaking a review of the Project Management Arrangements within the Authority, the Panel has been updated on the progress which has been made by the Council's Project Management Board to improve the project management arrangements within the Authority.		
06/11/14	The Panel agreed to establish a Project Management Select Committee in February 2015 to give further consideration to the issue of project management within the Authority. It is envisaged that the Select Committee will report its findings to the full Council in April 2015.	At the December meeting, Members considered a study template which identifies the Select Committees terms of reference and other parameters of the investigation. The Panel also received a demonstration of the Council's programme and project management toolkit and an update from the Corporate Office Manager on Project Management. A further informal meeting will be held in advance of the Panel's January meeting.	08/01/14

01/09/14	<u>Facing the Future</u> The Panel received an update on progress on the delivery of the Facing the Future programme. Having discussed the additional information which may be required to enable the Panel to challenge Cabinet Members, the Corporate Team Manager has been		
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Progress Report

04/12/14	requested to prepare an update for the Panel's meeting in November 2014. This should include financial information. An update on the status of the ideas identified through Facing the Future was provided to Panel Members at the December meeting.	Further information will be presented to Members in February/March 2015.	
<u>Panel Date</u>	<u>Decision</u>	<u>Response</u>	<u>Date for future action</u>
10/07/14	<u>Great Fen</u> Having noted that Councillor P G Mitchell had been recently been appointed to the Great Fen Project Steering Committee, it was suggested that he should provide a report on the Project as a future meeting. Councillor Mitchell provided the Panel with an update. Suggested the Panel should see the Business Plan. Members alerted to a potential future bill from the Internal Drainage Board.		TBC

ACTION LOG

(Requests for information/other actions other than those covered within the Progress Report)

<u>Date of Request</u>	<u>Description</u>	<u>Response</u>
<u>04/09/14</u>	Agreed that a copy of the Huntingdon West Masterplan would be circulated to all Members of the Panel when it became available. Panel Members will also receive an invitation to attend the Overview and Scrutiny Panel (Environmental Well-Being) when this is discussed.	
<u>04/09/14</u>	Councillor M F Shellens requested a copy of the Huntingdonshire Infrastructure Business Plan in due course. Panel Members will also receive an invitation to attend the Overview and Scrutiny Panel (Environmental	The Huntingdonshire Infrastructure Business Plan is expected to emerge in June 2015.

	Well-Being) when this is discussed.	
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Decision Digest

Edition 151

Monthly summary of the decisions taken at meetings of the Council, Cabinet, Overview & Scrutiny and other Panels for the period 24th November to 17th December 2014.

ANNUAL REVIEW OF WHISTLEBLOWING POLICY AND PROCEEDURE

A number of changes to the Council's Whistleblowing Policy and Guidance have been endorsed by the Corporate Governance Panel to reflect recent changes to the Authority's Management Structure.

Having been advised that 'Public Concern at Work' has issued a code of practice which provides practical guidance to employers, workers and their representatives and sets out arrangements for raising, handling, training and reviewing whistleblowing in the workplace, the Panel has recommended that the Council should sign up to the principles of the Code and be one of the first 100 signatories.

EXTERNAL AUDITORS: ANNUAL AUDIT LETTER 2013/14

The Corporate Governance Panel has formally received the Annual Audit Letter from the Council's External Auditors, PricewaterhouseCooper for 2013/14. The letter outlines the Auditor's findings, recommendations and fees for the work which has been undertaken during the year.

Having noted that the Auditors Final Fees have yet to be agreed with the Authority and the Audit Commission, the Panel has been assured that, if

appropriate the final level will be challenged by the Head of Resources.

ANNUAL REPORT ON THE FREEDOM OF INFORMATION (FOI) AND ENVIRONMENTAL REGULATIONS ACTS

Details of the number of requests received by the Council under the Freedom of Information (FOI) and Environment Regulations Acts have been provided to the Corporate Governance Panel.

Having noted that the number of requests has continued to rise in 2014 and that staffing vacancies within the Division has impacted on the target time for responses, Members have congratulated Officers on only receiving 3 complaints about the handling of FOI requests during this time. The Panel was pleased to note that performance is now meeting targets.

