

A meeting of the **CABINET** will be held in the **COUNCIL CHAMBER, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **THURSDAY, 31 JANUARY 2008** at **3:00 PM** and you are requested to attend for the transaction of the following business:-

**Please note time of meeting**

**APOLOGIES**

**Contact  
(01480)**

**1. MINUTES** (Pages 1 - 4)

To approve as a correct record the Minutes of the meeting held on 13<sup>th</sup> December 2007.

**Mrs H J Taylor  
388008**

**2. FINANCIAL MONITORING - REVENUE BUDGET** (Pages 5 - 10)

To consider a report by the Head of Financial Services outlining spending variations.

**Mrs E Smith  
388157**

**3. CAPITAL PROGRAMME MONITORING - 2007/08** (Pages 11 - 20)

To consider a report by the Head of Financial Services on progress of the 2007/08 programme.

**S Couper  
388103**

**4. MEDIUM TERM PLAN: REQUEST FOR THE RELEASE OF FUNDS**  
(Pages 21 - 24)

To consider a report by the Head of Financial Services.

**S Couper  
388103**

**5. FINANCIAL STRATEGY, MEDIUM TERM PLAN AND BUDGET**  
(Pages 25 - 62)

With the assistance of a report by the Head of Financial Services to consider the 2008/09 Budget and Medium Term Plan.

**S Couper  
388103**

**6. TREASURY MANAGEMENT STRATEGY AND PRUDENTIAL INDICATORS** (Pages 63 - 72)

To consider a report by the Head of Financial Services containing a proposed Treasury Management Strategy, which is required under the Council's Code of Financial Management.

**S Couper  
388103**

**7. CAR PARKING STRATEGY PROPOSED ACTION PLAN** (Pages 73 - 106)

To consider a report by the Head of Planning Services on the development of the Car Parking Strategy Action Plan and revised parking charges.

**R Probyn  
388430**

**8. A QUALITY CHARTER FOR GROWTH IN CAMBRIDGESHIRE**  
(Pages 107 - 124)

To consider a report by the Head of Planning Services seeking approval of the Quality Charter for growth in Cambridgeshire as informal planning guidance.

**M Huntington**  
**388404**

**9. EXCLUSION OF PRESS**

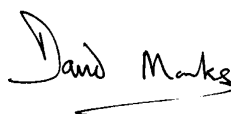
that the press and public be excluded from the meeting because the business to be transacted contains exempt information relating to the financial affairs of particular persons (including the authority holding that information) and/or information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

**10. ST. NEOTS OUTDOOR POOL** (Pages 125 - 126)

To consider a report by the Head of Legal and Estates regarding the disposal of the former St Neots Outdoor Pool by the St Neots Swimming Pool Trust.

**C Meadowcroft**  
**388021**

Dated this 18 day of January 2008



Chief Executive

**Notes**

1. *A personal interest exists where a decision on a matter would affect to a greater extent than other people in the District –*
    - (a) *the well-being, financial position, employment or business of the Councillor, their family or any person with whom they had a close association;*
    - (b) *a body employing those persons, any firm in which they are a partner and any company of which they are directors;*
    - (c) *any corporate body in which those persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or*
    - (d) *the Councillor's registerable financial and other interests.*
  2. *A personal interest becomes a prejudicial interest where a member of the public (who has knowledge of the circumstances) would reasonably regard the Member's personal interest as being so significant that it is likely to prejudice the Councillor's judgement of the public interest.*
-

Please contact Mrs H Taylor, Senior Democratic Services Officer, Tel No. 01480 388008/e-mail Helen.Taylor@huntsdc.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 Cabinet.

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](http://www.huntingdonshire.gov.uk) (under Councils and Democracy).

If you would like a translation of Agenda/Minutes/Reports or would like a large text version or an audio version please contact the Democratic Services Manager and we will try to accommodate your needs.

#### ***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 and to make their way to the car park adjacent to the Methodist Church on the High Street (opposite Prima's Italian Restaurant).*

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# Agenda Item 1

## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the Council Chamber, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Thursday, 13 December 2007.

PRESENT: Councillor I C Bates – Chairman.

Councillors P L E Bucknell, D B Dew,  
A Hansard, C R Hyams, Mrs D C Reynolds, T  
V Rogers and L M Simpson.

### 83. MINUTES

The Minutes of the meeting held on 22nd November 2007 were approved as a correct record and signed by the Chairman.

### 84. MEMBERS' INTERESTS

No declarations were received.

### 85. USE OF ONLINE MEDIA: PROCEDURAL IMPLICATIONS

Consideration was given to a report by the Working Group appointed by the Overview and Scrutiny Panel (Service Support) to look at ways of promoting and communicating the work of the Council's scrutiny panels and the use of information and communication technology.

Having noted the Working Group's recommendations with regard to "blogs", on-line forums, on-line petitions and other means of external communications, the Cabinet

#### RESOLVED

- (a) that Councillors be encouraged to make use of the personal website facility on the Council's website as a means of communicating with ward residents and the availability of a "blog" facility should they wish to use it;
- (b) that on-line forums be not hosted by the Council because of the substantial resource implications involved and that officers look for cost-effective ways of increasing opportunities for meaningful interaction through the Council's website.
- (c) that on-line petition facilities be introduced using the Modern.Gov software system when this becomes available;
- (d) that on-line petitions be processed under the existing constitutional arrangements, subject to a maximum of three petitions being presented at any meeting;
- (e) that in the event of an on-line petition not having the

requisite number of signatories or the organiser not being prepared to present it to Council, the petition be submitted for consideration to the relevant Overview and Scrutiny Panel, subject to the petition containing the names and addresses of at least 10 persons who live, work or own property in the District;

- (f) that, in the event of an excessive number of petitions being organised by one individual, the Corporate Governance Panel be requested to consider amending the vexatious complainants procedure accordingly; and
- (g) that Council be recommended to approve the necessary constitutional changes.

## **86. MEDIUM TERM PLAN - REQUESTS FOR THE RELEASE OF FUNDS**

With the assistance of a report by the Head of Financial Services (a copy of which is appended in the Minute Book) the Cabinet considered a request for the release of funding for three Medium Term Plan schemes relating to the Huntingdon and St Neots Leisure Centres.

Having been informed that the County Council had agreed to make a contribution of 26.15% towards all agreed schemes within the Leisure Centres' Condition Survey, the Cabinet

RESOLVED

- (a) that the release of £114,000 towards the cost of re-surfacing the synthetic pitch at St Neots Leisure Centre be approved;
- (b) that the release of £42,000 towards the cost of repairs to the pool roof at Huntingdon Leisure Centre be approved; and
- (c) that the release of £38,000 towards the replacement of the dry-side boiler plant and accessibility improvements at St. Neots Leisure Centre be approved.

## **87. TREASURY MANAGEMENT INVESTMENT PERFORMANCE**

A report by the Head of Financial Services was submitted (a copy of which is appended in the Minute Book) which reviewed the respective levels of performance achieved by the remaining external fund manager and the internal fund management team during the quarter 1st July to 30th September 2007 in managing the investment of the Council's capital receipts.

At the same time, the Executive Councillor for Finance drew Members' attention to the provisional 2008 - 2011 revenue support grant settlement announced by the Government and the implications for the authority. Having reiterated the need to review critically all budgets and Medium Term Plan schemes, the Cabinet

RESOLVED

- (a) that the contents of the report now submitted be noted;  
and
- (b) that future levels of performance be reported to Cabinet on a six monthly basis.

**88. POTENTIAL IMPLICATIONS UNDER THE ANIMAL WELFARE ACT 2006**

With the assistance of a report by the Head of Environmental and Community Health Services (a copy of which is appended in the Minute Book), the Cabinet were acquainted with the provisions of the Animal Welfare Act 2006 and the implications for the District Council.

Whilst the Act extended the powers of the Council to deal with animal welfare issues, Members expressed concern that no direct additional funding was likely to be made available by the Government to assist in its implementation. Whereupon, the Cabinet

RESOLVED

- (a) that the powers set out in the Animal Welfare Act 2006 be adopted;
- (b) that authority be delegated to the Director of Operational Services and the Head of Environmental and Community Health Services to appoint officers as inspectors under Section 51 of the Act;
- (c) that authority be delegated to appointed officers to exercise all of the powers set out in the Act in the course of their duties; and
- (d) that authority be delegated to the Head of Environmental and Community Health Services, after consultation with the Executive Councillor for Housing and Health, to initiate legal proceedings under the Act.

**89. HUNTINGDON CONSERVATION AREA: BOUNDARY CHANGES AND CHARACTER STATEMENT**

The Cabinet considered a report by the Planning Policy Manager (a copy of which is appended in the Minute Book) outlining the consultation responses to the draft character statement and boundary review for the Huntingdon Conservation Area.

Having considered the schedule of responses and amendments outlined in the appendices to the report, it was

RESOLVED

- (a) that, subject to the incorporation of changes identified in the appendix to the report now submitted, the character statement and boundary review for the Huntingdon Conservation Area be approved; and

- (b) that the Head of Planning Services be authorised to approve any minor consequential amendments to the text and illustrations as a result of the changes referred to in (a) above after consultation with the Executive Councillor for Planning Strategy, Environment and Transport.

**90. SAFETY ADVISORY GROUP**

The report of the meeting of the Safety Advisory Group, held on 14th November 2007 was received and noted.

**91. RISK REGISTER - OPTION APPRAISAL FORM**

Consideration was given to a report by the Audit and Risk Manager (a copy of which is appended in the Minute Book) to which was attached an option appraisal form in respect of the potential delay of the construction of the new A14, which had been identified as high risk for the Council. While acknowledging the implications for any delay on the long term economic, environmental and social development of the district, and the need to continue to lobby for a start on the scheme, the Cabinet

RESOLVED

that, in all the circumstances the level of risk identified in the report now submitted be accepted.

Chairman



CABINET

31 January 2008

## FINANCIAL MONITORING – REVENUE BUDGET (Report by the Head of Financial Services)

### 1. 2007/08 Budget – As at December 2007

- 1.1 Cabinet received a report on the latest position of the 2007/08 revenue budget at its meeting on 18 October 2007 which identified a saving of £834k and carry forward to 2008/09 of £480k together. This report provides the latest forecast.
- 1.2 It is now expected that there will be a saving of £1,204 and £608k of spending deferred to 2008/09. This will result in £608k being placed in a special reserve for delayed projects and £361k, rather than the budgeted £1,565k, having to be funded from general revenue reserves. The main variations are summarised in Annex A and the following paragraph highlights the main issues.

### 2 Variations

- 2.1 **LABGI.** The Government has not yet announced the grant entitlement for 2007/08 but an estimate of £300k has been included
- 2.2 **MTP schemes.** Changes to the 2007/08 budget of -£104k arising from the MTP have been included in the estimated outturn
- 2.3 **Contingencies.**
  - a) The budget assumed that £153k of additional employee costs would be charged to capital. A further £225k is now forecast (£60k identified in the previous report).

- b) Turnover allowance. There is an assumption in the budget that there will be savings of £414k due to staff vacancies and appointment of replacement staff on lower grade points. The current forecast is that £266k of this will be found

### 3. Risks and opportunities

- 3.1 More attention is being given to budgetary control as a result of the processes put in place in 2006 and therefore it is anticipated that the risk of the outturn being dramatically different to that now forecast is reduced. However, Directors and Heads of Service will continue to regularly review the budget and forecast spending during the last 3 months of the year in order to provide an updated, but not final, position to Cabinet in April.
- 3.2 There are certain aspects of this forecast that carry a greater risk than others:
  - a) The forecast assumes LABGI of £300k but the Government has yet to announce the grant

- b) The forecast assumes that nearly £150k of the turnover savings will not be found this year. This could still vary but the potential reduces as we get nearer the end of the year.
  - c) There may still be some savings on Pathfinder House maintenance.
  - d) There remains potential for further spending to be deferred to next year as a result of matters outside of the Council's control.
- 3.3 The forecast underspend and deferrals have been included in the Budget/MTP report, elsewhere on the agenda, resulting in additional financial flexibility for future years. This provides extra time to achieve the required Spending Adjustments. When the outturn is reviewed later in the year this may lead to the identification of ongoing opportunities to reduce budgets.

#### **4. Amounts collected and debts written off**

- 4.1 The position as at 31 December 2007 is shown in Annex B

#### **5 Recommendation**

- 5.1 It is recommended that the Cabinet note the spending variations.

#### **ACCESS TO INFORMATION ACT 1985**

##### **Source Documents:**

- 1. Cabinet and Council Reports
- 2. Budgetary control files.

**Contact Officers:** Eleanor Smith, Accountancy Manager (01480 388157)  
Steve Couper, Head of Financial Services (01480 388103)

## Annex A

	Expenditure	Income	Recharge to capital	Net expenditure
	£000	£000	£000	£000
<b>Approved budget</b>	<b>64,110</b>	<b>-43,611</b>	<b>-965</b>	<b>19,534</b>
Delayed projects brought forward from 2006/07	564			564
	64,674	-43,611	-965	20,098
Less benefits reimbursed by Government	-26,853	26,853		0
<b>Adjusted total</b>	<b>37,821</b>	<b>-16,758</b>	<b>-965</b>	<b>20,098</b>
<b>Items previously reported</b>				
Deferrals to 2008/09	-480			-480
Other items	42	-816	-60	-834
	<b>-438</b>	<b>-816</b>	<b>-60</b>	<b>-1,234</b>
<b>Items now identified</b>				
Deferred expenditure to 2008/09				
Additional planning delivery grant	-128			-128
Other Items				
Recharge to capital (net of budgetted increase)			-165	-165
LABGI 2007/8 (provision)		-300		-300
MTP schemes	-104			-104
Turnover contingency less turnover savings	148			148
Car parks income		-28		-28
Choice letting scheme	-16			-16
Mobile home park decontamination work	-15			-15
Smoke-free legislation costs	-26			-26
Pension fund contributions	-13			-13
Members' allowances	22			22
Housing benefits grant - less expenditure deferred to 2008/9	37			37
Street cleaning - increased staff and vehicle maintenance	49			49
Refuse collection - round rescheduling	57			57
Other variations	54	-70		-16
	<b>65</b>	<b>-398</b>	<b>-165</b>	<b>-498</b>
<b>Total variations</b>	<b>-373</b>	<b>-1,214</b>	<b>-225</b>	<b>-1,812</b>
	-1.0%	-7.2%		-9.0%
Forecast net spending	<b>37,448</b>	<b>-17,972</b>	<b>-1,190</b>	<b>18,286</b>
<b>Funding</b>				
Government support				-11,649
Collection fund adjustment				-7
Council tax				-6,313
Delayed projects reserve b/f				-564
Delayed projects reserve c/f				608
				<b>-17,925</b>
<b>Deficit Funded from General Reserve</b>				<b>-361</b>

<b>CONTINGENCIES INCLUDED IN THE BUDGET</b>	<b>Budget</b>	<b>Estimated</b>	<b>Variation</b>	
	£000	<b>outturn</b> £000	£000	
General contingencies	140	0	-140	<p>This is included as a forecast saving</p> <p>The current estimated outturn is that not all of the contingency will be met from staff savings</p> <p>This has been set-off against the savings identified above</p> <p>Whilst it is expected that not all of this budget will be spent, none has been declared as a saving at this stage.</p> <p>The transfer of costs to capital is forecast to be exceeded.</p>
Turnover	-414	-266	148	
Additional savings	-136	0	136	
Pathfinder House repairs	122	122	0	
Employee costs recharged to capital	-153	-378	-225	
	<b>-441</b>	<b>-522</b>	<b>-81</b>	

### AMOUNTS COLLECTED AND DEBTS WRITTEN OFF

#### Collected

The total amount of payments received, less customer refunds and transfers to other debts:

Type of debt	April to September 2007 £000	September to December 2007 £000	Total £000
	Council Tax	40,451	20,779
NNDR	29,680	13,749	43,429
Sundry Debtors	3,060	1,531	4,591
Excess Charges	68	52	120

#### Amounts written off

Whilst these amounts have been written-off in this financial year, much of the original debt would have been raised in previous financial years.

Amounts written off	April to Sept 2007 £000	Sept to Dec 2007 £000	Total £000	April to Sept 2007 £000	Sept to Dec 2007 £000	Total £000	Total written off to Dec 2007 £000
	Up to £4k			Over £4k			
Council Tax	65.8	46.4	112.2	0.0	0.0	0.0	112.2
NNDR	30.5	9.7	40.2	70.2	16.6	86.8	127.0
Sundry Debtors	24.8	12.9	37.7	0.0	14.5	14.5	52.2
Excess Charges	2.4	1.8	4.2	0.0	0.0	0.0	4.2

#### Authority to write off debts

The Head of Revenue Services is authorised to write-off debts of up to £4,000, or more after consultation with the Executive Councillor for Finance, if she is satisfied that the debts are irrecoverable or cannot be recovered without incurring disproportionate costs. The Head of Financial Services deputises in her absence.

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**CABINET**

**31 JANUARY 2008**

## **CAPITAL PROGRAMME MONITORING – 2007/08 (Report by the Head of Financial Services)**

### **1. PURPOSE**

**1.1** This report highlights the variations from the Capital Programme approved in February 2007 including any member or officer decisions already taken in accordance with the Code of Financial Management.

### **2. MONITORING INFORMATION**

**2.1** The Budget approved in February 2007 and subsequent adjustments are shown below, together with any forecast variations:-

<b>Capital Variations</b>	<b>2007/08 Capital Expenditure</b>		
	<b>Gross Budget</b>	<b>External Contributions</b>	<b>Net Budget</b>
	£000	£000	£000
<b>Approved Budget (February 2007)</b>	<b>20,202</b>	<b>4,924</b>	<b>15,278</b>
Deferrals from 2006/07 (in addition to £1.5m provision included in MTP)	1,911	1,074	837
	<b>22,113</b>	<b>5,998</b>	<b>16,115</b>
<b>Cost Variations (Annex A)</b>			
Reported to October Cabinet	-883	-110	-773
Further Variations	-509	49	-558
	<b>-1,392</b>	<b>-61</b>	<b>-1,331</b>
<b>Timing Changes (Annex B)</b>			
Reported to October Cabinet	-1,188	-500	-688
Further Variations	-2,562	-1,350	-1,212
	<b>-3,750</b>	<b>-1,850</b>	<b>-1,900</b>
<b>Capital from Revenue</b>	<b>213</b>	<b>0</b>	<b>213</b>
<b>Current Forecast</b>	<b>17,184</b>	<b>4,087</b>	<b>13,097</b>

**2.2** Annex C provides comments about individual schemes. If more information on specific schemes is required it can be obtained from the relevant Head of Service.