WHISTLEBLOWING CONCERNS RECEIVED

The Corporate Governance Panel has received and noted a summary of the 22 allegations received under the Council's Whistleblowing Policy during the period 1st January to 31st October 2014. Whilst one allegation with regard to personal social care has been referred to the County Council, the remaining concerns have all been appropriately investigated.

**INTERNAL AUDIT SERVICE:
INTERNAL PROGRESS REPORT**

The Corporate Governance Panel was apprised of the work of the Internal Audit Service during the period 1st April to 31st October 2014, together with associated performance issues.

The Panel has discussed the impact of recent staffing changes in the Audit Team on the delivery of the Audit Plan for the remainder of the year. Having been advised that the Plan has been recast for the remainder of the year based upon current risks and the availability of resources, Members have been assured that should the Internal Audit and Risk Manager consider that he is not able to provide an adequate annual internal audit, he will raise the matter with the Chief Finance Officer and report back to the Panel.

The Panel was disappointed that only 49% of audit actions had been introduced on time against the target which had been set by the Corporate Management Team of 100%.

The Panel has also queried why the Service Delivery targets for the Internal Audit Team have not been met. Whilst there had been an improvement since March 2014, Members were reminded that responsibility for these actions was outside of the direct control of the Internal Audit Manager and lay with service managers. Because of their concerns, the Panel will continue to monitor progress in this area.

**IMPLEMENTATION OF AUDIT
ACTIONS**

A report outlining the performance of Heads of Service in implementing agreed audit actions for the year ending 31st October 2014 has been presented to the Corporate Governance Panel. Members have expressed their continuing disappointment that, despite previous

assurances which had been given, this remained an issue for the Authority. The Panel has agreed that their concerns should be brought to the attention of the Managing Director.

Having noted the intention of the Council's Chief Finance Officer to give further consideration to the establishment of a mechanism by which Heads of Service will be more for the implementation of audit actions, Members have discussed the action which can be taken by the Panel to improve the situation. Accordingly, the Internal Audit and Risk Manager has been asked to submit a further report to the Panel's next meeting to provide an update on the current position and to identify trends in the implementation of actions. In the event, that there is no improvement in performance, a further discussion on the action which the Panel wishes to take to address the situation will take place at the next meeting.

**VALUE FOR MONEY AT
HUNTINGDONSHIRE DISTRICT
COUNCIL**

The Corporate Governance Panel has considered the contents of the first annual report prepared by the Head of Resources on the Council's achievement of Value for Money (VfM). Value for Money is a term which is used to assess whether or not an organisation has obtained the maximum benefit from the goods and services which it acquires and provides, within the resources available to it. On this occasion, the report has been divided into two sections to identify value for money at the service delivery level and value for money in corporate activity.

In terms of the corporate activities, Members have looked at the failings which have been identified in the project to deliver the Huntingdon Multi-

Storey Car Park and the re-development of facilities at One Leisure, St Ives. The Panel has been reminded that following the 2012/13 external audit a number of measures were put in place to improve the Council's approach to project management and that the projects referred to had commenced prior to these new arrangements. Members were firmly of the opinion that this situation should not be allowed to re-occur.

Having noted that the Overview and Scrutiny Panel has established a Select Committee to investigate the Council's approach to project management and the issues which had emerged from the two specific projects outlined above, Members were of the opinion that the resulting report should be presented to the Corporate Governance Panel to enable Members to make an informed comment as part of the Annual Governance Statement. It has also been suggested that the Council's Procurement Manager should be invited to attend a future meeting of the Panel to provide his comments on the extent to which Council Officers are following procurement recommendations and the effectiveness of his role within the organisation.

Finally, the Panel has reviewed the outcome of a table top review of value for money which has been conducted at service delivery level. It was suggested that there may be potential to standardise the activities which are being undertaken in different service areas.

HUNTINGDONSHIRE DESIGN GUIDE

The Overview and Scrutiny Panel (Environmental Well-Being) has previewed the new Huntingdonshire Design Guide Supplementary Planning Document. This sets out a number of design principles based on recognised best practice and outlines the key requirements that the Council will take

into consideration when assessing planning proposals. The need to update the Council's existing Design Guide was identified following a previous review by the Panel of the design principles for future developments. The new Design Guide will directly comply with national planning policy guidance and align with other documents currently being put in place by the District Council's Planning Team (i.e. the Council's Tree Strategy).