**2.3** The following table identifies some specific items that were originally budgeted for as revenue but can legitimately be charged to capital. This is advantageous as it increases the Council's financial flexibility. There is also one item assumed capital that must be charged to revenue and this requires Cabinet approval. The net impact is to reduce capital reserves and increase revenue reserves by £213k.

Revenue/Capital Transfers	Gross Budget	External Contributions	Net Budget
	£000	£000	£000
Recycling Wheeled Bins (Rev to Cap)	92	0	92
London Road Hemingford Grey – Culvert (Rev to Cap)	60	0	60
Design work (Rev to Cap)	331	0	331
Less provision for design work included in MTP	-205	0	-205
Less Document Centre business systems development (Cap to Rev)	-65	0	-65
<b>Extra Capital Provision Required</b>	<b>213</b>	<b>0</b>	<b>213</b>

## REVENUE IMPLICATIONS 2007/08

3.1 The impact of the variations to the original budget approved in February 2007 is to reduce the net revenue expenditure by £309k in 2007/08 with further reductions in future years, as shown below.

Revenue Impact	2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011
	£000	£000	£000	£000
Cost Variations	-33	-67	-67	-67
Timing Changes 2006/07 to 2007/08	-21			
Timing Changes 2007/08 to 2008/09	-47	-48		
Revenue/Capital Transfers	-208	11	11	11
<b>TOTAL FORECAST VARIATION</b>	<b>-309</b>	<b>-104</b>	<b>-56</b>	<b>-56</b>

## 4 RECOMMENDATIONS

4.1 It is **RECOMMENDED** that Cabinet:

- i) Note the monitoring report at Annex A.
- ii) Note the latest variations and their estimated capital and revenue impact.
- iii) Approve the transfer from Capital to Revenue of £65k referred to in paragraph 2.3 above.

## BACKGROUND PAPERS

Capital programme and monitoring working papers.  
Previous Cabinet and Committee reports on capital expenditure.

**Contact Officer – Steve Couper ☎ 01480 388103**



**ANNEX A**

<b>Cost Variations</b>	<b>2007/08 Capital Expenditure</b>		
	<b>Gross Budget</b>	<b>External Contributions</b>	<b>Net Budget</b>
	£000	£000	£000
Disabled Facilities Grants - Saving	-453	87	-540
Repairs Assistance Grants - Saving	-89	0	-89
Social Housing Grant – Interest earned on Section 106 contribution	0	60	-60
Non-reclaimable VAT - Saving	-400	0	-400
Mobile Home Park – Remediation – Saving offset by reduced Grant	-458	-458	0
Tourist Information Kiosk, St Neots – Contribution from St Neots Town Centre Partnership	22	22	0
Automated Forms Processing (Benefits) – Project not now proceeding	-223	-166	-57
Ramsey Rural Renewal – Contribution from the East of England Development Agency	8	8	0
Creative Enterprise Centre, St Neots – Further Contributions from EEDA and the Government and virement from Disabled Facilities Grants (in previous report)	691	600	91
Transportation Projects contributions included in the Programme are now expected to be transferred to the County Council – Local Transport Plan, Cycle Shelters and Safe Cycle Routes	-243	-243	0
Sewage Treatment Repair Works at Herne Road and Wood Walton to be taken on by Luminus	-70	0	-70
Network and ICT Services – Capital monies no longer required	-108	0	-108
Business Systems – Saving	-23	0	-23
County Council agreed contribution to Leisure Centre projects	0	29	-29
Huntingdon Leisure Centre – Energy Saving increased cost	19	0	19
Pathfinder House and One Stop Shop – Identified savings	-49	0	-49
Other Forecast Minor Variations	-2	0	-2
	<b>-1,392</b>	<b>-61</b>	<b>-1,331</b>

## ANNEX B

Timing changes	2007/08 Capital Expenditure		
	Gross Budget £000	External Contributions £000	Net Budget £000
New Public Conveniences	-86	0	-86
St Ives Town Centre Environmental Improvement – Ph 2	14	0	14
Social Housing Grant	-563	0	-563
Leisure Centres Future Maintenance	-939	0	-939
St Neots Leisure Centre – Bar/Kitchen/Creche Extension	-10	0	-10
St Ivo Leisure Centre – Rifle Range	-513	0	-513
Huntingdon Leisure Centre – Impressions Expansion	-923	0	-923
Sawtry Leisure Centre – Fitness Ext etc	-36	0	-36
Leisure Centre – CCTV Improvements	-35	0	-35
Pathfinder House Improvements and One Stop Shop	279	0	279
Multi-Functional Devices	-17	0	-17
Corporate EDM	-194	0	-194
Customer First	-261	0	-261
Business Systems	-90	0	-90
Voice and Data Infrastructure	-90	0	-90
Town Centre Developments	-61	0	-61
New Industrial Units	-274	0	-274
Huntingdon Marina Improvements	-50	0	-50
Huntingdon Town Centre Developments	-170	0	-170
Heart Of Oxmoor	0	-1,850	1,850
Huntingdon Bus Station	-44	0	-44
Implement Car Park Strategy	-50	0	-50
Safe Cycle Routes	-100	0	-100
St Neots Pedestrian Bridges	-537	0	-537
<b>Forecast Adjustment to Programme for Deferrals</b>	<b>-4,750</b>	<b>-1,850</b>	<b>-2,900</b>
Less provision for deferral included in MTP	1,000	0	-1,000
<b>Extra Provision Required</b>	<b>-3,750</b>	<b>-1,850</b>	<b>-1,900</b>

# MTP - CAPITAL SCHEMES MONITORING REPORT

Active Schemes 2007/08

Report Date: 18 January 2008 Data Period: 31/12/2007

	COMPLETION			SCHEME EXPENDITURE £000's			COMMENTS
	Approved	Forecast /Actual	Variation (Weeks)	Approved	Forecast	Projected Variance	
<b>Portfolio : Environment &amp; Transport</b>							
<b>Car Parks</b>							
Car Parking Strategy Implementation	3/07	3/08 (F)	51	2,262	2,262	0	Construction of Bridge Place car park to start in Feb 2008
Riverside Car Park, St Neots - Barriers	1/07	10/07 (A)	39	31	31	0	barriers in - scheme complete
<b>Environmental Health</b>							
Herne Rd, Ramsey St Marys - STW Replacement	2/07	10/07 (A)	33	31	1	-30	responsibility for work accepted by Luminus. No expenditure expected by HDC
Wood Walton Sewage Treatment Works	3/07	10/07 (A)	29	50	10	-40	responsibility for work accepted by Luminus. No expenditure expected by HDC
<b>Environmental Improvements</b>							
Area Joint Committee Small Scale Imps (07/08)		3/08 (F)		84	84	0	Schemes being designed by County Council. County say they are on target
Small Scale Imps - District Wide (07/08)		3/08 (F)		70	70	0	remaining projects being agreed with parishes and constructed.
Great Whyte/Little Whyte, Ramsey - Env Imp Ph 2	9/05	6/07 (A)	91	204	208	4	Scheme complete
Village Residential Areas Environmental Imps		3/08 (F)		105	105	0	Monies being spent on Kimbolton High Street. Work starts in January 2008
Huntingdon Town Centre - Phase 2	3/07	8/07 (A)	21	1,130	1,130	0	All major works complete. Final remaining schemes being considered
St Ives Town Centre Environmental Improvement - Phase 2		11/10 (F)		1,077	1,077	0	proposals being drawn up for the advisory groups to consider and then submitted to Cabinet
Heart of Oxmoor	1/07	3/08 (F)	61	0	0	0	Final section of cycleway out for consultation. Income awaited from new developments.
<b>Public Conveniences</b>							
New Public Conveniences	12/06	3/08 (F)	65	799	799	0	contract for St Ives bus station and Huntingdon Riverside let. South St PC being reconsidered
<b>Public Transport Support</b>							
Bus Shelters - Extra Provision (07/08)		3/08 (F)		76	76	0	Sites identified and discussions with Planning, County and Primesight taking place
<b>Transportation</b>							
Accessibility Improvements/Signs (06/07)	2/07	4/07 (A)	8	31	31	0	Schemes complete.
Huntingdon Market Town Transport Strategy (06/07)	3/07	3/08 (F)	52	118	118	0	St Peters rd cycleway due to start in February. CCC starting their schemes soon
Local Transport Plan (07/08)		3/08 (F)		80	80	0	remainder os projects being committed shortly
Safe Cycle Routes (06/07)	3/07	3/08 (F)	52	225	225	0	Schemes for Yaxley and St Neots now approved for consultation - work will start in May 2008. St Peters Rd will start in february 2008.
Safe Cycle Routes (07/08)		3/08 (F)		89	89	0	
Railway Stations - Improvements (04/05)	2/05	6/07 (A)	121	15	15	0	scheme complete
St Neots Pedestrian Bridges	3/08			537	537	0	
St Ives Market Town Transport Strategy (07/08)		3/08 (F)		65	65	0	Work being designed by CCC
Accessibility Improvements/Signs (07/08)		3/08 (F)		32	32	0	Projects are being designed and budget will be spent soon
Railway Stations - Improvements	3/06	6/07 (A)	65	15	15	0	Scheme complete

# MTP - CAPITAL SCHEMES MONITORING REPORT

Active Schemes 2007/08

Report Date: 18 January 2008 Data Period: 31/12/2007

	COMPLETION			SCHEME EXPENDITURE £000's			COMMENTS
	Approved	Forecast /Actual	Variation (Weeks)	Approved	Forecast	Projected Variance	
(05/06)							
Railway Stations - Improvements	3/06	6/07 (A)	65	16	16	0	scheme complete
(06/07)							
Huntingdon Market Town Transport Strategy (07/08)		3/08 (F)		76	76	0	St Peters rd cycleway due to start in February. CCC starting their schemes soon
Huntingdon Bus Station		12/08 (F)		482	482	0	
<b>Watercourses</b>							
Hemingford London Road Culvert		10/07 (A)		60	60	0	Scheme complete. awaiting bill from Cambridge water
<b>Total for portfolio: Environment &amp; Transport</b>				<b>7,760</b>	<b>7,694</b>	<b>-66</b>	
<b>Portfolio : Finance Administration</b>							
Commutation Adjustment (2007/08)	3/08			99	99	0	On target at this Stage still awaiting final Government approval
VAT Non-Reclaimable				551	140	-411	Adjustment to the Calculation in some Projects
<b>Housing Benefits</b>							
Housing Benefits - Wireless Working	3/06	9/07 (F)	78	239	239	0	Revenue Services are now live on New Claims and Change of Circumstances. No plans yet for Interventions. The Push and Pull solution is now being tested. Although the concept of PUSH to Anite@Work has been proven to work in a wireless environment further testing will take place during next two weeks.
Housing Benefits - Automated Forms Processing				63	7	-56	Project is no longer being pursued. Decision taken by Julia Barber. Unisys and South Glos notified.
<b>Total for portfolio: Finance</b>				<b>952</b>	<b>485</b>	<b>-467</b>	
<b>Portfolio : Headquarters &amp; Information Technology Administration</b>							
Postal Dispatch Arrangements				131	131	0	This is funded from the Accommodation project. Separate reporting risks duplication. Suggest this is reported as part of the accommodation project.
Multi-Functional Devices (07/08)				27	27	0	
<b>Information Technology</b>							
Personnel/Payroll System	10/05	6/07 (F)	86	211	200	-11	This will see completion of Phase 1 - decision on future of Phase 2 of project to be taken in 2007-08. MTP bid submitted by HR for phase 2 funding
Customer First - Programme Wide	3/07	1/09 (F)	96	658	658	0	COMT have approved a re-write of the Customer Service Strategy which may lead to changes in the time scales for this project. Paper on amended strategy going to COMT in Feb08
Customer First - Transaction Delivery	3/07	1/09 (F)	95	512	512	0	Releases to Call Centre paused, whilst team worked on TCSC and Document Centre Projects. Work also committed to the revision of the Customer Service Strategy - therefore COMT approved a pause in the releases. Work will recommence in 08/09. Amended profile submitted in 07/08 MTP process
Cyclical Review of Business Systems (06/07)		3/07 (A)		14	14	0	Project complete
Cyclical Review of Business Systems (07/08)		3/08 (F)		157	10	-147	Budget is split across various systems as well as review piece of work conducted by BAs - Other dates therefore difficult to include. Budget is fully allocated for this year and will be spent as per latest MTP profiles.
Desktop Rationalisation (07/08)		3/07 (F)		108	0	-108	Project Team is considering whether the best use of the current year's funding would be to purchase the Microsoft Enterprise Agreement which will then allow the more efficient roll out of future operating systems
Voice and Data Infrastructure	3/07	12/09 (F)	143	225	225	0	An MTP bid for more funding and rephasing of existing budget has been submitted. Preparations for the procurement process have started
Corporate Electronic Document Management System	3/08	3/09 (F)	52	596	596	0	Work commenced in Legal and Env. Health. Specification of requirements in Planning being developed Upgrade to 4.6n planned in next few months. Rephased MTP bid submitted to defer £194k into next year
Customer First - People and Facilities	3/07	12/06 (A)	-16	375	380	5	Closed. M186 is the cost centre for the IMD temporary customer service centre project - need to add into this list?
Customer First - Technical Infrastructure	3/07	3/08 (F)	52	1,612	1,614	2	The programme manager is reviewing the budget for this project

# MTP - CAPITAL SCHEMES MONITORING REPORT

Active Schemes 2007/08

Report Date: 18 January 2008 Data Period: 31/12/2007

	COMPLETION			SCHEME EXPENDITURE £000's			COMMENTS
	Approved	Forecast /Actual	Variation (Weeks)	Approved	Forecast	Projected Variance	
Operations Business System	3/07	3/08 (F)	51	131	131	0	Main Data migration work complete and set up in TEST environment. Bespoke work to complete PUDS (Property User Defined Screen) facility now complete. CAPS will need to carry out some data migration for PUDS (costs still to be identified). Ops continuing to check Test data transfer quality and check against Application Software. Live Data Transfer planned for Feb'08 followed by go live in March '08.
Uniform Flexible Working (Broadband for Members)	9/06	12/07 (A)		44	44	0	Current Estates Management Module installation is on course. Street naming and numbering project to be started Strategy work completed and Members roll out completed. COMT taking forward. Separate implementation projects to be set up - IMD responsible for remote access technology and mobile working. New MTP has been requested surplus revenue (07/08) and remaining capital (approx £15k) is diverted to the remote access technology (RAT) project M187. Corp Mobile Working Project also now underway M190
ICT for new accommodation <b>Office Accommodation</b>				0	113	113	
Pathfinder House Imps and One Stop Shop	3/06			24,787	24,738	-49	
<b>Total for portfolio: Headquarters &amp; Information Technology</b>				<b>29,621</b>	<b>29,426</b>	<b>-195</b>	
<b>Portfolio : Housing &amp; Public Health</b>							
<b>Community Initiatives</b>							
Community Information Project (07/08)				12	12	0	
<b>Crime Reduction</b>							
Crime and Disorder - Lighting Improvements (07/08)				24	24	0	
<b>Housing Support</b>							
Disabled Facilities Grants (07/08)	3/08			827	378	-449	Predicted spend is currently £1m due to increased referrals in quarter 3 and increased completions expected in quarter 4.
Housing Repair Assistance (07/08)	3/08			239	150	-89	Projected spend for year end is less than budget due to the reduced uptake of Repairs Assistance Grants generally.
Common Housing Register	3/06			47	47	0	
Social Housing Grant (Contingency) (07/08)	3/08			1,958	1,898	-60	Currently expecting full spend of this budget. However a bid is in to the Housing Corporation for one of the affordable housing schemes covered by this budget which if successful will save the Council approx. £450K which can be put towards another scheme. Decisions on HC bids will be made in Feb/March 08
Mobile Home Park - Remediation	8/07			0	0	0	
Decent Homes Insulation Grants				0	0	0	
<b>Total for portfolio: Housing &amp; Public Health</b>				<b>3,107</b>	<b>2,509</b>	<b>-598</b>	
<b>Portfolio : Leisure</b>							
<b>Leisure Events and Facilities</b>							
Community Facilities Grants (06/07)	3/07			114	114	0	
Grafham Water Centre Partnership Contribution	3/05	6/07 (A)	117	20	20	0	
Community Facilities Grants (07/08)	3/08			158	158	0	
Football Improvements - St Ives		8/08 (F)		0	0	0	Bid to Football Foundation submitted
<b>Parks and Open Spaces</b>							
Various Parks - Signs	12/03	3/08 (F)	221	40	40	0	Order placed. Fabrication completed and galvinised, awaiting painting.
Pilot Linear Park Development	11/03	4/06 (A)	126	120	126	6	
Play Equipment (06/07)	3/07	3/07 (F)	0	54	54	0	
Play Equipment (07/08)		3/08 (F)		73	73	0	
Young People's Activity Parks (05/06)	3/06	3/07 (F)	52	53	53	0	Schemes dependent on partnership funding.
Young People's Activity Parks	3/07	3/07 (F)	0	50	50	0	

# MTP - CAPITAL SCHEMES MONITORING REPORT

Active Schemes 2007/08

Report Date: 18 January 2008 Data Period: 31/12/2007

	COMPLETION			SCHEME EXPENDITURE £000's			COMMENTS
	Approved	Forecast /Actual	Variation (Weeks)	Approved	Forecast	Projected Variance	
(06/07)							
Football Improvements - St Neots	3/07	3/08 (F)	52	212	212	0	The building is complete apart from snagging. There are some internal fixtures and fittings to be purchased. The final claim is being prepared and will be submitted by the end of March once fixtures and fittings supplied.
<b>Recreation Centres</b>							
Sawtry - Fitness Studio	4/05	6/06 (A)	65	1,053	1,053	0	Scheme completed July 2006
CCTV - Improvements at Leisure Centres	7/05			82	82	0	Completion of spending of remaining budget by March 2008
St Neots Leisure Centre - Creche & Kitchens	11/03	3/10 (F)	330	294	294	0	Permanent carry forward until long term plans for centre/campus are complete
Leisure System Development	3/05	3/08 (F)	156	103	103	0	Small amount of residual budget carried forward from previous years
Leisure Centres - Disabled Facilities (03/04)	3/04	3/08 (F)	208	30	30	0	
Leisure Centres - Future Maintenance (06/07)	3/07	3/08 (F)	52	251	251	0	Small amount of c/f from previous year
Leisure Centres - Future Maintenance (07/08)	3/08	8/08 (F)	21	579	579	0	County contribution now agreed (26%). Release request forms going through Cabinet on regular basis.
Huntingdon Leisure Centre - Impressions Expansion	3/06	11/08 (F)	139	1,148	1,148	0	Currently at design stage
Huntingdon Leisure Centre - Energy Saving		5/08 (F)		71	90	19	On schedule
St Ivo Leisure Centre - Rifle Range		12/09 (F)		513	513	0	Carried forward pending leisure review
Huntingdon Leisure Centre - Astro Pitch (Future Maintenance 07/08)		5/08 (F)		95	95	0	Release request agreed. Awaiting return of tenders
St Neots Leisure Centre - Pool Roof & Refurbishment (Future Maintenance 07/08)		4/08 (F)		550	550	0	Contract let Oct 2007. Contractor on site from 12/11/07. Completion April 2008
Huntingdon Leisure Centre - Pool Roof Repair (Future Maintenance 07/08)	3/08	3/08 (F)	0	58	43	-15	Release request agreed. Part of Future Maintenance bid
St Neots Leisure Centre - Synthetic Pitch Returf (Future Maintenance 07/08)	3/08	6/08 (F)	11	154	154	0	Release request agreed. Part of Future Maintenance bid
St Neots Leisure Centre - Boiler & Access Improvements (Future Maintenance 07/08)	3/08	4/08 (F)	4	52	38	-14	Release request agreed. Part of Future Maintenance bid
<b>Total for portfolio: Leisure</b>				<b>5,927</b>	<b>5,923</b>	<b>-4</b>	
<b>Portfolio : Operations</b>							
<b>Operational Services</b>							
Vehicles Fleet Replacement (07/08)		3/08 (F)		221	221	0	ESPO contract 215D - Due to delivery times on vehicles, we have placed orders and await delivery - ETA December 2007
Recycling Bins		1/08 (F)		92	92	0	
<b>Total for portfolio: Operations</b>				<b>313</b>	<b>313</b>	<b>0</b>	
<b>Portfolio : Planning Strategy</b>							
<b>Planning Policy and Conservation</b>							
Town Centre Developments	3/07	6/08 (F)	65	276	276	0	
Rural Renewal NE Hunts - Pump Priming (06/07)	3/07	3/08 (F)	52	48	48	0	

# MTP - CAPITAL SCHEMES MONITORING REPORT

Active Schemes 2007/08

Report Date: 18 January 2008 Data Period: 31/12/2007

	COMPLETION			SCHEME EXPENDITURE £000's			COMMENTS
	Approved	Forecast /Actual	Variation (Weeks)	Approved	Forecast	Projected Variance	
Rural Renewal NE Hunts - Pump Priming (07/08)		3/08 (F)		26	26	0	
Hunt Town Cent Dev - Planning Dev Issues	3/07	6/08 (F)	65	1,010	1,010	0	
<b>Total for portfolio: Planning Strategy</b>				<b>1,360</b>	<b>1,360</b>	<b>0</b>	
<b>Portfolio : Resources &amp; Policy</b>							
<b>Economic Development</b>							
Huntingdon Boatyard Improvements	2/04			103	103	0	
Oak Tree Health Centre Oxmoor Huntingdon	3/06	7/06 (A)	17	8,664	8,664	0	Remedial works being finalised.
Creative Industries Centre, St Neots	3/08			435	435	0	
St Neots Tourist Information Kiosk		9/07 (A)		0	1	1	Project completed - Do we need to report on this? £22.5k from £30k total is external (EEDA) the rest is being picked up by Policy but was not originally budgeted.
New Industrial Units	2/04			591	591	0	
<b>Information Technology</b>							
Land Charges Application Review (03/04)	3/04	7/07 (F)	171	130	130	0	Went live on 24/05/07. Project now closed as of Project Board Meeting in Oct , '07. New project may be started in February , 08. Roy Reeves has already identified funding.
Photocopiers Replacement	3/06			27	27	0	
<b>Total for portfolio: Resources &amp; Policy</b>				<b>9,950</b>	<b>9,951</b>	<b>1</b>	
<b>19</b>							
<b>Total for all Portfolios:</b>				<b>58,990</b>	<b>57,661</b>	<b>-1,329</b>	

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CABINET

31 JANUARY 2008

## MEDIUM TERM PLAN REQUESTS FOR RELEASE OF FUNDS

(Report by the Head of Financial Services)

### 1 PURPOSE

- 1.1 The purpose of this report is to allow Cabinet to decide whether to release funds for the MTP scheme detailed in the attached annexes.

### 2 BACKGROUND

- 2.1 The Council agreed in December 2005 *that, having regard to the implications for future spending and Council Tax levels, Directors review with appropriate Executive Councillors the need for schemes/projects included in the MTP but not yet started and that specific prior approval be sought and obtained from the Cabinet before such schemes/projects are implemented.*
- 2.2 Officers have identified the schemes that they wish Cabinet to consider releasing funding for and have discussed them with the relevant Executive Councillor.
- 2.3 Annex A summarises and the following Annexes detail these requests.

### 3. RECOMMENDATION

- 3.1 The Cabinet is recommended to release the funds shown in Annex A.

#### ACCESS TO INFORMATION ACT 1985

None

**Contact Officer:**

**Steve Couper**

Head of Financial Services ☎ 01480 388103

<b>SUMMARY</b>		<b>Net Revenue Impact (£'000)</b>						<b>Net Capital (£'000)</b>					
		2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011	2011/ 2012	2012/ 2013	2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011	2011/ 2012	2012/ 2013
<b>Annex</b>													
<b>B</b>	<b>Project - 39B &amp; 309/442/441 Disabled Facilities Grants</b>	<b>5</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>200</b>					
	<b>Total amount for which release now requested</b>	<b>5</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>200</b>					

## Project - 39B &amp; 309/442/441 Disabled Facilities Grants

Project Officer:- Steve Plant

## Financial Impact

Approved Gross Budget  
Approved Net Budget  
Already released

**Gross amount for which  
release now requested**

**Net amount for which  
release now requested**

Net Revenue Impact							Capital						
2006/ 2007 £000	2007/ 2008 £000	2008/ 2009 £000	2009/ 2010 £000	2010/ 2011 £000	2011/ 2012 £000	2012/ 2013 £000	2006/ 2007 £000	2007/ 2008 £000	2008/ 2009 £000	2009/ 2010 £000	2010/ 2011 £000	2011/ 2012 £000	2012/ 2013 £000
								1,253					
	23	46	46	46	46	46		918					
	9	19	19	19	19	19		378					
								<b>200</b>					
	<b>5</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>		<b>200</b>					

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## Justification for Release

The Council must award a DFG for work to achieve one or more of a set of purposes defined by statute. DFGs are awarded on the recommendation of an Occupational Therapist (OT) and funds aids and adaptations like ramps, stair lifts and level access showers. DFGs enable elderly and disabled people to live independently and therefore contribute towards the quality of life for vulnerable people. The Council must be satisfied that a DFG is necessary and appropriate and that to carry it out is reasonable and practicable. The Council is, therefore, expected and required to set a budget that can cope with the likely level of demand placed upon it.

In April the annual spend was predicted to be lower than the approved Gross budget of £1,253k due to a general drop in referrals for DFGs from the OT service. Therefore the initial amount released was restricted to £800k.. There has however been an increase in referrals and throughput of work in the last quarter and Cabinet are therefore requested to release an additional £200k to meet the current projected end of year spend.

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**CABINET**

**31 JANUARY 2008**

**FINANCIAL STRATEGY, MEDIUM TERM PLAN 2009-2013 AND BUDGET  
2008/09**

**(Report by the Head of Financial Services)**

**1 PURPOSE**

- 1.1** The purpose of this report is to allow Cabinet to determine its recommendations to Council on 20 February in relation to the Council's Budget and Council Tax for 2008/09, Medium Term Plan for 2009/13 and associated matters.

**2 BACKGROUND**

- 2.1** This year's process started with consideration of a financial strategy by Overview & Scrutiny, Cabinet and Council in September which highlighted the major uncertainty created by the Government's decision to announce grant settlements for three years at a time. In one sense the change to 3 year settlements is beneficial because of the added certainty during the three year period but it also leads to significant volatility every 3 years when changes to the formula are considered. This year's consultation included proposals which could have led to a £500k per year reduction in the Council's grant.
- 2.2** This was followed by the draft MTP and Budget report, again considered by Overview & Scrutiny and Cabinet before being considered by Council on the 5 December. The major uncertainty on grant remained because the draft settlement was not announced until 6 December. Council made the following resolutions:
- (a) that the implications of receiving a low level of revenue support grant in terms of future Council Tax increases be noted and that Officers be requested to report to a future meeting on other options which would involve increases of between 4.99% and 7.5%
  - (b) that a policy of limiting increases in the budget requirement to 4.99% be supported but Officers be invited to consider models requiring a lower requirement approximately to circa 4%;
  - (c) that the content of the draft Medium Term Financial Plan, appended to the report submitted, be approved to assist in the production of the budget for 2008/09, revised Medium Term Plan for 2009/2013 and the financial plan to 2018/2019; and
  - (d) that officers be requested to critically review all budgets and Medium Term Plan schemes (revenue and capital).

### 3 PROPOSED CHANGES TO THE DRAFT PLAN

3.1 The following adjustments have been made to figures reported in December.

#### 3.2 Revenue Support Grant

The Council has received the proposed grant settlement for 2008/09, 2009/10 and 2011/12. Whilst it is better than feared, due to the Government using revised, higher, population figures and not removing the area cost adjustment, the LGA consider it to be the worst settlement for a decade. Any advantage from the population revision is also minimised by a major deduction to protect those Councils who are receiving more than the Government consider appropriate. The table below summarises the position:

<b>Government Support</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Assumption in approved MTP Provisional settlement		12,162	12,684	13,033
True Grant	<b>12,014</b>	<b>12,961</b>	<b>13,162</b>	<b>13,358</b>
Withheld to protect other authorities	<b>-364</b>	<b>-804</b>	<b>-589</b>	<b>-418</b>
<b>Receivable</b>	<b>11,650</b>	<b>12,157</b>	<b>12,572</b>	<b>12,939</b>
<b>Shortfall from MTP assumption</b>		<b>5</b>	<b>111</b>	<b>93</b>

3.3 The Government's figures show the Council will be the 3rd most under-funded, in cash terms, District Council in England. Next year's deduction will be £804k or 6.2% and is the equivalent of increasing Council Tax by almost £14 or 12.7%.

3.4 Although we now have certainty for the next three years (subject to the final settlement in January which has not historically resulted in significant change) the position for 2011/12 onwards is difficult to estimate given the likelihood of formula changes. For the purpose of the forecast it has been assumed that increases will be 3.5% per year, thereafter based on a 2.5% for inflation and 1.0% for population increase.

3.5 Unless the final announcement results in a material change it will be covered by adjusting the use of revenue reserves.

#### 3.6 Interest Rates.

The December report was based on investment rates of 5.5% in 2008/09, 5.25% in 2009/10 and 5% thereafter while long term borrowing to finance the capital programme was assumed at 4.6%. In the light of current fixed investments and recent international liquidity problems it has been necessary to revise investment rates to 5.7% in 2008/09, 5.0% in 2009/10 and 4.75% thereafter and borrowing rates to 4.5%.

3.7 The **taxbase** has been marginally increased from 57,721 to 57,785 in 2008/09 together with a small extra growth increase in subsequent years. This results in a slight increase in income for a given level of Council Tax.

- 3.8** The position on the **Collection Fund** has now been forecast for the current year and will result in a small deficit (£28k) next year.
- 3.9** Council requested that officers critically review all budgets and Medium Term Plan schemes (revenue and capital). This is an ongoing exercise which has already commenced but will take some time to conclude. This review will form part of the search for spending adjustments which is dealt with later in this report. In order to streamline the process whilst preventing any MTP schemes with obvious potential for adjustment going ahead a list of schemes that require COMT or Cabinet approval before being committed are attached as Annex A. It is proposed that any scheme not covered by the annex be allowed to commence once the budget for next year is formally approved by Council.
- 3.10** Any remaining variations are shown in Annex E2.
- 3.11** There are also some items for which no adjustment has been made at this stage. They include:

Whilst the grant allocation for **Concessionary Fares** is towards the top end of the consultation range it is still assumed that there will be no surplus as the actual cost cannot be forecast until some way into the new financial year.

## 4 STRATEGY OPTIONS

- 4.1** Huntingdonshire's Council Tax is one of the lowest in England and public surveys indicated that many local people consider that increases in Council Tax are preferable to service reductions. The current approved plan (February 2007) was therefore based on increasing Council Tax by between 5.7% and 8.2% over the next ten years until it was in line with the national average. The increase for 2008/09 was planned to be 5.7% but Council, at its December meeting, requested alternative financial strategies to be exemplified in this report. The table below shows three options compared with the figures shown in the December report:

	2008/ 2009	2009/ 2010	2010/ 2011	2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019
<b>December Report based on an annual increase in Budget Requirement of 4.99%</b>											
Increase in Budget Requirement	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%
Increase in Council Tax	5.7%	5.7%	8.4%	8.2%	8.0%	7.8%	7.6%	7.5%	7.3%	7.2%	7.1%
<b>Income from Council Tax £'000</b>	<b>6,704</b>	<b>7,124</b>	<b>7,763</b>	<b>8,442</b>	<b>9,163</b>	<b>9,928</b>	<b>10,741</b>	<b>11,602</b>	<b>12,516</b>	<b>13,484</b>	<b>14,510</b>
<b>January Report based on an annual increase in Budget Requirement of 4.99% - OPTION A</b>											
Increase in Budget Requirement	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%
Increase in Council Tax	6.0%	6.8%	7.9%	6.8%	6.7%	6.6%	6.5%	6.5%	6.4%	6.3%	6.3%
<b>Income from Council Tax £'000</b>	<b>6,733</b>	<b>7,236</b>	<b>7,857</b>	<b>8,442</b>	<b>9,063</b>	<b>9,722</b>	<b>10,420</b>	<b>11,162</b>	<b>11,948</b>	<b>12,781</b>	<b>13,664</b>
<b>January Report based on an annual increase in Council Tax of 4.99% - OPTION B</b>											
Increase in Budget Requirement	4.6%	4.4%	3.9%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%
Increase in Council Tax	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%
<b>Income from Council Tax £'000</b>	<b>6,668</b>	<b>7,043</b>	<b>7,439</b>	<b>7,857</b>	<b>8,298</b>	<b>8,765</b>	<b>9,257</b>	<b>9,777</b>	<b>10,327</b>	<b>10,907</b>	<b>11,520</b>
<b>January Report based on an annual increase in Budget Requirement of 4% - OPTION C</b>											
Increase in Budget Requirement	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Increase in Council Tax	3.2%	4.1%	5.3%	4.3%	4.3%	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%
<b>Income from Council Tax £'000</b>	<b>6,555</b>	<b>6,864</b>	<b>7,274</b>	<b>7,629</b>	<b>8,002</b>	<b>8,391</b>	<b>8,798</b>	<b>9,224</b>	<b>9,670</b>	<b>10,136</b>	<b>10,624</b>

- 4.2 This section considers the position regarding capping so that Cabinet can recommend an appropriate strategy to Council.
- 4.3 John Healey, the Minister for Local Government, wrote to Council leaders on 17 December with the following comments on capping:

***“The Government expects the average council tax increase in England to be substantially below 5% in 2008/09. I made it clear to the House that we will not hesitate to use our capping powers as necessary to protect council taxpayers from excessive increases. This applies to all authorities - including police and fire authorities.***

***No decisions have been taken on capping principles for 2008/09. It would, however, be unwise for any authority to assume that capping principles set in previous years will be repeated. We intend to take decisions on principles after authorities have set their budgets, but we are prepared to announce the principles in advance if the circumstances suggest this is necessary.***

***The onus now is on all authorities to demonstrate leadership and to deliver top quality, efficient services for their citizens. Authorities should be capable of innovating, managing change and improving efficiency without having a disproportionate impact on their council taxpayers.***

***As I said in the House, this is a tight settlement but a fair and affordable one. It delivers the certainty, flexibility, equity and stability that local government told us it wanted. With the additional funding, efficiency gains and flexibilities we have provided local government, there can be no excuse for excessive council tax increases.***

***In previous years Ministers have written a reminder about the risks of capping to individual authorities which, on the basis of public information, appear to be heading for high council tax increases. I do not intend to do that this year. The decisions are yours and the Government has set out very clearly the context in which you must make those decisions.”***

- 4.4 It should be remembered that although the Government constantly refers to Council Tax increases, the legislation requires any capping decision to be framed around increases in budget requirement.
- 4.5 Whilst there was no capping in 2007/08 the figures used in 2005/06 and 2006/07 capping were as follows:

	Increase in budget requirement of	AND	Increase in Council Tax of
2005/06	6%		5.5%
2006/07	6%		5%
2007/08	No Authorities capped		



- 4.6** In both years with capping there were standard criteria for all authorities although the regulations allow the Government to set different criteria for different classes of authorities.
- 4.7** In 2004/05 14 Councils were capped, in 2005/06 this fell to 9 Councils and in 2006/07 two Councils (York and Medway) were **designated** i.e. they were not actually capped but were told that for 2007/08 any capping decision would be based on the figures for 2006/07 as if they had been capped.
- 4.8** The fact that whilst the increase in Council Tax fell the increase in budget requirement stayed at 6% is particularly relevant as the Council's Financial Strategy has been based around the increase in budget requirement before capping applies not falling below 5%.
- 4.9** Huntingdonshire's Council Tax this year (£109.91) compares to that of other Districts as follows. It is:
- in the lowest 8% of Council Tax levels for all Shire Districts in England. Range £62 to £290, average £155.
  - 8.4% of the total Council Tax bill\* for Huntingdonshire residents.