Although intended that the new Design Guide will be viewed primarily online, the Panel has congratulated Officers on its presentation and welcomed the use of 'Plain English'. However Members have expressed disappointment that some of the examples of good practice illustrated have been taken from outside of the District. The Panel has also emphasised the need to be consistent when referencing examples of good and bad practice throughout the Guide.

In terms of content, the Panel has discussed the continuing impact of on-street parking and the lack of private parking on the overall visual amenity of new developments. Whilst it was acknowledged that this still remained an issue, Members have welcomed the inclusion of a minimum size for garages within the Guide.

The Panel has discussed the need to ensure that the statements made with regard to on-street parking within the new Design Guide are supported by the County Council as the Highways Authority. Members have been advised that the County Council will be a consultee to the document and as such it will be possible to make these points to them directly. It is hoped that the new Guide will influence the County Council to impose requirements which are consistent with the new SPD and thus improve the design quality of new developments.

The Panel has been advised that a six week public consultation on the Huntingdonshire Design Guide will be take place between the 9th January and 20th February 2015. Having discussed the expectations of this exercise, Members have emphasised the need to promote the consultation and to give feedback to the public. The Panel will also have a further opportunity to make comments on the Design Guide during this time.

Finally, and having regard to the timetable for the adoption of the Guide as an SPD in March 2015, the Panel has emphasised the need to achieve a robust and sound document notwithstanding the timescale for its approval.

ENERGY MANAGEMENT PLAN

The Overview and Scrutiny Panel (Environmental Well-Being) has received an update on the energy and cost savings which have been achieved through the Council's Carbon Management Plan since its adoption in 2009.

Members have been advised of plans to enter into a partnership with the County Council, Greater London Authority and Local Partnerships to access the RE:FIT procurement framework to assist with the identification and procurement of future projects. This will enable the Council to commission free desk top energy assessments of its nine main sites and to explore commissioning Investment Grade Proposals, where a business case for energy reduction is identified by the desk top assessment.

In considering the proposal, the Panel has discussed the costs associated with the RE:FIT programme and has noted there would be a charge in the region of £1,000 - £4,000 for the preparation of a full Investment Grade Proposal. These would be recovered by the partner

provider from the savings achieved by the Council in the first year.

In response to a question, the Environment Team Leader undertook to circulate to Members an update on the Green Deal Home Improvement Fund which had been re-launched this week. The Panel also have been advised that the £7.8m funding which had been secured from the 'Green Deal Communities Fund' for solid wall installation in Cambridgeshire does not have to be spent until 30th September 2015 which would give the Council more time to actively promote the scheme to residents and secure sign-up.

Having endorsed the proposals within the report, the Panel has requested that further updates on the progress with the identification and procurement of future projects through the RE:FIT procurement framework should be presented to future meetings of the Panel.

The Cabinet has reviewed the update on the energy and cost savings that have been made through the Council's Carbon Management Plan in 2009/14. In 2013/14 projects to the value of £183,000 have been implemented, saving the council an estimated £55,000 per annum. The progress in reducing the Council's energy use and carbon emissions from its buildings and fleet has been recognised.

As there is considerable scope to undertake further work, the Cabinet has supported the proposal to enter into a partnership with the County Council, the Greater London Authority and Local Partnerships to access the RE:FIT programme. Initially the Council will commission free desk top energy assessments of the Council's nine main sites and the Cabinet will be consulted before the subsequent stages of the programme are undertaken.

Executive Councillors have stressed that the revenue savings of such capital investments are reflected in future budgets.

PETITION

A petition relating to the Octagon, Station Road, St Ives containing 266 signatures has been presented to the Overview and Scrutiny Panel (Social Well-Being). Officers have been asked to prepare a report for a future meeting on the issues raised by the petition and the organiser (of the petition) has been invited to make a submission to the same meeting on suitable uses for the Octagon.

WELFARE REFORM AND THE IMPACT ON HUNTINGDONSHIRE

The Overview and Scrutiny Panel (Social Well-Being) has been acquainted with the effects of the Government's Welfare Reform programme and how it impacts upon households in Huntingdonshire in relation to Housing Benefits, Council Tax Support and homelessness. Members have examined the changes that are taking place in respect of social sector size criteria rules, Council Tax Support, the benefit cap, Universal Credit, migrants and discretionary housing payments.