*\*This includes the amounts set by the County Council, the Fire and Police Authorities and Town or Parish Councils.*

- 4.10** Obviously there will always be some risk linked to increases in Council Tax and/or Budget Requirement that are above the norm – experience has shown that the Government only caps those authorities clearly above the norm. The key figures from the options above relating to 2008/09 are as follows:

OPTION	2008/2009	
	Increase in Budget Requirement	Increase in Council Tax
<b>A</b>	<b>4.99%</b>	6.0%
<b>B</b>	4.6%	<b>4.99%</b>
<b>C</b>	<b>4.00%</b>	3.2%

- 4.11** The Chief Officers' Management Team considers that Option B gives the best balance between minimising the level of spending adjustments required and avoiding capping next year. The tables in the remainder of this report are therefore based on Option B.
- 4.12** **The intentions of other authorities, on a national basis, needs to be kept under review as this may change the level of risk related to particular levels of Council Tax increase.**

## 5. SPENDING ADJUSTMENTS

5.1 The table below shows the position on Spending adjustments based on Option B

SPENDING ADJUSTMENTS	FORECAST	BUDGET	MTP			
	2007/08 £000	2008/09 £000	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000
<b>TARGETS</b>						
Last Year's Target (net of items previously identified)	137	643	1,369	2,195	2,809	3,579
Additional Adjustments Identified in December	0	0	0	0	0	1,492
Additional Adjustments to allow designated MTP schemes to	0	152	189	148	142	137
Additional Adjustments Identified now	0	-1	186	13	313	-60
<b>LESS</b>						
<i>Now identified</i>						
<i>Budget reductions</i>		-206	-94	-106	-64	-64
<i>Additional Grants (e.g. Housing &amp; Planning Delivery)</i>		-250	-250	-250	-250	-250
<i>Leisure Centres</i>		-160	-750	-900	-900	-900
<i>Assumed level of general underspendings</i>	-1,248	-178	-150	-100	-50	-50
<b>Provisional Shortfall (+) or Surplus (-)</b>	<b>-1,111</b>	<b>0</b>	<b>+500</b>	<b>+1,000</b>	<b>+2,000</b>	<b>+3,884</b>

Figures for subsequent years are shown in Annex B

5.2 The following actions are underway to identify how these adjustments will be achieved, particularly to identify the requirement for 2008/09:

- Existing budgets have been reviewed in the light of historic underspendings to determine whether further spending proposals can be met from existing resources. This has identified £206k of adjustments for 2008/09.
- New and potential sources of income, including Government specific grants, will continue to be investigated to ensure opportunities for funding existing spending plans or enhancing services at no additional cost are maximised. It is estimated that this will generate at least £250k per year.
- A way to provide leisure centres in a more efficient way is being investigated.
- In the medium and longer term efficiencies may be introduced by considering our range of activities and whether there are smarter ways of addressing social issues. No specific targets have been set for this exercise but it is anticipated that such an exercise will contribute towards the savings required in future years.

## 6. 2008/09 BUDGET

6.1 As far as next year's budget is concerned the table below shows the breakdown and funding of the revenue and capital budgets for which approval is required. Annexes C and D gives further details of next years revenue and capital budgets respectively whilst Annex E gives the summary over the Forecast period and Annex F shows the consolidated MTP.

<b>REVENUE BUDGET</b>	<b>2007/08</b>	<b>2007/08</b>	<b>2008/09</b>
	<b>Original Budget**</b>	<b>Forecast</b>	<b>Budget</b>
<b>Service Spending</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Environmental Services	8,384	8,140	8,830
Planning	2,704	2,008	2,615
Community Services	7,179	7,251	7,360
Community Safety	924	943	1,014
Housing Services	5,893	4,430	5,749
Highways and Transportation	2,103	1,824	1,764
Corporate Services	4,929	4,776	5,167
Other Expenditure			
Contingencies	-686	32	-1,061
Other Expenditure (mainly reversal of Capital Charges)	-9,308	-7,649	-8,854
Investment Interest	-2,587	-2,768	-2,162
LABGI		-700	
<b>Council Total</b>	<b>19,534</b>	<b>18,286</b>	<b>20,420</b>
<b>Funding</b>			
Government Support (RSG & NNDR)	-11,650	-11,650	-12,157
Collection Fund Deficit	-7	-7	28
Council Tax	-6,313	-6,313	-6,668
Deficit – from Reserves	-1,565	-317	-1,622
	<b>-19,534</b>	<b>-18,286</b>	<b>-20,420</b>

\*\* Where service elements have moved between the above headings since the 2007/08 budget was approved the budget has been restated to reflect this.

CAPITAL SPENDING	2007/08 Forecast			2008/09 Budget		
	Net £000	Con't <sup>①</sup> £000	Gross £000	Net £000	Con't <sup>①</sup> £000	Gross £000
Refuse and Recycling	6	72	78			
Drainage and Sewers	133	60	193			
Public Conveniences	403		403	166		166
Planning Policy and Conservation				20		20
Economic Development	406	1,157	1,563	797		797
Community Facilities	117		117	162		162
Joint Leisure Centres	2,804		2,804	1,134	340	1,474
Leisure Policy and Development	20		20			
Community Initiatives	12		12			
Parks and Open Spaces	406	324	730	466		466
Housing Services <sup>②</sup>	-172	507	335			
Private Housing Support	578	672	1,250	1,149	413	1,562
Homelessness	1,380	540	1,920	1,834		1,834
Housing Benefits	40	70	110			
Community Safety	24	100	124	214	60	274
Transportation	671	15	686	954		954
Public Transport	153		153	363	150	513
Car Parks	419		419	156		156
Environmental Improvements <sup>③</sup>	-615	1,390	775	55	520	575
Technical	-996		-996	-487		-487
Operations Division	221		221	303		303
Offices	5,845		5,845	6,693		6,693
IT related	1,065		1,065	1,063		1,063
Other	150		150	430		430
<b>Proposed Plan</b>	<b>13,070</b>	<b>4,907</b>	<b>17,977</b>	<b>15,472</b>	<b>1,483</b>	<b>16,955</b>
<b>Notes</b>						
① contributions and grants from other organisations						
② includes the re-sale of mobile homes bought to house tenants during the remediation work at the Mobile Home site.						
③ includes contributions from sales of land to fund past expenditure on the Oxmoor.						

## 7 CONSULTATION AND COMMENTS

7.1 This report will be considered at a meeting of the Overview and Scrutiny (Corporate and Strategic Framework) Panel on the 29 January and a consultation meeting with members of the business community is taking place on 30 January. Comments from both meetings will be reported to Cabinet.

## **8 PRUDENTIAL CODE**

- 8.1** The Prudential Code sets various limits relating to the budget and this has been included as an annex to the Treasury Management Strategy elsewhere on the Cabinet's agenda.

## **9 RISK ASSESSMENT**

### **9.1 2008/09 BUDGET**

The Local Government Act 2003 requires the Director of Commerce and Technology (as the Council's Chief Financial Officer) to report to the Council on the robustness of the estimates and the adequacy of reserves when it considers its budget and the consequent Council Tax. His comments are contained in Annex G and confirm that the budget is adequately robust and that the level of revenue reserves is currently significantly above the minimum level required.

### **9.2 FORECAST**

Annex H considers the sensitivity of the plan in the longer term to variations in inflation, pay awards and interest rates and highlights other significant risks to the Council's financial position. Some of these issues are clearly outside the Council's control and there is little alternative to simply keeping them under review and reacting appropriately if they occur. Others are more clearly within the Council's own control and so can be programmed and dealt with at the appropriate time. This annex also explains the need for revenue reserves to be retained at a minimum of £3M in the longer term.

## **10 CONCLUSIONS**

- 10.1** The Council approved the draft Budget, MTP and Financial Strategy figures in December but noted the potential for significant reductions in Revenue Support Grant.
- 10.2** RSG for the next three years has been announced. The LGA consider the settlement the worst for a decade. Whilst the Council gains benefit from population increases the Government is withholding the equivalent of a 12.7% Council Tax increase next year so that Councils who have too much grant only have to give it up slowly.
- 10.3** The December figures have been amended for the items highlighted in section 3 of this report.
- 10.4** As requested by December Council, Section 4 considers three potential financial strategies with direct trade-offs between increased spending adjustments and lower Council Tax rises.
- 10.5** The Government have, as usual, signalled their intention to use capping to keep Council Tax levels down for 2008/09 and have referred to an expectation that average increases should be substantially below 5%. There can be no guarantee of the actual level at which capping will apply because the Government refuse to give this figure as a matter of principle.

**10.6** Given the differing Council Tax increases necessary for each option the Chief Officers' Management Team considers that Option B – limiting Council Tax rises to 4.99% - gives the best balance between minimising the level of spending adjustments required and avoiding capping next year. The intentions of other authorities, on a national basis, need to be kept under review as this may change the level of risk related to particular levels of Council Tax increase.

**10.7** The Council previously determined that revenue reserves should be reduced to £4.358M by March 2013 in order to allow spending adjustments to be identified and managed effectively. It is not considered prudent to use further reserves within this timeframe.

**10.8** Net spending therefore needs to be capped at the following levels:

2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
£M	£M	£M	£M	£M	£M	£M	£M	£M	£M	£M
20.4	22.2	24.3	25.1	25.0	24.5	24.1	25.1	26.2	27.4	28.6

**10.9** The challenge for the future is to identify £3.9M of further spending adjustments by 2012/13. Those required for 2008/09 have been identified and work is underway to identify specific proposals for subsequent years. It will obviously be necessary for any new additional spending pressures to be matched corporately by corresponding savings.

**10.10** The resulting proposed Council Tax increase of £5.48 for 2008/09 or 4.99% is less than 11p per week for a band D property.

**10.11** The combination of sound budget practices, the success so far in identifying savings and significant revenue reserves means that the proposed 2008/09 budget is robust and that the Council is well-placed, for the time being, to deal with any unforeseen expenditure.

## **12. RECOMMENDATION**

**The Cabinet is asked to recommend to February Council:**

- **Approval of the proposed budget, MTP and Financial Plan (Annexs C, D, and E)**
- **Approval of a Council Tax (Band D) increase of £5.48 (4.99%) for 2008/09.**

### **ACCESS TO INFORMATION ACT 1985**

Grant Settlement Information – Files in Financial Services

Working Papers - Files in Financial Services

Project Appraisals

2007/08 Revenue Budget and the 2008/012 MTP

**Contact Officer:**

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## **ANNEXES**

- A MTP Schemes requiring approval before commencement**
- B Spending Adjustments**
- C 2008/09 Revenue Budget**
- D Budget and MTP – Capital Spending**
- E Forecast Summary to 2018/19**
- F Budget and MTP – Revenue elements**
- G Reserves and the Robustness of the 2008/09 Budget**
- H Financial Plan - Sensitivity and Risks & Future level of Reserves**

**ACTIONS/SCHEMES REQUIRING APPROVAL BEFORE COMMENCEMENT**

The proposed approach is that:

- Routine things that just happen to be Capital should be treated the same as base revenue budget i.e. no further approval required.
- Small or unavoidable items do not require approval.
- Significant schemes require approval from Cabinet.
- Items reliant on ensuring the “trading” position stacks up ( e.g. leisure and industrial estate ) would require Director plus Executive Councillor agreement.

The colour coding on Annexes D and F show this as follows:

<b>Approval by</b>
<b>COMT and then Cabinet</b>
<b>Service Director following consultation with Director of C&amp;T and Executive Councillor</b>
<b>COMT</b>
<b>Head of Service</b>

**Note:** Some schemes appear in both annexs but the highlighting is shown on Annex D for capital schemes and only in Annex F for purely revenue schemes.



SPENDING ADJUSTMENTS	FORECAST	BUDGET	MTP				FORECAST					
	2007/08 £000	2008/09 £000	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
<b>TARGETS</b>												
Last Year's Target	-1,673	-2,443	-3,213	-3,983	-4,753	-5,523	-6,293	-6,568	-6,568	-6,568	-6,568	-6,563
Additional Adjustments Identified in December	0	0	0	0	0	-1,492	-2,476	-2,856	-3,911	-4,397	-4,587	-5,074
Additional Adjustments to allow designated MTP schemes to progress		-152	-189	-148	-142	-137	-137	-137	-137	-137	-137	-137
Additional Adjustments Identified now	0	1	-186	-13	-313	60	-375	-1,670	-1,332	-1,565	-1,826	-2,102
<b>LESS</b>												
Included in 2006/07 Budget	-450	-448	-446	-444	-459	-459	-459	-459	-459	-459	-459	-459
Included in 2007/08 budget	-1,086	-1,352	-1,398	-1,344	-1,485	-1,485	-1,485	-1,344	-1,485	-1,485	-1,485	-1,344
<i>Now identified</i>												
<i>Budget reductions</i>		-206	-94	-106	-64	-64	-64	-64	-64	-64	-64	-64
<i>Additional Grants (e.g. Housing &amp; Planning Delivery)</i>		-250	-250	-250	-250	-250	-250	-250	-250	-250	-250	-250
<i>Leisure Centres</i>		-160	-750	-900	-900	-900	-900	-900	-900	-900	-900	-900
<i>Assumed level of general underspendings</i>	-1,248	-178	-150	-100	-50	-50	-50	-50	-50	-50	-50	-50
<b>Provisional Shortfall (+) or Surplus (-)</b>	<b>-1,111</b>	<b>0</b>	<b>+500</b>	<b>+1,000</b>	<b>+2,000</b>	<b>+3,884</b>	<b>+6,073</b>	<b>+8,164</b>	<b>+8,740</b>	<b>+9,459</b>	<b>+9,910</b>	<b>+10,809</b>

BUDGET SUMMARY	2007/08		2008/09
	Original	Forecast	Budget
	£000	£000	£000
<b>Environmental Services</b>			
Refuse Collection	3,595	3,551	3,674
Recycling	595	451	642
Drainage & Sewers	595	500	584
Public Conveniences	306	272	293
Environmental Health	1,930	1,888	2,149
Closed Churchyards	22	11	17
Street Cleaning & Litter	1,339	1,467	1,471
	<b>8,384</b>	<b>8,140</b>	<b>8,830</b>
<b>Planning</b>			
Development Control	1,227	1,467	1,437
Building Control	291	181	212
Planning Policy & Conservation	1,310	1,196	1,336
Markets	-68	-41	-64
Economic Development	-503	-533	-565
Tourism	441	167	194
Planning Delivery Grant	7	-428	65
	<b>2,704</b>	<b>2,008</b>	<b>2,615</b>
<b>Community Services</b>			
Countryside	559	577	594
Community Initiatives	782	739	764
Parks	1,559	1,607	1,708
Leisure Policy	427	436	458
Leisure Centres	3,637	3,699	3,622
Community Facilities	213	194	214
	<b>7,179</b>	<b>7,251</b>	<b>7,360</b>
<b>Community Safety</b>			
Community Safety	924	943	1,014
	<b>924</b>	<b>943</b>	<b>1,014</b>
<b>Housing Services</b>			
Housing Services	672	623	680
Private Housing Support	3,607	2,430	3,538
Homelessness	679	598	625
Housing Benefits	935	780	905
	<b>5,893</b>	<b>4,430</b>	<b>5,749</b>
<b>Highways &amp; Transportation</b>			
Transportation Strategy	987	656	1,071
Public Transport	824	856	709
Highways Services	90	90	102
Car Parks	-185	-166	-525
Environmental Improvements	386	388	406
	<b>2,103</b>	<b>1,824</b>	<b>1,764</b>
<b>Corporate Services</b>			
Local Taxation & Benefits	1,107	1,313	1,435
Corporate Management	2,238	1,848	2,059
Democratic Representation	1,141	1,108	1,182
Central Services	442	507	489
	<b>4,929</b>	<b>4,776</b>	<b>5,167</b>
<b>Other Expenditure</b>			
Contingency	-686	32	-1,061
Other Expenditure	-9,308	-7,649	-8,854
Investment Interest	-2,587	-2,768	-2,162
Business Grant (LABGI)	0	-700	0
	<b>-12,582</b>	<b>-11,085</b>	<b>-12,077</b>
<b>Council Total</b>	<b>19,534</b>	<b>18,286</b>	<b>20,420</b>

SERVICE BUDGET		2007/08		2008/09
		Original	Forecast	Budget
		£000	£000	£000
<b>Environmental Services</b>				
Refuse Collection	Abandoned Vehicles	74	58	66
	Brew Project	0	-22	26
	Domestic Refuse	3,498	3,516	3,571
	Refuse Policy	14	11	12
	Trade Refuse	10	-11	0
		<b>3,595</b>	<b>3,551</b>	<b>3,674</b>
Recycling	Green Waste	82	-10	84
	Recycling Kerbside Collections	536	498	539
	Recycling Policy	6	-49	22
	Recycling Sites	-28	12	-3
		<b>595</b>	<b>451</b>	<b>642</b>
Drainage & Sewers	Environmental Emergencies	0	0	0
	Internal Drainage Boards	332	310	339
	Nightsoil Collection	10	10	10
	Watercourses	254	180	234
		<b>595</b>	<b>500</b>	<b>584</b>
Public Conveniences	Public Conveniences	306	272	293
		<b>306</b>	<b>272</b>	<b>293</b>
Environmental Health	Air Quality	103	116	124
	Animal Welfare	141	147	162
	Burials Under Health Acts	0	0	0
	Caravans And Camping	6	6	6
	Contaminated Land	179	146	183
	Eh Health & Safety	215	175	252
	Energy Efficiency	96	117	178
	Environmental Health General	13	7	7
	Food Safety	487	476	489
	Health Promotion	41	39	43
	Nuisances	311	318	324
	Pest Control	106	137	153
	Private Sector Housing	214	191	215
	Travellers	18	13	14
		<b>1,930</b>	<b>1,888</b>	<b>2,149</b>
Closed Churchyards	Closed Churchyards	22	11	17
		<b>22</b>	<b>11</b>	<b>17</b>
Street Cleaning & Litter	Chewing Gum Removal	17	17	17
	Fly Poster/Graffiti Removal	66	51	53
	Litter Control	89	73	71
	Street Cleansing Operations	1,132	1,297	1,298
	Street Cleansing Policy	13	10	11
	Weed Control	23	18	21
		<b>1,339</b>	<b>1,467</b>	<b>1,471</b>
<b>Environmental Services</b>		<b>8,384</b>	<b>8,140</b>	<b>8,830</b>
<b>Planning</b>				
Development Control	Dc Advice	444	474	509
	Dc Application Processing	509	653	567
	Dc Enforcement	219	266	282
	Dev Control Panel	54	74	79
		<b>1,227</b>	<b>1,467</b>	<b>1,437</b>

SERVICE BUDGET		2007/08		2008/09
		Original	Forecast	Budget
		£000	£000	£000
<b>Planning (continued)</b>				
Building Control	Bc Best Value Review	0	0	0
	Bc Promotion & Enforcement	244	279	329
	B Regs Applications	38	-103	-153
	Defence Estates	8	4	36
		<b>291</b>	<b>181</b>	<b>212</b>
Planning Policy & Conservation	Biodiversity Action Plan	2	6	6
	Conservation & Listed Build	205	267	269
	Local Plan	617	449	564
	Planning Projects/Implement	228	235	244
	Strategic & Regional Planning	57	61	67
	Suppl Planning Guidance	23	17	18
	Trees	178	161	167
			<b>1,310</b>	<b>1,196</b>
Markets	Farmers Markets	3	-5	0
	Huntingdon Market	-27	-21	-23
	Markets Management	59	71	60
	Ramsey Market	-1	0	0
	St Ives Bank Holiday Market	-41	-26	-37
	St Ives Market	-62	-61	-64
	St Neots Market	0	0	0
			<b>-68</b>	<b>-41</b>
Economic Development	Business & Enterprise Support	253	279	289
	Commercial Properties	-151	-160	-157
	Estates Management	46	50	44
	Industrial Properties	-353	-319	-348
	Miscellaneous Properties	-611	-629	-636
	N N D R Discretionary Relief	40	40	42
	Town Centre Management	126	136	140
	Town Cetnre Development	146	69	61
		<b>-503</b>	<b>-533</b>	<b>-565</b>
Tourism	District Information	51	8	9
	District Promotion	71	117	120
	Tourism Information Centres	45	42	43
	Tourism Mgt Budgets	273	-1	23
		<b>441</b>	<b>167</b>	<b>194</b>
Planning Delivery Grant	Planning Delivery Grant	-211	-428	0
	Planning Grant Unallocated	219	0	65
		<b>7</b>	<b>-428</b>	<b>65</b>
	<b>Planning</b>	<b>2,704</b>	<b>2,008</b>	<b>2,615</b>
<b>Community Services</b>				
Countryside	Barford Road Pocket Park	6	7	8
	Coneygear Park	4	4	5
	Countryside Management	160	161	164
	Hinchingbrooke Country Park	249	263	271
	Holt Island	2	2	2
	Ouse Valley Way	2	2	2
	Paxton Pits	105	108	112
	Paxton Pits R&R Fund	2	0	0
	Spring Common	29	29	30
			<b>559</b>	<b>577</b>

SERVICE BUDGET		2007/08		2008/09
		Original	Forecast	Budget
		£000	£000	£000
<b>Community Services (cont.)</b>				
Community Initiatives	Com Initiatives - Housing	87	5	5
	Com Initiatives - Leisure	80	5	5
	Equal Opportunities	44	47	50
	Health For Huntingdonshire	34	63	67
	Health For Hunt Yaxley	1	19	19
	Local Agenda 21	103	46	47
	Miscellaneous Grants	281	339	348
	Oxmoor Action Plan	0	0	0
	Policy Services Community	38	93	97
	Public Access To Internet	13	11	11
	St Barnabus Ict Project	0	0	0
	Yaxley Community Project	102	111	114
		<b>782</b>	<b>739</b>	<b>764</b>
Parks	Highways Amenities	46	19	35
	Parks Contracts	-31	-63	-53
	Parks Management	1,484	1,598	1,662
	Pavillions	54	53	58
	Unallocated Land Survey	7	0	6
		<b>1,559</b>	<b>1,607</b>	<b>1,708</b>
Leisure Policy	Arts Development	209	196	199
	Leisure Development	204	235	253
	Policy And Strategic Mgt	14	5	5
		<b>427</b>	<b>436</b>	<b>458</b>
Leisure Centres	Huntingdon Leisure Centre	742	756	672
	Leisure Centres Overall	39	40	44
	Ramsey Leisure Centre	540	555	570
	Sawtry Leisure Centre	505	518	541
	St Ivo Leisure Centre	935	994	958
	St Neots Leisure Centre	877	836	837
		<b>3,637</b>	<b>3,699</b>	<b>3,622</b>
Community Facilities	Community Facilities Grants	194	168	194
	Priory Centre	19	25	20
		<b>213</b>	<b>194</b>	<b>214</b>
	<b>Community Services</b>	<b>7,179</b>	<b>7,251</b>	<b>7,360</b>
<b>Community Safety</b>				
Community Safety	C C T V	743	719	776
	Community Safety	182	224	238
		<b>924</b>	<b>943</b>	<b>1,014</b>
	<b>Community Safety</b>	<b>924</b>	<b>943</b>	<b>1,014</b>
<b>Housing Services</b>				
Housing Services	Choice Based Lettings (Ex Chr)	20	18	44
	Contributions To H R A	21	18	20
	Housing Advances	10	11	12
	Housing Advice	146	195	209
	Housing Developments	11	9	9
	Housing Strategy	136	102	108
	Mobile Home Park	39	21	-2
	Publicising Housing Services	6	6	6
	Waiting List	282	242	274
		<b>672</b>	<b>623</b>	<b>680</b>

SERVICE BUDGET		2007/08		2008/09
		Original	Forecast	Budget
		£000	£000	£000
<b>Housing Services (continued)</b>				
Private Housing Support	Home Improvement Agency	80	82	91
	Housing Associations	2,225	1,591	2,112
	Housing Surveys	25	22	23
	Renovation/Improvement Grants	1,277	735	1,313
		<b>3,607</b>	<b>2,430</b>	<b>3,538</b>
Homelessness	Homelessness Management	404	299	316
	Homeless Young Persons Advisor	1	0	0
	Hostel Support	97	97	99
	Invest To Save Schemes	10	10	10
	Priority Needs Scheme	67	26	28
	Rental Deposit Scheme	56	90	94
	Temp Accommodation - B&B	43	76	78
		<b>679</b>	<b>598</b>	<b>625</b>
Housing Benefits	Housing Benefits Admin	579	536	640
	Rent Allowance Local Scheme	22	5	22
	Rent Allowance National Scheme	169	122	124
	Temporary Accommodation Support	166	116	119
		<b>935</b>	<b>780</b>	<b>905</b>
<b>Housing Services</b>		<b>5,893</b>	<b>4,430</b>	<b>5,749</b>
<b>Highways &amp; Transportation</b>				
Transportation Strategy	Accessibility Improvements	25	22	27
	Cycle Routes	23	18	26
	Cycle Shelters	11	11	8
	Environmental Management	37	83	74
	Transportation Developments	731	376	790
	Transportation Grants	88	88	90
	Transportation Strategy	72	58	57
			<b>987</b>	<b>656</b>
Public Transport	Bus Shelters	50	35	41
	Bus Shelters R&R	0	8	8
	Concessionary Fares	686	714	540
	Concessionary Fares Database	0	3	0
	Huntingdon Bus Station	57	59	79
	Rail Passes	5	12	14
	St Ives Bus Station	26	25	27
		<b>824</b>	<b>856</b>	<b>709</b>
Highways Services	Highways Cyclic Mtce	0	0	-1
	Highways Management	90	90	102
		<b>90</b>	<b>90</b>	<b>102</b>
Car Parks	Car Park Management	-355	-310	-351
	Car Park Policy	170	144	-174
		<b>-185</b>	<b>-166</b>	<b>-525</b>

SERVICE BUDGET		2007/08		2008/09
		Original	Forecast	Budget
		£000	£000	£000
<b>Highways &amp; Transport' (cont)</b>				
Environmental Improvements	Env Imps Feasibility Studies	16	5	18
	Env Imps Management	53	67	55
	Environmental Imps Renewals	17	17	18
	Gazebo R&R	1	0	0
	Godmanchester Env Improvements	3	3	3
	Huntingdon Env Improvements	87	86	87
	Other Schemes	2	2	2
	Ramsey Env Improvements	10	9	10
	Small Scale Env Improvements	124	125	137
	Somersham Env Improvements	2	2	2
	St Ives Env Improvements	27	26	26
	St Neots Caps Town	0	0	0
	St Neots Env Improvements	45	45	48
		<b>386</b>	<b>388</b>	<b>406</b>
<b>Highways &amp; Transportation</b>		<b>2,103</b>	<b>1,824</b>	<b>1,764</b>
<b>Corporate Services</b>				
Local Taxation & Benefits	Council Tax	926	1,102	1,189
	Council Tax Benefits	158	158	192
	N N D R Administration	24	54	54
		<b>1,107</b>	<b>1,313</b>	<b>1,435</b>
Corporate Management	Bank Charges	56	48	49
	C C T	9	1	1
	Chief Executive & C O M T	640	666	696
	External Audit	119	119	123
	Information & Promotion	502	504	520
	Local Council Support	23	17	23
	Pensions	245	232	255
	Performance Management	228	90	232
	Policy And Strategy	44	52	51
	Public Accountability	45	38	43
	Registers Of Interests	3	3	3
	Stmnt Of Accounts	0	6	0
	Treasury Management	56	60	63
	Unallocated Central Overheads	-8	-8	0
	Unused Capacity Call Centre	241	0	0
	Unused Capacity Of At Depots	36	19	0
		<b>2,238</b>	<b>1,848</b>	<b>2,059</b>
Democratic Representation	Civic & Ceremonial	14	14	15
	Corporate Committees	288	264	298
	Corporate Subscriptions	30	27	31
	Member Allowances & Support	794	788	823
	Twinning	15	15	15
		<b>1,141</b>	<b>1,108</b>	<b>1,182</b>
Central Services	Elections	373	431	426
	Emergency Planning	106	72	78
	Land Charges	-188	-77	-184
	Licences	151	81	169
		<b>442</b>	<b>507</b>	<b>489</b>
<b>Corporate Services</b>		<b>4,929</b>	<b>4,776</b>	<b>5,167</b>

SERVICE BUDGET		2007/08		2008/09
		Original	Forecast	Budget
		£000	£000	£000
<b>Other Expenditure</b>				
Contingency	Efficiency Savings Contingency	-136	0	-420
	General Contingency	140	0	144
	Other Contingencies	-690	32	-785
		<b>-686</b>	<b>32</b>	<b>-1,061</b>
Other Expenditure	Capital Charges Reversed	-8,268	-6,554	-8,352
	Commutation Transfer	-97	-97	-59
	Pensions Liabilities Reversed	-1,148	-1,148	-547
	V A T Partial Exemption	204	150	105
		<b>-9,308</b>	<b>-7,649</b>	<b>-8,854</b>
Investment Interest	Interest Paid	84	84	84
	Interest Received	-2,671	-2,852	-2,246
		<b>-2,587</b>	<b>-2,768</b>	<b>-2,162</b>
Business Grant	LABGI	0	-700	0
		<b>0</b>	<b>-700</b>	<b>0</b>
	<b>Other Expenditure</b>	<b>-12,582</b>	<b>-11,085</b>	<b>-12,077</b>
<b>COUNCIL TOTAL</b>		<b>19,534</b>	<b>18,286</b>	<b>20,420</b>



CAPITAL PROGRAMME		NET CAPITAL EXPENDITURE						GRANTS & CONTRIBUTIONS					
Bid No.	Scheme	2007/	2008/	2009/	2010	2011	2012	2007/	2008/	2009/	2010	2011	2012
		2008	2009	2010	2011	2012	2013	2008	2009	2010	2011	2012	2013
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	<b>Refuse and Recycling</b>												
801	Waste Performance and Efficiency Grant	-72						72					
	Wheeled Bin Purchase	78											
	<b>Drainage and Sewers</b>												
651	Herne Road STW Replacement	31											
701	Woodwalton Sewage Treatment Works	42											
802	Hemingford Culvert	60						60					
	<b>Public Conveniences</b>												
302/B	New Public Conveniences	403	166										
	<b>Planning Policy and Conservation</b>												
655	Electronic Document Imaging		20										
	<b>Economic Development</b>												
401	Huntingdon Town Centre Development	13	13	311	312	326							
224	Town Centre Developments		21	205	62								
239	New Industrial Units	295	296										
657	Creative Industries Centre, St Neots	12	381					1,157					
358	Ramsey Rural Renewal	55	27										
509	Industrial Estate Repairs		59										
643	Health Centre Sapley Square	31											
	<b>Community Facilities</b>												
658	Community Facilities Grants	117	162	162	127								
803	Community Facilities Grants					127	127						



CAPITAL PROGRAMME		NET CAPITAL EXPENDITURE						GRANTS & CONTRIBUTIONS					
Bid No.	Scheme	2007/	2008/	2009/	2010	2011	2012	2007/	2008/	2009/	2010	2011	2012
		2008	2009	2010	2011	2012	2013	2008	2009	2010	2011	2012	2013
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
365	Huntingdon Marina Improvements	15	51										
740	Play Equipment & Safety Surface Renewal	84	80	80	67	60							
838	Play Equipment and Safety Surface Renewal						71						
446	Football Improvements	205						324					
807	Hinchingbrooke Park - Café extension		130										
808	Huntingdon Riverside		205	405									
<b>Housing Services</b>													
702	Mobile Home Park, Eynesbury	-172						507					
<b>Private Housing Support</b>													
664	Disabled Facilities Grants	378	949	949	949	949		422	335	335	335	335	
717	Disabled Facilities Grant						778						422
728	Repairs Assistance	200	200	200	200	200							
837	Repairs Assistance Loans/Grants						200						
809	Decent homes - Insulation Works							250	78				
<b>Homelessness</b>													
443	Common Housing Register/ Choice Based Lettings	45											
729	Social Housing Grant	1,335	1,834	967	1,103	1,103		540					
811	Social Housing Grant						1,050						
<b>Housing Benefits</b>													
626	Wireless Working	40						40					
812	Local Housing Allowance							30					

CAPITAL PROGRAMME		NET CAPITAL EXPENDITURE						GRANTS & CONTRIBUTIONS					
Bid No.	Scheme	2007/	2008/	2009/	2010	2011	2012	2007/	2008/	2009/	2010	2011	2012
		2008	2009	2010	2011	2012	2013	2008	2009	2010	2011	2012	2013
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	<b>Community Safety</b>												
727	Crime and Disorder - Lighting improvements	24	24	22		22							
814	Crime and Disorder Lighting Improvements				23		23						
618	CCTV - Camera replacements		117	86									
384	CCTV Extension of coverage		53										
815	Huntingdon Skateboard Park		20					100	60				
	<b>Transportation</b>												
389	Local Transport Plan	80	91	91	81								
816	Local Transport Plan					89	89						
37	Safe Cycle Storage Racks							15					
474	Safe Cycle Routes - New Routes to Schools etc	304	91	91	91								
817	Safe Cycle Routes					91	91						
472	Accessibility Improvement Signs footpaths/car parks	39	33										
351	St Neots Pedestrian Bridges		537										
361	Huntingdon Transport Strategy	185	78										
362	St Ives Transport Strategy	63	80	80									
363	Ramsey Transport Strategy		44	44	44								
	<b>Public Transport</b>												
132	Railway Stations - Improvements	46											
818	Railway Station Improvements			25	25								
400	Bus Shelters - extra provision	76	38										
819	Bus Shelters			40	40	40							
625	Huntingdon Bus Station	31	325	157				150	150				



CAPITAL PROGRAMME		NET CAPITAL EXPENDITURE						GRANTS & CONTRIBUTIONS					
Bid No.	Scheme	2007/	2008/	2009/	2010	2011	2012	2007/	2008/	2009/	2010	2011	2012
		2008	2009	2010	2011	2012	2013	2008	2009	2010	2011	2012	2013
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Operations Division</b>													
731	Vehicle fleet replacements.	221	303	654	798	1,074							
827	Vehicle fleet replacements.						1,127						
<b>Offices</b>													
300A	Eastfield House	2,720	218										
300B	Headquarters	3,125	6,475	4,566	802	-238							
<b>IT related</b>													
494	Voice and data infrastructure	98	170	70									
495	Corporate EDM	188	199										
600	Network and ICT Services	108	-108										
716	Business Systems	164	175	199	189	158							
828	Business Systems						158						
634	Customer First	374	348	196									
733	Flexible Working (Roll out of Broadband for Members and Feasibility)	20											
841	Building Control - Public Access System		45										
842	Resourcelink - Recruitment Module		12										
830	ICT for new accommodation	113	222										
<b>Other</b>													
380/B	Replacement Printing Equip.		308										
832	Replacement Equipment Document Centre		35	26	28	28	131						
714	Multi-functional Devices	10	67	32	16	65							
834	Multi-functional Devices						32						
450	Photocopier Replacement	10											
457	Replacement Plan Printer		20										
713	Postal Dispatch Arrangements	131											
	Roundings	-1											
<b>Proposed Plan</b>		<b>13,070</b>	<b>15,472</b>	<b>14,334</b>	<b>7,497</b>	<b>7,264</b>	<b>5,009</b>	<b>4,907</b>	<b>1,483</b>	<b>755</b>	<b>495</b>	<b>485</b>	<b>442</b>

FINANCIAL SUMMARY	FORECAST	BUDGET	MTP				FORECAST					
	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>2007/08 BUDGET/MTP</b>	<b>19,534</b>	<b>20,820</b>	<b>22,462</b>	<b>23,716</b>	<b>24,052</b>	<b>24,456</b>	<b>24,900</b>	<b>25,750</b>	<b>26,985</b>	<b>28,252</b>	<b>29,429</b>	<b>30,734</b>
<b>December Report</b>												
MTP Variations	-616	295	435	955	1,373	1,841	2,257	2,665	3,183	3,718	4,097	4,703
Other Variations	-134	-297	-257	-87	63	170	204	247	271	279	303	339
Additional Spending Adjustments						-1,492	-2,476	-2,856	-3,911	-4,397	-4,587	-5,074
<b>This Report</b>												
Interest and Borrowing Variations	-51	-178	-56	-80	-98	-100	-73	-64	-85	-87	-88	-89
Other Variations (Annex E2)	-447	-69	5	-46	154	161	169	170	172	170	178	185
Additional Spending Adjustments	0	-151	-375	-161	-455	-77	-512	-1,807	-1,469	-1,702	-1,963	-2,239
<b>NEW FORECAST</b>	<b>18,286</b>	<b>20,420</b>	<b>22,214</b>	<b>24,297</b>	<b>25,089</b>	<b>24,959</b>	<b>24,469</b>	<b>24,105</b>	<b>25,146</b>	<b>26,233</b>	<b>27,369</b>	<b>28,559</b>
Use of revenue reserves	317	1,622	2,599	3,919	3,840	2,800	1,358	0	0	0	0	0
<i>Remaining revenue reserves EOY</i>	<i>19,138</i>	<i>17,516</i>	<i>14,917</i>	<i>10,998</i>	<i>7,158</i>	<i>4,358</i>	<i>3,000</i>	<i>3,000</i>	<i>3,000</i>	<i>3,000</i>	<i>3,000</i>	<i>3,000</i>
<b>Budget Requirement</b>	<b>17,969</b>	<b>18,798</b>	<b>19,615</b>	<b>20,378</b>	<b>21,249</b>	<b>22,159</b>	<b>23,111</b>	<b>24,105</b>	<b>25,146</b>	<b>26,233</b>	<b>27,369</b>	<b>28,559</b>
% increase		<b>4.61%</b>	<b>4.35%</b>	<b>3.89%</b>	<b>4.27%</b>	<b>4.28%</b>	<b>4.29%</b>	<b>4.30%</b>	<b>4.31%</b>	<b>4.32%</b>	<b>4.33%</b>	<b>4.34%</b>
<b>FUNDING</b>												
Government Support	-11,650	-12,157	-12,572	-12,939	-13,392	-13,861	-14,346	-14,848	-15,368	-15,906	-16,463	-17,039
Collection Fund Deficit	-7	28	0	0	0	0	0	0	0	0	0	0
Council Tax	-6,313	-6,668	-7,043	-7,439	-7,857	-8,298	-8,765	-9,257	-9,777	-10,327	-10,907	-11,520
<b>COUNCIL TAX LEVEL</b>	<b>£109.91</b>	<b>£115.39</b>	<b>£121.15</b>	<b>£127.20</b>	<b>£133.55</b>	<b>£140.21</b>	<b>£147.21</b>	<b>£154.55</b>	<b>£162.26</b>	<b>£170.36</b>	<b>£178.86</b>	<b>£187.79</b>
% increase	<b>5.0%</b>	<b>4.99%</b>	<b>4.99%</b>	<b>4.99%</b>	<b>4.99%</b>	<b>4.99%</b>	<b>4.99%</b>	<b>4.99%</b>	<b>4.99%</b>	<b>4.99%</b>	<b>4.99%</b>	<b>4.99%</b>
<b>Forecast Capital Spending</b>	13,070	15,472	14,334	7,497	7,264	5,009	5,133	5,263	5,396	5,532	5,671	5,812
Remaining capital reserves EOY	17,272	3,400	0	0	0	0	0	0	0	0	0	0
Accumulated Borrowing EOY	0	0	9,834	16,231	22,396	26,305	30,337	34,500	38,796	43,228	47,799	52,511
Net Interest and Borrowing Costs	-2,768	-2,162	-842	154	844	1,402	1,806	2,146	2,441	2,740	3,040	3,345

OTHER VARIATIONS	REVENUE											
		BUDGET	MTP				FORECAST					
	2007/08 £000	2008/09 £000	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Refinement of Financial Plan model Updated 2007/08 Forecast (excl. interest) ❶	-319	-46	-184	-194	12	24	32	33	35	33	41	48
Carry Forward of revenue projects	-128	-175										
MTP schemes to be funded from additional spending adjustments		152	189	148	142	137	137	137	137	137	137	137
	<b>-447</b>	<b>-69</b>	<b>5</b>	<b>-46</b>	<b>154</b>	<b>161</b>	<b>169</b>	<b>170</b>	<b>172</b>	<b>170</b>	<b>178</b>	<b>185</b>

	CAPITAL ❷											
		BUDGET	MTP				FORECAST					
	2007/08 £000	2008/09 £000	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Capital item deleted in error	68	24										
Adjustment to provision for capital rephasing	-1,300	800	500									
County Council Contribution to Leisure Centre Capital Schemes		-340	-250	-140	-130							
MTP schemes to be funded from additional spending adjustments		-51										
	<b>-1,232</b>	<b>433</b>	<b>250</b>	<b>-140</b>	<b>-130</b>							

❶ Includes £300k assumed LABGI for 2007/08.