The Panel has paid close attention to the position of tenants of Registered Providers who have rent arrears and the interventions undertaken by the District Council as a means of preventing them from becoming homeless. Members have discussed the approach adopted for discretionary housing payments and the affordability of private sector rented accommodation.

A further update will be provided when circumstances require it.

COUNCIL TAX SUPPORT SCHEME 2015/16

The Overview and Scrutiny Panel (Social Well-Being) has recommended the Cabinet to approve a change to the local Council Tax Support scheme with effect from 1st April 2015. The change means the Council will disregard all child maintenance in its calculations, which will result in greater levels of Council Tax Support entitlement to those customers in receipt of this type of income.

The Cabinet has considered the proposed change to the Council Tax Support Scheme for 2015/2016. The change will affect approximately 350 households and will cost in the region of £2k. It will bring the Council into line with the majority of other Councils. Having requested the Social Well-Being Panel to carry out an evaluation of the overall scheme and, in particular, its effect on employment trends, the Cabinet has recommended the Council to approve the change to the local Council Tax Support scheme with effect from 1st April 2015.

ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014

The Overview and Scrutiny Panel (Social Well-Being) has supported the intention to delegate new powers to Officers to tackle anti-social behaviour. As previous legislation has been repealed, the Council currently has no powers in this area.

The Panel has commented that the introduction of the new Act is likely to create interest amongst the public in using the new powers, thereby placing greater demands on the Council. This could be exacerbated by the fact that the "test" of anti-social behaviour has been lowered, meaning that a larger range of activities can be classed as such. In addition, the Crown Prosecution Service will be able to refer cases directly to Councils to carry out

enforcement. While the level of demand placed on the Council is not yet known, the Scrutiny Panel has highlighted that, for these reasons, the service may need more resources.

The Cabinet has been acquainted with the implications for the Council of Anti-Social Behaviour, Crime and Policing Act 2014. It has been noted that the Act means enforcement will be streamlined and will give the Council more control over its enforcement activities. With the exception of the community trigger, which is a duty, all the provisions of the Act constitute powers so the Council only has to use them if they are appropriate.

Executive Councillors have expressed concerns that public space protection orders and dog control orders will expire if they are not reviewed and re-evidenced, thereby creating additional workloads. Members have drawn attention to the absence of available data on the likely benefits of the Act and on its objectives.

Comment has been made that the Act could cause resources to be diverted to activities that have less benefit for the public and that the Community Trigger could be used in a way for which it was not intended. It could also have unintended consequences. Various ways of managing its use have been discussed.

Having expressed their support for the delegations associated with the new powers created by the Act and with the creation and maintenance of policies and procedures, the Cabinet has requested Executive Councillors, Senior Officers and Overview and Scrutiny to look at how enforcement will be undertaken in conjunction with the police and to devise a draft scheme of thresholds for application to the Community Trigger.

FACING THE FUTURE – UPDATE

The Overview and Scrutiny Panel (Economic Well-Being) has been acquainted with the status of the ideas identified through Facing the Future. Financial information on the ideas will be presented to Members in February/March 2015.

PROJECT MANAGEMENT

A study template has been agreed by the Overview and Scrutiny Panel for Economic Well-Being, which identifies the terms of reference for the Panel's Select Committee on Project Management. Specifically, the Committee will:

- review the Council's project management arrangements in the wake of the issues highlighted by the One Leisure St Ives and Huntingdon Multi-Storey Car Park Close Down Report;
- test the robustness of the Council's new project management toolkit and governance arrangements;
- consider how lessons learned have been addressed, and
- determine whether any further improvements are required.

At the meeting in December, the Panel received a demonstration of the Council's programme and project management toolkit and various aspects of it have been examined. Members received assurances that the tools contained safeguards to prevent unauthorised amendments to projects. These are now augmented by project boards and the Programme and Project Governance Group will oversee projects at different levels. The toolkit creates an audit trail, which will enable those who are responsible for decisions to be held to account. The Panel commented on the need for the toolkit to be flexible and to place emphasis on the financial implication of projects and

issues that prevent them being completed as planned. The Panel also welcomed the appointment of Laura Lock as Programme and Project Manager.