❷ The revenue impact of capital variations is included within the adjustment for interest and borrowing variations shown in Annex E1.



MEDIUM TERM PLAN (REVENUE ITEMS)		NET REVENUE EXPENDITURE					
		APPROVED	BUDGET	MTP			
Bid No.	Scheme	2007/ 2008 £000	2008/ 2009 £000	2009/ 2010 £000	2010 2011 £000	2011 2012 £000	2012 2013 £000
	BASE	17,989	17,989	17,988	17,988	17,989	17,989
	Provision for Inflation	5,019	6,317	7,910	9,576	10,662	12,005
	<b>Adjusted Base</b>	<b>23,008</b>	<b>24,306</b>	<b>25,898</b>	<b>27,564</b>	<b>28,651</b>	<b>29,994</b>
	<b>Refuse and Recycling</b>						
650 Part	Recycling Gate Fees		9	17	26	35	35
	Recycling Credits		-19	-38	-55	-72	-72
	Waste Performance and Efficiency Grant	-72	0	0	0	0	0
800	BREW Funding		24				
	<b>Public Conveniences</b>						
504	Removal of APCs	-89	-121	-153	-153	-153	-153
	<b>Environmental Health</b>						
839	Pollution Prevention and Control Fees		13	13	13	13	13
847	Animal Welfare Officer (PT to FT)		6	6	6	6	6
	<b>Street Cleaning &amp; Litter</b>						
846	Ramsey Street Cleansing - Loss of funding		15	15	15	15	15
	<b>Planning Policy and Conservation</b>						
465	Local development framework inquiry	160	97	56	-5	-5	-5
440	Contribution to Cambridgeshire Horizons		18	18	18	18	18
505 & 653	Planning Grant	-200					
505	Proposed use of Grant	<b>210</b>	<b>326</b>	<b>172</b>	<b>72</b>	<b>31</b>	
655	Electronic Document Imaging					17	21
656	Planning Enforcement Monitoring Officer					22	26
	<b>Economic Development</b>						
239	New Industrial Units		-15	-30	-30	-30	-30
657	Creative Industries Centre, St Neots		-5	-15	-16	-17	-17
358	Ramsey Rural Renewal	25	25	0	0	0	0
	<b>Leisure Policy</b>						
845	Physical Activity Initiatives for Adults		12	12	7	7	7
	<b>Joint Leisure Centres</b>						
608	Future maintenance	185	64	89	61	41	0
262/B	Sawtry Impressions	-40	-47	-47	-47	-47	-47
333	St Neots Bar/Kitchen/Creche Extension		-1	-8	-30	-30	-30
335	St Neots Impressions Expansion			-7	-28	-28	-28
336&661	Huntingdon Impressions expansion	-34	-143	-152	-161	-171	-181
635 & 642	Fitness Eqpt Financing SILC and HLC	-77	-73	-70	-84	-81	-81
636	RLC Fitness Equipment	-21	-21	-22	-26	-26	-26
723	Fitness Equipment St Neots LC			-10	-15	-15	-15
724	Fitness Equipment Sawtry LC					-10	-15
737	Energy Saving Huntingdon LC	-5	-10	-10	-10	-10	-10
22	CCTV Improvements		2	2	2	2	2

MEDIUM TERM PLAN (REVENUE ITEMS)		NET REVENUE EXPENDITURE					
		APPROVED	BUDGET	MTP			
Bid No.	Scheme	2007/ 2008 £000	2008/ 2009 £000	2009/ 2010 £000	2010 2011 £000	2011 2012 £000	2012 2013 £000
718	Additional Holiday Pay	15	31	31	31	31	31
805	St Ivo LC - Rifle Range	-38		-38	-100	-100	-100
806	Additional Holiday Pay			35	35	35	35
<b>Community Initiatives</b>							
423	Grant Aid to Voluntary Organisations		51	51	51	51	51
<b>Parks and Open Spaces</b>							
4/B	Activity Parks	17	18	18	18	18	18
807	Hinchingbrooke Park - Café extension			-16	-33	-50	-50
808	Huntingdon Riverside Park			5	5	5	5
<b>Housing Services</b>							
702	Mobile Home Park, Eynesbury	4	0	0	0	0	0
<b>Private Housing Support</b>							
70	Housing Needs Survey	5	5	5	5		
730	Housing Need Study					55	
<b>Homelessness</b>							
666	Invest to Save Scheme	-5	-5	-7	-7	-7	-7
<b>Housing Benefits</b>							
812	Local Housing Allowance		23				
813	Reduction in Benefits Admin Grant		45	91	136	182	228
668	Automated Forms Processing in Benefits	-2					
<b>Community Safety</b>							
460&618	CCTV - Camera replacements	-21	-8	-1	-1	-1	-1
815	Huntingdon Skateboard Park		11	10	10	15	10
670	Emergency Planning Contribution	24	24	24	24	24	24
<b>Public Transport</b>							
400	Bus Shelters - extra provision	15	15	18	25	28	28
719	Concessionary Fares	185					
<b>Highways Services</b>							
844	Street naming and numbering		10	10	5	5	
<b>Car Parks</b>							
166/B	St Neots - Cambridge Road Car Park			4	4	4	4
480	Implementation of car park strategy	-212	-429	-508	-509	-509	-508
673	Riverside Car Par St Neots - Barriers		1	1	1	1	1

MEDIUM TERM PLAN (REVENUE ITEMS)		NET REVENUE EXPENDITURE					
		APPROVED	BUDGET	MTP			
Bid No.	Scheme	2007/ 2008 £000	2008/ 2009 £000	2009/ 2010 £000	2010 2011 £000	2011 2012 £000	2012 2013 £000
	<b>Environmental Improvements</b>						
823	Environment Strategy Funding		50	50	50		
	<b>Administrative Services</b>						
325	Home Sellers Pack		-8	-8	-8	-8	-8
676	Taxi Survey			20			
824	Land Charges - Extra net cost		32	32	32	32	32
	<b>Democratic Representation</b>						
449 Part	Members Allowances Review	5					
675	District Council Elections		-10	-67			-10
825	Members Allowances Review				5		
826	Electoral Administration Act		8	8	16	8	8
	<b>Technical</b>						
	Cost of Borrowing			418	1,099	1,608	2,003
	Revenue staff charged to capital	-200	-154	-102	-51		
	Commutation Adjustment	-98	-59	-11			
	Interest	-2,587	-2,162	-1,260	-945	-766	-601
	Spending Adjustments Achieved	-1,536	-2,594	-3,088	-3,144	-3,208	-3,208
	Spending adjustments still to be permanently identified	-136		-500	-1,000	-2,000	-3,884
	Reconciliation adjustment	38	100	100	100	100	100
	Schemes brought forward		-175				
	<b>Operations Division</b>						
840	Transport Legislation - Drivers Hours		14	11	11	11	11
738	Driver Operating Scheme			10	10	10	10
	<b>Offices</b>						
300A	Eastfield House		3	-1	3	3	3
300B	Headquarters	6	-101	-136	55	140	140
	<b>IT related</b>						
494	Voice and data infrastructure	25	40	60	60	60	60
600	Network and ICT Services	145	167	207	176	170	170
843	Business Continuity (Application Servers)		30	30	30	30	30
841	Building Control - Public Access System		6	6	6	6	6
601&678	Business Systems	41	41	41	41	58	58
634	Customer First	686	702	702	702	702	702
733	Flexible Working (Roll out of Broadband for Members and Feasibility)	66	51	51	51	51	51
736	Corporate ICT Systems Officer	25	33	33	33	33	33
829	Business Transformation		43	43	43	43	43
830	ICT for new accommodation		38	47	47	47	47

MEDIUM TERM PLAN (REVENUE ITEMS)		NET REVENUE EXPENDITURE					
		APPROVED	BUDGET	MTP			
Bid No.	Scheme	2007/ 2008 £000	2008/ 2009 £000	2009/ 2010 £000	2010 2011 £000	2011 2012 £000	2012 2013 £000
	<b>Other</b>						
831	Technical Services Restructuring		17	18	19	-23	-62
714	Multi-functional Devices	17	-4	-18	-18	-18	-18
450	Photocopier Replacement	1	1	1	1	1	1
455	Replacement Colour Plotter		8				
457	Replacement Plan Printer		-4				
835	Additional Training Provision		20	20	20	20	20
836	New Post of HR adviser		30	30	30	30	30
	Roundings	-1	2	-5	-2	-3	-6
	<b>Proposed Plan</b>	<b>19,534</b>	<b>20,420</b>	<b>22,214</b>	<b>24,297</b>	<b>25,089</b>	<b>24,959</b>
<p><b>This annex shows the revenue impact of:</b></p> <ul style="list-style-type: none"> <li>- interest and borrowing needed for the capital expenditure shown in Annex D</li> <li>- the other revenue implications of revenue and capital proposals</li> <li>- any other adjustments included in the proposed Budget and MTP</li> </ul>							

## RESERVES AND THE ROBUSTNESS OF THE 2008/09 BUDGET

The Local Government Act 2003 requires me, as the Council's Chief Financial Officer, to report on the robustness of the 2008/09 budget and the adequacy of reserves when you consider it and the consequent Council Tax.

### Robustness

The Council has tended in recent years to underspend its budget. This demonstrates that it has budgeted prudently and that managers have taken a mature approach to budgetary control rather than to simply spend any spare sums on low priority items. There is consistent and effective application of financial controls and thus a sound base for setting future budgets. The process for compiling this budget included an efficiency savings/budget reductions exercise involving all Heads of Service and I believe this has resulted in a tighter but realistic budget proposal for each service grouping.

The 2008/09 budget has been prepared using the budget for 2007/08 as a base, and amending it for known changes, particularly:

- Inflation, including pension contributions and fuel costs which are in excess of general inflation
- Potential pay rises
- The impact of MTP schemes
- Forecast interest rates, which have a significant impact on our investment income

There will always be some items that emerge after the budget has been prepared. These are normally met by compensating savings elsewhere in the budget, the use of the contingency (£140k) or, if necessary, the use of revenue reserves.

The most significant potential risks to the budget are:

- higher inflation than anticipated
- lower interest rates
- an emergency (e.g. flooding)

A ½% increase in general and pay inflation, **assuming no compensating increase in fees and charges was possible**, would result in a net cost of approximately £160k.

A ½% reduction in interest rates would result in lost income of approximately £170k but this might also lead to lower borrowing rates in due course.

Certain types of eventuality are mitigated in other ways. Many significant risks are insured against, so losses are limited to the excesses payable. The Government's Bellwin Scheme meets a large proportion, over a threshold, of the costs of any significant peacetime emergencies (e.g. severe flooding).

### **Revenue Reserves**

These are estimated to be £19.1m at April 2008 and £17.5m at March 2009. This is very significantly above what would be considered a safe minimum level, which would be around £3m.

I believe the drawdown of £2m of revenue reserves during the year is reasonable particularly as all necessary savings have been identified to achieve the budget for 2008/09.

The medium term financial plan sets out how revenue reserves are expected to fall to £3m by 2013/14, at which point I consider it prudent not to plan for further draw down. In order to balance income with expenditure the net revenue budget for 2012/13 will need to be reduced by £3.9m.

### **Conclusion**

Considering all these factors, I believe that the combination of a robust budget process and significant reserves should give Members no concerns over the Council's budget and financial position for 2008/09.

**Terry Parker**  
**Director of Commerce and Technology**

## FINANCIAL PLAN - SENSITIVITY AND RISKS

The financial forecast model has been used to demonstrate the impact that variations in investment rates, borrowing rates and increases in pay will have in specific years.

	Extra cost in year:	
	2012/13 £000	2018/19 £000
0.5% extra pay award cumulative from 2008/09	+635	+1,862
0.5% increase in staff efficiency cumulative from 2008/09 assuming this can be translated into reduced staffing levels.	-635	-1,862
0.5% higher investment returns in year	-35	-21
0.5% higher borrowing costs in year	+114	+202

Inflation, other than pay, is fairly neutral as long as fees and charges are increased in line with it. If pay awards increase by more than forecast then further efficiency improvements would be needed to reduce the impact.

The impact of investment rates has significantly diminished by 2012/13 as reserves will have been significantly reduced to meet revenue deficits and to fund capital projects.

The impact of higher borrowing rates is less significant than pay but is growing.

### Other Risks

The next triennial revaluation of the Pension Fund is imminent. Significant funding pressures identified in the last revaluation resulted in increases spread over a 6-year period to 2010/11. Preliminary informal comments suggest that any further increases will not be significant and would not be applied before 2011/12.

The Plan assumes that the extra specific grant awarded for Concessionary Fares for the three years starting in April 2008 will, together with the base budget provision be sufficient to meet the Council's costs. This will not become clear until late in 2008/09. It is also possible that responsibility for the scheme may become a County or national responsibility in three year's time. Resulting Grant adjustments, because they will be formula based, may not be equitable.

The Government's next Comprehensive Spending Review will be published in the summer of 2010 (and every three years thereafter) and will create, as this year, significant uncertainty and potential volatility. This could have a significant impact.

It has been assumed that capping will continue to allow 4.99% increases in Council Tax. If this limit were to be reduced significant additional spending adjustments would be required. Relaxation of capping would provide potential to reduce the level of spending adjustments required by increasing Council Tax levels.

Inflation on Capital Schemes of 2.5% per year has been included in total within the plan. There have been examples of high tender prices on specific schemes but there is little objective data on which to base a higher inflation allocation or even to estimate a suitable contingency sum so no additional provision has been included. The Pathfinder House figures are predominantly fixed prices.

There is no provision for any demographic growth in services. Pressures will emerge due to additional housing and increased longevity over the plan period.

Most budgets are based on 97.5% of salary due to the expectation of savings from staff turnover. If turnover falls financial pressures will emerge and vice versa.

Leisure Centre income is approaching £5M per year and certain facilities are in direct competition with the private sector. If income was lost it would be difficult to reduce expenditure by an equivalent sum in the short term. In addition the financial plan incorporates a substantial challenge for leisure centres to reduce their net cost by £1M per year. This may not be achieved.

Spending Adjustments of a further £3.9M by 2012/13 and £10.8M by 2018/19 are included in the financial plan and achievement of these will require detailed identification and delivery plans.

### **FUTURE LEVEL OF RESERVES**

The Plan is based on net spending rising to £31M by 2018/19 and revenue reserves falling to £3M. Assuming the same proportions as currently this would imply expenditure of £100M including £42M of benefits payments and income of £69M including £42M of government reimbursement of benefits.

In order to identify a reasonable level for reserves there is a need to consider the circumstances that could occur that would require immediate extra funding pending reductions in expenditure or obtaining additional income.

These fall into various categories:

#### **Inflation**

If pay awards and inflation were 1% more than expected in 2018/19, and fees and charges were not increased to mitigate it, the cost would be about £520k

#### **Interest Rates**

Limited impact in the longer run but 1% increase in borrowing rates would amount to £400k per year by 2018/19.

#### **Cash Flow**

Changes to the profile of when the Government pays the Council its Government Grant and other payments (e.g. housing and Council Tax benefit)

Major failure of the computer systems for billing and recovering Council Tax, NNDR or other income. Impact is exaggerated because this Council takes the risk of late collection for the whole sum on Council Tax and NNDR for the area which amounts to £110M at present and would grow to, say, £180M by 2018/19. One month's loss of interest on £180M is £750k.

#### **Non achievement of Spending Adjustments**

Spending adjustments of £10.8M are still to be identified.

#### **Emergency/Disasters**

The impact of a disaster to the public (e.g. flooding or a plane crash) is restricted by the Government paying 85% of any cost in excess of £36k but the Council would still need to fund the total cost pending reimbursement.

A Council disaster (e.g. the Council's computers or offices catching fire), would



not receive government funding but certain aspects are insured such as alternative accommodation and lost income at Leisure Centres. There would still be a need to fund the costs “up front” and there is no cover for the cost of lost cash flow.

### **Unplanned Spending loss of income**

This would include items like planning inquiries. Whilst unlikely to recur the cost of the Alconbury Inquiry was in excess of £2M.

### **Loss of income**

Changes in economic activity can have a significant impact on development control fees, building control fees and land charges.

Leisure Centre income could suffer if a new private Fitness Centre aggressively entered the market.

### **Invest to Save**

In order to meet the spending adjustments and to manage the authority effectively there will be a number of opportunities that require investment in order to increase service provision for no additional long term cost or to maintain provision but at a lower long term cost. Reserves are therefore required to allow this to happen.

### **Capping**

If capping continues there is a need for higher reserves to allow any mitigating action to be undertaken in a planned and controlled way so that the service impact on the public is minimised whilst replenishing reserves to an adequate level. Thus it should be assumed that any significant financial shortfall may take 3 to 4 years to resolve.

### **Conclusion**

**It is difficult to arrive at a scientific calculation of a minimum figure for reserves. Whilst the unexpected items are unlikely to all occur in the same year and may be reduced by compensating favourable changes the remaining level of unidentified spending adjustments and the manner in which capping tends to force immediate rather than best solutions means there is a need to hold significant reserves to cover the period until compensating adjustments are achieved or capping relaxed.**

**Our current reserves (£19M) are clearly well above the necessary levels to cover these risks but it is considered that £3M is the minimum that should be retained, based on the information currently available.**

**Whilst the statistics need to be treated with some caution, £3M would result in 75% of District Councils having higher reserves per £1M of net expenditure than Huntingdonshire.**

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**CABINET**

**31 JANUARY 2008**

## **2008/09 TREASURY MANAGEMENT STRATEGY (Report by the Head of Financial Services)**

### **1. INTRODUCTION**

- 1.1** A Treasury Management Strategy ensures that the Authority has clear objectives for the management of its borrowing and investments. It is also needed to comply with the Chartered Institute of Public Finance and Accountancy's (CIPFA's) Code of Practice, which is required by the Council's Code of Financial Management. The Government has also published Guidance which recommends that an Annual Investment Strategy is produced each year and approved by the full Council.
- 1.2** The Guidance emphasises that priority must be given to the security and liquidity of investments whilst the Code covers the same point by requiring the effective management and control of risk. This Strategy is intended to meet the requirements of the Code and the Guidance.
- 1.3** When the Government removed its controls on capital expenditure levels a few years ago it introduced the concept of the Prudential Code which pulled together a number of indicators related to capital expenditure, external debt and treasury management. Its purpose was to demonstrate that the Council's capital expenditure plans were affordable and to provide a set of limits, to be complied with, and indicators to be monitored during the forthcoming year. These indicators are shown as appendix B to the strategy.
- 1.4** The proposed strategy is attached as Annex A.

### **2. RECOMMENDATION**

- 2.1** Cabinet is requested to recommend to Council that it approves this Strategy including the Prudential Code Indicators.

#### **BACKGROUND PAPERS:**

Background files in Accountancy Section: Treasury Management Reports  
Reports on the 2008/09 Budget and Medium Term Plan to Cabinet and Council  
CIPFA's Treasury Management in the Public Services Code of Practice 2002  
ODPM Guidance on Local Government Investments March 2004

#### **Contact Officer:**

Steve Couper                      Head of Financial Services                      (01480) 388103

## TREASURY MANAGEMENT STRATEGY 2008/09

This Treasury Management Strategy is intended to meet the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA's) Code of Practice and the Government's Guidance on Local Government Investments.

### GENERAL

Now that the Council only has one Fund Manager and all investments are in time deposits the treasury management function is less complex and less subject to short-term fluctuations in the financial markets. The treasury management strategy is therefore less detailed than in the past.

As a consequence the Council has reduced the support that it will need from its professional advisor and, although Members of the Capital Receipts Advisory Group will be kept informed of progress and any significant changes, they will not need to meet so regularly.

### THE COUNCIL'S FINANCIAL STRATEGY

The Council's Financial Strategy is based on the following figures for reserves and borrowing:

FORECAST	2007/ 2008 £M	2008/ 2009 £M	2009/ 2010 £M	2010/ 2011 £M	2011/ 2012 £M	2012/ 2013 £M	2013/ 2014 £M	2014/ 2015 £M	2015/ 2016 £M	2016/ 2017 £M	2017/ 2018 £M	2018/ 2019 £M
Revenue reserves	19.1	17.1	14.6	10.6	6.8	4.4	3.0	3.0	3.0	3.0	3.0	3.0
Capital Reserves	17.3	3.4										
<b>Total reserves** (EOY)</b>	<b>36.4</b>	<b>20.5</b>	<b>14.6</b>	<b>10.6</b>	<b>6.8</b>	<b>4.4</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>
<b>Need to borrow</b>												
In year	0	0	9.8	6.4	6.2	3.9	4.0	4.2	4.3	4.4	4.6	4.7
Cumulative			<b>9.8</b>	<b>16.2</b>	<b>22.4</b>	<b>26.3</b>	<b>30.3</b>	<b>34.5</b>	<b>38.8</b>	<b>43.2</b>	<b>47.8</b>	<b>52.5</b>

\*\* excluding cash flow surpluses and specific earmarked reserves (e.g. S106 and R&R Funds)

### CASH FLOW

At any moment the Authority's investments will consist of three distinct elements - cash flow, reserves and long term borrowing.

**Cash flow** is the day-to-day impact of managing the flow of funds into and out of the Council and is dealt with in-house. For instance, the dates on which the County Council is paid its portion of the council tax will be different to the days the money is received from those living in the District. These cash flows will sometimes leave the Council with several million pounds to borrow or invest overnight or for a few weeks.

**Reserves** are more stable in that there will be a definite estimate of the amount that they will reduce or increase by during the course of the year but even this will fluctuate to some extent as a result of any variation in inflation, interest rates or general under or overspending.

**Long Term Borrowing** in advance of need will require investment until the capital payments are expected to be made.

## MANAGING THE REDUCTION IN RESERVES

The proposed budget/MTP requires the following sums to be available in the years shown below:

<b>SUMS REQUIRED</b>	2007/ 2008 £M	2008/ 2009 £M	2009/ 2010 £M	2010/ 2011 £M	2011/ 2012 £M	2012/ 2013 £M
<b>Forecast sums required</b>	<b>11.8</b>	<b>15.9</b>	<b>6.0</b>	<b>3.9</b>	<b>3.9</b>	<b>2.4</b>
<b>Sums held by Managers</b>						
CDCM	<b>31.5</b>					
Available for return by EOY	7.0	14.5	5.0	2.0	3.0	0
Required	3.8	3.9	6.0	3.9	3.9	2.4
In-house	<b>20.0</b>					
Available for return by EOY	8.0	12.0	0	0	0	0
Required	8.0	12.0	0	0	0	0

Thus the mandates and consequent investment decisions need to ensure the above sums are available, together with allowance for other funding (e.g. S106), when needed.

The overall position will remain volatile, necessitating daily review to ensure that as each investment comes to its end it is, where possible reinvested for the most advantageous period based on the latest financial projections. Any advance long term borrowing will have a significant impact on this plan.

## LONG TERM BORROWING

Although borrowing is not required until 2009/10 to fund the Capital Programme, effective treasury management involves borrowing when interest rates are judged to be at the optimum level, even if the funds have then to be invested until the money is required; borrowing in this way is allowed if it is for planned capital expenditure. The definition of planned expenditure is not precise and has therefore been discussed with our external auditor who is comfortable with the interpretation of it being included in our approved MTP. Hence, once Council has approved the MTP in February the figure will be £26.3M.

The borrowing strategy includes the need to spread risk, so that the Council is never left with a high proportion of its debt becoming repayable at a single time or even in the same period of an interest rate cycle. When the Council borrows the repayment profile of the debt will need to be considered though this is not critical if the borrowing is from the Public Works Loans Board (PWLB) which is a Government Agency providing funds to government bodies at wholesale market rates. This is because they allow a borrower to reschedule their debt during the course of the loan based on a prescribed formula. The combination of these wholesale rates and the option to reschedule means that local authority borrowing is frequently from the PWLB though commercial bodies are becoming more involved in this market.

Interest rates have been monitored for over a year but to date they have not been deemed to be low enough to justify early borrowing, however if rates become attractive some early borrowing can take place.

## **CATEGORIES OF INVESTMENT**

The guidance on Local Authority Investments categorises investments as 'specified' and 'non-specified'.

### **Specified investments are:**

- in sterling
- due to be repaid within 12 months
- not defined as capital expenditure in the capital finance regulations 2003
- with a body that has a high credit rating or it is made with the UK Government (gilts or CDs), or a local Authority.

**Non-specified investments** include all other types of investment, for example corporate bonds.

The only non-specified investments that will be used will be time deposits of greater than 12 months with a body that has a high credit rating or is a local Authority. (Time deposits are for specified periods and are returned in full after that period – they are not subject to value fluctuations as with Gilts and Corporate Bonds)

## **IN-HOUSE MANAGEMENT**

The in-house fund (at the time of writing) consists of two elements:

- £20M of time deposits as a result of the return of funds from Investec in September 2007.
- £3.8M of short term net borrowing

The second element, the fluctuating balance of the fund, is managed internally to ensure that whilst sufficient sums are available on a daily basis to meet payments to creditors the investment return is maximised on those days where a surplus is held. Because of these constant fluctuations the majority of these sums are inevitably invested for short periods as time deposits with low risk counter-parties.

Appendix A outlines the mandate for the internal funds and lists the approved counter-parties though it should be noted that these will change during the course of any year as credit ratings or size of building societies change.

The Council will need to approve a prudential indicator for the 'authorised limit for external debt'; which combines temporary borrowing for cash flow purposes and long-term borrowing to fund capital expenditure. A maximum of £46.3m is being recommended (£20m temporary plus £26.3m long term).

## **MANDATE FOR CDCM**

The Mandate for CDCM is shown at Annex A.

In order to ensure the Council will have the ability to recall funds as required in future years the mandate for CDCM requires that £4.5M, £4.5M, £6.5M, £4.5M, £4.5M and £3M are available by the end of 2007/08 and the following 5 years

## **ADVISORS**

The Council appointed Butlers as Treasury Management Advisors to assist in the original choice of Fund Managers, develop the mandates and assist in monitoring the Managers' performance. This has been beneficial given the large sums invested, the complexity of the wider range of instruments used and the ability to compare performance with that achieved by other Fund Managers. Their contract ended in

December.

It is advisable to retain an advisor to carry out the following narrower role:

- provide up-to-date information on credit ratings
- advise on borrowing and opportunities to borrow early
- provide economic data and interest rate forecasts

The service has been retendered and Sterling has been appointed for the next 3 years.

## **KEY POINTS**

### **Definition of 'high credit rating' for specified investments**

The Council's mandates require all investments to have a short-term rating of a minimum of F1, as defined by the credit rating agency FITCH or an equivalent rating agency

### **The frequency that credit ratings are monitored**

Sterling monitors the credit ratings of banks and building societies and notifies your treasury management staff of any changes. Unless the Authority is notified of a variation it is assumed that the credit rating has not changed. Where a credit rating is downgraded that bank or building society will immediately be removed from the counter-party list if its new rating is outside of the defined limits.

### **The categories of non-specified investments that can prudently be used during 2008/09**

Time deposits over 12 months.

### **Liquidity of investments.**

The time deposits managed In-house and by CDCM are non-liquid investments (i.e. they will only be available at the end of the agreed period) and their mandate specifies the dates by which sums need to be available for return. These sums will be regularly reviewed and CDCM advised of any necessary changes as the year progresses.

During 2008/09, the minimum amount that will be held in investments available for return by the end of the year will be £16.5M

### **Limiting Counterparty Risk**

CDCM advise the Council of all proposed investments in advance. This allows the Council to ensure that the combined CDCM and In-house investment with a Counterparty does not exceed the specified limits. For example: Both lists would allow £5M with Barclays Bank but the Council will limit its investment with Barclays to £5M in total.

## **MANAGEMENT**

The Director of Commerce and Technology and his staff, supported by the Council's professional advisor, will manage and monitor investments and borrowing. The Capital Receipts Advisory Group will be kept informed of the situation and consulted on any significant changes to the Strategy.

The Cabinet will receive a six month report on the performance of the funds and an annual report on the performance for the year.

**CHANGES TO THE STRATEGY**

The strategy is not intended to be a strait-jacket but a definition of the upper limit of the level of risk that it is prudent for the Council to take in maximising its borrowing and investment activities during 2008/09. Any changes that are broadly consistent with this Strategy and either reduce or only minimally increase the level of risk, are delegated to the Head of Financial Services, after consultation with the Capital Receipts Advisory Group, where significant.

Any other proposal to change this strategy will be referred back to the Council.

**PRUDENTIAL INDICATORS**

The Council's Prudential Indicators are attached at Appendix C. They are based on data included in the budget report and this Strategy. They set various limits that allow officers to monitor its achievement. These indicators must be approved by the Council and can only be amended by the Council.



## IN-HOUSE FUND MANAGEMENT

<b>Duration of investments</b>	£8M must be available at 31 March 2008 £12M must be available at 31 March 2009 No investment shall be longer than 3 years. <i>The amounts available for return in specific years will be reviewed regularly and the relevant manager informed of any changes.</i>
<b>Types of investments</b>	Fixed Deposits Deposits at call, two or seven day notice Money Market Funds No variable rate investments
<b>Credit Ratings</b>	F1+ by FITCH IBCA or equivalent
<b>Maximum limits</b>	£4m per institution or group for English and Scottish Clearing Banks and their subsidiaries, and Overseas Banks. Building Societies With assets more than £2,000m      £4m With assets more than £1,000m      £3m Other building societies in the top 25   £2m  These totals apply to investments made up until 31 March 2009 but lower limits will be introduced for later years to avoid too high a proportion of funds being with any one counterparty.
<b>Benchmark</b>	LGC 7 day rate

## CDCM MANDATE

<b>Duration of investments</b>	£4.5M must be available at 31 March 2008 £4.5M must be available at 31 March 2009 £6.5M must be available at 31 March 2010 £4.5M must be available at 31 March 2011 £4.5M must be available at 31 March 2012 £3M must be available at 31 March 2013 <i>The amounts available for return in specific years will be reviewed regularly and the relevant manager informed of any changes.</i>
<b>Types of investments</b>	Fixed Deposits Deposits at call, two or seven day notice Variable rate investments limited to 50% of the portfolio
<b>Credit Ratings</b>	F1+ by FITCH IBCA or equivalent
<b>Maximum limits</b>	£4m per institution or group for English and Scottish Clearing Banks and their subsidiaries, and Overseas Banks. Building Societies With assets more than £2,000m      £4m With assets more than £1,000m      £3m Other building societies in the top 25   £2m  <i>These totals apply to investments made up until 31 March 2009 but lower limits will be introduced for later years to avoid too high a proportion of funds being with any one counterparty.</i>
<b>Benchmark</b>	3 month LIBID

**CIPFA Prudential Code for Capital Finance in Local Authorities  
Prudential Indicators for 2008/09**

**Capital expenditure**

## 1. Actual and Estimated Capital Expenditure

	2006/7 Actual £000	2007/8 Forecast £000	2008/9 Estimate £000	2009/10 Estimate £000	2010/11 Estimate £000
<b>Gross</b>	<b>16,599</b>	<b>17,977</b>	<b>16,955</b>	<b>15,089</b>	<b>7,992</b>
<b>Net</b>	<b>14,837</b>	<b>13,070</b>	<b>15,472</b>	<b>14,334</b>	<b>7,497</b>

## 2. The proportion of the budget financed from government grants and council tax that is spent on interest.

***The negative figures reflect that the Authority is a net investor and so the interest earned is used to help fund the budget.***

2006/7 Actual £000	2007/8 Forecast £000	2008/9 Estimate £000	2009/10 Estimate £000	2010/11 Estimate £000
<b>-17%</b>	<b>-15%</b>	<b>-12%</b>	<b>-5%</b>	<b>-2%</b>

3. The impact of schemes with capital expenditure on the level of council tax  
***This calculation highlights the hypothetical impact on the level of Council Tax from new capital schemes that the Council has approved in the budget/MTP. It must ignore changes already approved, slippage, inflation and savings.***

***The actual planned change in Council Tax is different because of the impact of other variations and the use of revenue reserves.***

	2008/9 Estimate	2009/10 Estimate	2010/11 Estimate
<b>Increase</b>	<b>£3.68</b>	<b>-£0.06</b>	<b>£3.06</b>
<b>Cumulative</b>	<b>£3.68</b>	<b>£3.62</b>	<b>£6.68</b>

## 4. The capital financing requirement.

***This represents the need for the Authority to borrow to finance capital expenditure. Whilst the Authority has capital reserves it will not have to borrow for capital purposes but may choose to do so:***

31/3/07 Actual £000	2007/8 Forecast £000	2008/9 Estimate £000	2009/10 Estimate £000	2010/11 Estimate £000	2011/12 Estimate £000	2012/13 Estimate £000
<b>0</b>	<b>0</b>	<b>0</b>	<b>9,834</b>	<b>6,397</b>	<b>6,164</b>	<b>3,909</b>

***It totals £26.3m over the MTP period.***

5. Net borrowing and the capital financing requirement.  
**Borrowing must not be used to finance revenue spending except in the short term. In the short term it is legitimately used to cover cash flow e.g. funding salaries pending receipt of council tax income or return of investments.**

The forecast shows that capital reserves are expected to run out in 2009/10 and the Authority will then need to fund most of its capital expenditure from long-term borrowing. However it is permitted to borrow a certain amount in advance of the need to fund capital expenditure (see paragraph 7 below).