The Select Committee will refer to the information presented during the demonstration. It will also make recommendations on Members' involvement in project management.

ZERO BASED BUDGETING

The Overview and Scrutiny Panel (Economic Well-Being) has received a detailed description of the Zero Based Budgeting (ZBB) process in preparation for setting the 2015/16 Budget and the Medium Term Financial Strategy. Through ZBB every service area will eventually be examined. To date, savings of £0.916m have been identified; however, this reduces to £0.196m when corporate costs are taken into account. The Panel has examined what these costs include and how they appear in the financial information they receive. Members also have discussed the discrepancy between the Establishment List maintained by Human Resources and the Salaries Budget. This is the result of posts being held vacant. Measures will be put in place to ensure the two are "in balance" in the future.

The Panel has discussed in detail the ZBB process in respect of One Leisure. A strategy has been developed for the service to breakeven next year and a target has been set to achieve a return of 5% by 2016. An important part of this is creating sound turnover and expenditure predictions. Members have been assured that there will be no loss of leisure service provision. On that subject, it is generally agreed that the Council cannot continue to do everything it always has and the way it does things also will change.

The Cabinet has decided to expedite the ZBB process. It will now be completed

two years earlier than originally planned. Additional temporary external resources will be required to achieve this. The Executive Councillor for Resources is confident that this will be cost effective as it will bring forward the efficiencies.

The Executive Councillor for Resources also has expressed the view that the ZBB process is robust, that Executive Councillors have been engaged and that it will help them better to understand their services. Overview and Scrutiny will then be in a position to scrutinise them on their services' operational and financial performance. The outputs and outcomes that will result from the ZBB process will be reported to the other Overview and Scrutiny Panels as appropriate.

The Panel has noted that some services have put considerable work into their Star Chamber appearances and have achieved savings that are reflected in budgets that will be put forward for adoption. Other services have been asked to carry out additional work and re-submit their budget proposals.

The main issue that has arisen during the process is the inability of the Council's information systems to produce management information. An action has been identified to address this.

In conclusion, Members are content with the ZBB process. They have noted the variance in the Establishment from the Salaries Budget and are satisfied that it has been recognised. The Employment Panel will monitor this going forward. The Panel looks forward to scrutinising Executive Councillors on ZBB shortly and will focus on the weaker areas.

The Panel supports the revised timetable and has requested

information on whether the decision to recruit additional temporary external resources achieves value for money.

The Cabinet has discussed progress of the (ZBB) programme, in which they have had considerable involvement. They are satisfied that the process has been robust and that much has been learned. There has been a mixed response from services, though this may partly be attributed to a lack of understanding about how the Council defines ZBB and what practical steps are required for the star chamber. The Corporate Management Team has been charged with robustly enforcing the Cabinet's view that cultural change should be adopted along ZBB principles.

The Cabinet has discussed the approaches of individual services to ZBB and their performance in the star chamber. All services have to do more work on their individual budgets. A draft budget is being prepared by Officers in conjunction with their respective Executive Councillors. There will be scope for further debate by Members and changes to be made before the budget is finalised in February.

Of the improvements that need to be made to the process, the most important is to develop the Council's systems to provide the necessary financial / management information to enable Officers to manage and monitor their services. In particular, the new systems will resolve what service budgets include and what are deemed to be corporate costs. In addition, the information will be independently verified. The Cabinet has asked for a plan for action that will be taken leading to the introduction of the new systems.

The Cabinet has received the comments of Members of the Economic Well-being Overview and Scrutiny Panel, who have welcomed the Cabinet's approach to working with them. The Panel has invited

all Executive Councillors to its meetings in the New Year to discuss their budget proposals and will undertake further scrutiny work on their performance throughout the year.

DEVELOPMENT MANAGEMENT APPLICATIONS

At its December meeting, the Development Management Panel considered five applications of which four were approved and one was delegated to the Head of Development to determine after further consultation.

UPDATE IN RELATION TO CHANGES TO THE DEVELOPMENT MANAGEMENT SERVICE

The Development Management Panel has updated the scheme of delegation to reflect changes to the establishment and has extended the existing powers to sign-off decisions. The Panel will receive further reports in the New Year on the scope of delegations on Development Management.