#### External debt

6. The actual external borrowing at 31 March 2007  
**There was no borrowing.**
7. The authorised limit for external debt.  
***This is the maximum limit for borrowing and is based on a worst-case scenario. It reflects the proposed revision to the Treasury Management Strategy which allows the Authority to borrow up to £21.7m in 2007/08 and up to an aggregate of £26.3m in 2008/09 to finance capital expenditure shown as to be financed from borrowing in the Medium Term Plan period if it appears that long term rates are attractive. The remainder of the limit relates to temporary debt for Cash Flow Purposes.***

	2007/8 Limit £000	2008/9 Limit £000	2009/10 Estimate £000	2010/11 Estimate £000
Short term	20,000	20,000	20,000	20,000
Long Term	21,700	26,300	30,300	34,500
<b>Total</b>	<b>41,700</b>	<b>46,300</b>	<b>50,300</b>	<b>54,500</b>

8. The operational boundary for external debt.  
***This reflects a less extreme position. Although the figure can be exceeded without further approval it represents an early warning monitoring device to ensure that the authorised limit (above) is not exceeded; it allows the management of the Council's day to day cashflow. The short term and long term elements of the operational boundary will be monitored separately.***

	2008/9 Limit £000	2009/10 Estimate £000	2010/11 Estimate £000
Short term	15,000	15,000	15,000
Long term	26,300	30,300	34,500
<b>Total</b>	<b>41,300</b>	<b>45,300</b>	<b>49,500</b>

#### Treasury management

9. Adoption of the CIPFA Code  
**The Prudential Code requires the Authority to have adopted the CIPFA Code of Practice for Treasury Management in the Public Services. This has been adopted.**

10. Exposure to investments with fixed interest and variable interest as a percentage of total investments.

***The mandates could result in a significant amount of the funds being at variable rates as CDCM has some deals where the rate is revised every quarter. In practice the exposure to variable rates is likely to be less and is effectively of a temporary nature due to the lender having an option to request repayment when rates fall.***

	2008/9 Limit £000	2009/10 Estimate £000	2010/11 Estimate £000
Upper limit on fixed rate exposure	<b>100%</b>	<b>100%</b>	<b>100%</b>
Upper limit on variable rate exposure	<b>50%</b>	<b>50%</b>	<b>50%</b>

11. Borrowing Repayment Profile

The proportion of 2008/9 borrowing that will mature in successive periods.

***The table refers to temporary borrowing for cash flow purposes; 100% will mature in less than 12 months. If long-term borrowing takes place it will all be for maturities in excess of ten years.***

Cash flow borrowing	Upper limit	Lower limit
<b>Under 12 months</b>	<b>100%</b>	<b>100%</b>
<b>12 months and within 24 months</b>	<b>0%</b>	<b>0%</b>
<b>24 months and within 5 years</b>	<b>0%</b>	<b>0%</b>
<b>5 years and within 10 years</b>	<b>0%</b>	<b>0%</b>
<b>10 years and above</b>	<b>0%</b>	<b>0%</b>

Funding capital schemes	Upper limit	Lower limit
<b>Under 12 months</b>	<b>0%</b>	<b>0%</b>
<b>12 months and within 24 months</b>	<b>0%</b>	<b>0%</b>
<b>24 months and within 5 years</b>	<b>0%</b>	<b>0%</b>
<b>5 years and within 10 years</b>	<b>0%</b>	<b>0%</b>
<b>10 years and above</b>	<b>100%</b>	

12. Investment Repayment Profile

Limit on the value of investments that cannot be redeemed within 364 days i.e. by the end of each financial year.

	2008/9 Estimate £000	2009/10 Estimate £000	2010/11 Estimate £000
Limit on investments over 364 days as at 1 April each year.	<b>22,500</b>	<b>16,000</b>	<b>11,500</b>

**CABINET**

**31<sup>ST</sup> JANUARY 2008**

**CAR PARKING STRATEGY – PROPOSED ACTION PLAN  
(Report by Head of Planning Services)**

**1. INTRODUCTION**

- 1.1 The purpose of this report is to update Members on progress with regard to the development of a Car Parking Strategy Action Plan. This builds on the feedback previously provided by the Overview & Scrutiny Panel (Service Support) and the Cabinet during their consideration of the Draft Action Plan during October 2007. It also addresses the results of the public consultation carried out during November and December.
- 1.2 The report also presents a Proposed Action Plan for formal consideration and approval (arising from the Car Parking Working Group at their final meeting held on 10<sup>th</sup> December 2007. This meeting considered the comments of Overview & Scrutiny Panel (Service Support) and Cabinet as well as the results of the public consultation).
- 1.3 The background to this work and the financial implications were covered in the October 2007 reports previously considered.

**2. ISSUES FOR PUBLIC CONSULTATION/CAR PARKING WORKING GROUP**

- 2.1 At their meeting on 9<sup>th</sup> October 2007, Overview & Scrutiny Panel (Service Support) requested the Cabinet to invite the Car Parking Working Group to reconsider and further investigate the following:
  - a) the offer of incentives sufficient to motivate drivers to purchase vehicles with green low-vehicle emission rates, (for example free parking for a narrower group of vehicles available to all users and not just season ticket holders/residents);
  - b) that the time-related charge of nine hours be extended to at least ten or eleven hours which should still be of sufficient length to deter rail commuters from parking in town centre car parks;
  - c) that it be made clear where the surplus income generated by increased parking charges would be spent, given the target within the existing Strategy to use this to encourage "integrated, sustainable and accessible" transport;

- d) that the long and medium term opportunities offered by the new guided bus be investigated e.g. the possibility of a park and ride at Huntingdon and the benefits which might accrue from the award of grant to Cambridgeshire County Council from the Transport Innovation Fund;
- e) how the overspill of car parking in the residential roads of Huntingdon would be managed following the imposition of charges in the Riverside and other car parks in Huntingdon;
- f) whether the suggestion in Option 1 that a residents car parking permit in town centres should be priced at £40 was sufficient to encourage residents to consider whether it was necessary to have a car when living in a town centre location as opposed to using other forms of transport; and
- g) how a charge for long stay car parking in Riverside Car Park, Huntingdon could be justified when no charges were recommended for the Riverside Park in St Neots?

2.2 At their meeting on 18<sup>th</sup> October 2007, Cabinet considered the views of Overview & Scrutiny Panel (Service Support) together with the Draft Action Plan. Cabinet resolved that the Draft Action Plan be approved for public consultation and further work undertaken on the associated charging scenarios and that the Members' Car Parking Working Group be reconvened to consider the foregoing issues and the recommendations of the Overview & Scrutiny Panel (Service Support) in the light of the outcomes of the public consultation and further work on the charging scenarios:

- a) the potential use of the car park to be provided in St Ives for the proposed guided bus service other than by users of the service;
- b) the possible use of the district's leisure centre car parks other than by customers;
- c) the application of charging for Members and staff of the District Council who used public car parks in conjunction with their official duties or employment;
- d) the introduction of resident permit zones within designated areas around St Neots and Huntingdon Railway stations;
- e) the effect of differential charging rates to reflect off-peak hours; and
- f) the management and level of disabled parking.

2.3 The public consultation questionnaire was structured around the key issues as outlined in the draft Action Plan as well as those arising

from the Panel and Cabinet meetings held in October. A copy is attached at Annex A.

- 2.4 The consultation period ran from 12<sup>th</sup> November to 5<sup>th</sup> December and the questionnaire was sent out to over 200 local groups and organisations. Additionally, unmanned static displays were held in each of the four market towns and the consultation was also available via the Council website. As well as the questionnaire, the draft Action Plan was also made available together with a consultation brochure outlining the work to date and the key issues and recommendations.
- 2.5 Each Town Council also had the benefit of a specific presentation on the consultation.
- 2.6 A total of 75 responses have been received, including written responses from all four Town Council's. The percentage results from the Questionnaire are attached at Annex B, together with general comments/feedback to the consultation at Annex C.
- 2.7 Key points that Members should note include:
- Strong support for considering each town on its own merits (80%)
  - Similar levels of support for discouraging rail commuters from town centre car parks in Huntingdon (78%). However it should be noted that a number of rail commuters also registered their objection to this approach with others indicating that rail station car parks should be extended
  - 53% support for the introduction of charges at Riverside, Huntingdon, with Riverside, St. Neots remaining free of charge. It should be noted that a further 15% did not offer a view due primarily not living in the area or using either car park
  - Almost two-thirds (63%) supported a 25% reduction for vehicles producing less carbon emissions with a 50/50 split when asked if further concessions should be offered
  - 76% of respondents did not consider that Residents Permits were too cheap
  - Making Mill Common, Huntingdon and Tan Yard, St. Neots short-stay was supported by 74%. 81% also stated that it was not unreasonable to expect those parking all-day to walk a short distance into the town centre
  - The trial of a range of alternative payment methods was supported by 79%

- 60% of respondents indicated that we should consider charging at Leisure Centre car parks but many also felt that Centre users should be able to park for free with others indicating that the burden of enforcement would be too costly
- When asked to specify which charging option was preferred, 54% opted for Option 1, 14% for Option 2 with an additional 32% offering no view/comment.

### **3. CAR PARKING WORKING PARTY**

3.1 At the request of the Cabinet, the Working Party met again on 10<sup>th</sup> December to consider both the results of the public consultation and the specific issues raised by Panel and Cabinet. Their recommendations are as follows:

a) That the original proposal of a 25% reduction in the cost of a car parking Season Ticket for cars with CO2 emissions of 120g/km or less be adopted. After discussion, it is still considered that this represents a fair and equitable discount at the present time;

b) It is agreed that the introduction of any time-related charges to discourage rail commuters for the car parks at Riverside, Huntingdon and Bridge Place, Godmanchester be increased from nine hours to ten hours;

c) That any surplus income generated by increased car parking charges not be ring-fenced to 'integrated, sustainable and accessible transport'. Given the level of current Council spending on transport with the current MTP well in excess of any increased income, it is felt that this measure is unnecessary;

d) That the Council continue to work with the County Council on the delivery of the proposed bus priority measures between Huntingdon and St. Ives and any proposals emerging for future park and ride at Huntingdon;

e) The Council will continue to work with the County Council, through the Hunts Traffic Management Area Joint Committee, to consider any issues arising from overspill parking on adjacent public highways following the imposition of car parking charges. This has been supported by the County Council as part of its formal response to the public consultation;

f) Following the representations made as part of public consultation, that the proposed level of charge for the cost of a resident's car parking permit is at a sufficient level and that the revised charge be recommended as outlined at Annex D;



g) A further survey has been carried out at Riverside car park, St. Neots, which indicates that long-stay parking levels are between 35% to 38% of overall available capacity. On this basis, it is not recommended that charging can be justified at the present time as part of the recommended Action Plan;

h) Discussions have been held with the County Council regarding the possible use of the new Guided Busway Park & Ride car park. It is now understood that a management regime will be implemented to prevent free all day car parking by those using the new arrangements;

j) Whilst noting the general public support for the introduction of car parking charges at Leisure Centres, subject to free parking for users, the members of the Working Party do not support the introduction of charges at the present time and consider this should be held for future review. It is considered that the Council would be faced with significant costs to enforce an additional regime, which need to be considered in more detail. It is also felt that the introduction of charges could lead to increases in on-street parking in residential areas, which cannot be justified based on current leisure centre parking issues, particularly as some of these are shared with schools;

k) In relation to both Member and Staff car parking within public car parks, the Working Party recommend that the current regime remains unchanged namely, that anybody requiring to pay car parking charges as part of their official duties is suitably reimbursed. However reimbursement or free parking cannot be supported for those attending their place of employment. The Working Party considers that this would not be equitable with other town centre employers and their employees who are required to pay car parking charges;

l) The Council will work with the County Council, through the Hunts Traffic Management Area Joint Committee, to consider the need for parking restrictions in the vicinity of Huntingdon and St. Neots railway stations;

m) It is not considered that there is a need for differential charging rates to reflect off-peak hours as short-stay charging is not charged after 6.00pm Monday to Saturday and all parking is free of charge on Sundays;

n) The Working Party expressed its satisfaction with the management of current parking for the disabled and noted that current blue badge holders can park in any car parking spaces free of charge. It does recommend that the level of designated spaces is reviewed to assess compliance with nationally recommended levels and to make amendments when car parks are re-designed or re-marked.

3.2 Members will also recall that as part of previous consideration of future charging levels in October 2007, the financial implications of a

new 3-year pricing policy were considered. Annex D contains an overview of the two options presented for public consultation and it should be noted that 54% of those responding supported Option 1 with 14% supporting Option 2. A further 32% expressed no view or comment, mainly due to not being directly affected by the proposed changes.

- 3.3 In considering these pricing options, the Working Party recommends that Option 1 be supported. For clarification, these figures are broadly in line with those under the heading of 'Option 3' in the October 2007 reports.

#### **4. CONCLUSIONS**

- 4.1 Subject to formal approval of the Proposed Action Plan at Annex E, it will be necessary to amend the current Off-Street Parking Places Order 2005 to reflect the changes approved by Cabinet in terms of a revised charging regime, car park designations and to implement changes on the ground including signing, ticket machine issues etc. It is planned that, subject to the necessary legal process and public notice period that has to be given, that we would plan to introduce changes from 1<sup>st</sup> June 2008 onwards.

#### **5. RECOMMENDATION**

**It is recommended that:**

- i) the Proposed Action Plan is approved;**
- ii) the current Off-Street Parking Places Order be amended for introduction from 1<sup>st</sup> June 2008, and;**
- iii) authority be given to advertise the proposed car parking charges in accordance with the first option in Annex D.**

#### **BACKGROUND INFORMATION**

SDG Final Report - March 2007  
Members Car Parking Working Party Minutes – 12<sup>th</sup> June, 6<sup>th</sup> July, 15<sup>th</sup> August & 10<sup>th</sup> December 2007  
Overview & Scrutiny Panel (Service Support) Report – 9<sup>th</sup> October 2007  
Cabinet Report – 18<sup>th</sup> October 2007

**Contact Officer:** **Stuart Bell – Transport Team Leader**

**☎ (01480) 388387**

**Car Parking Strategy Action Plan –  
Public Consultation Questionnaire**

**ANNEX A**

Q1. The proposed Action Plan seeks to appropriately balance the competing demands for parking by introducing a tailored approach to meet the individual needs of each of our towns.

Do you agree with this differential approach? - YES / NO

If you wish, please explain your reasons why;

Q2. Our Consultants have identified particular levels of high demand for car parking in Huntingdon, relating to the high number of office-based workers in the town and the issues related to the proximity of the rail station to the town centre.

a) The proposed changes for Huntingdon seek to discourage rail commuters from using town centre car parks. Do you agree with this approach? – YES / NO

If you wish, please explain your reasons why;

b) To recognise the nature of the leisure usage at Riverside car park in Huntingdon, it is proposed to provide a designated short-stay area for parking, with reduced charges, as well as allowing short-term parking within longer-stay areas. Do you agree with this approach? – YES / NO

If you wish, please explain your reasons why;

Q3. It is proposed to introduce long-stay parking charges for Huntingdon at Riverside and Bridge Place Car Parks for the reasons outlined in Q2. In St. Neots, due to the high leisure usage at Riverside and currently less demand on town centre car parks overall, it is proposed that Riverside Car Park remains free of charge as well as Cambridge Road, the latter pending further improvement and review.

Do you agree with this differential approach? – YES / NO

If you wish, please explain your reasons why;

Q4. In order to contribute to the Climate Change agenda, it is proposed that the Council recognise the benefit to the environment of encouraging the use of cars that produce less carbon emissions by proposing Season Ticket/Resident Permit discounts for qualifying vehicles.

a) It is proposed that a 25% discount be offered over the standard cost of a Season Ticket or Residents Permit?

Do you agree with this approach? – YES / NO

b) It has been suggested that the Council should go further and offer greater discounts, possibly free parking, for certain other qualifying low emission vehicles?

Would you support such an approach? – YES / NO

Please explain your reasons why;

Q5. Residents Season Tickets & Permits are offered to those who have limited or no off-street car parking. It has been suggested that the current and proposed charging levels are far too low to encourage those living in town centres to consider using less polluting cars, alternative forms of transport or to reduce their use of the car.

Do you consider that Residents Season Tickets & Permits are too cheap and not encouraging the use of alternative forms of travel for those living in town centres? – YES / NO

Please give any feedback ;

Q6. For those working an average 5-day week in Huntingdon, St. Neots or St. Ives, it is currently around 30% cheaper to purchase a standard 12 or 6-month Season Ticket rather than pay a daily parking charge.

Do you consider that this current policy gives far too great a discount or fail to encourage people to consider other forms of travel? – YES / NO

Please give any feedback ;

Q7. To address the continuing need for short-term parking, it is proposed that the car parks at Mill Common, Huntingdon and Tan Yard at St. Neots will only allow short-term car parking with long-term parking moving to other car parks at the edge of each town centre;

a) Do you support this approach? – YES / NO

b) Is it unreasonable to expect people who park all-day to walk a short distance into Huntingdon or St. Neots town centres? – YES / NO

If you wish, please explain your reasons;

Q8. With the planned introduction of charges for Huntingdon at Riverside and Bridge Place car parks, it is proposed that a trial of alternative methods of payment be undertaken utilising new ticket machine technology e.g. taking notes, payment by debit/credit card etc.

Do you consider alternative payments to coins would be useful? – YES / NO

If yes, what other methods would be useful for you?

Q9. We are aware that certain Leisure Centre car parks are being used by people not using the facilities at those Centres. Should we consider introducing charging as a mechanism to try and control this situation with a reduced rate for Centre users? – YES/NO

Please give any feedback ;

Q10. The consultation outlines the revised charges being considered for each town within Option 1 or Option 2.

Which Option do you prefer – Option 1/Option 2 – and please state why?

Please use the space below to make any other comments you wish on this consultation.

When completed, please return your comments to Huntingdonshire District Council, Planning Policy Division, Pathfinder House, St. Mary's Street, Huntingdon PE29 3TN or alternatively, e mail to [transport@huntingdonshire.gov.uk](mailto:transport@huntingdonshire.gov.uk)

Thank you for your time.

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Q1. The proposed Action Plan seeks to appropriately balance the competing demands for parking by introducing a tailored approach to meet the individual needs of each of our towns.

Do you agree with this differential approach? -

**YES - 80%**

**NO - 18%**

**NO VIEW/COMMENT – 2%**

Q2. Our Consultants have identified particular levels of high demand for car parking in Huntingdon, relating to the high number of office-based workers in the town and the issues related to the proximity of the rail station to the town centre.

a) The proposed changes for Huntingdon seek to discourage rail commuters from using town centre car parks. Do you agree with this approach?

**YES - 78%**

**NO - 20%**

**NO VIEW/COMMENT – 2%**

b) To recognise the nature of the leisure usage at Riverside car park in Huntingdon, it is proposed to provide a designated short-stay area for parking, with reduced charges, as well as allowing short-term parking within longer-stay areas. Do you agree with this approach?

**YES - 60%**

**NO - 32%**

**NO VIEW/COMMENT – 8%**

Q3. It is proposed to introduce long-stay parking charges for Huntingdon at Riverside and Bridge Place Car Parks for the reasons outlined in Q2. In St. Neots, due to the high leisure usage at Riverside and currently less demand on town centre car parks overall, it is proposed that Riverside Car Park remains free of charge as well as Cambridge Road, the latter pending further improvement and review.

Do you agree with this differential approach?

**YES - 53%**

**NO - 32%**

**NO VIEW/COMMENT – 15%**

Q4. In order to contribute to the Climate Change agenda, it is proposed that the Council recognise the benefit to the environment of encouraging the use of cars that produce less carbon emissions by proposing Season Ticket/Resident Permit discounts for qualifying vehicles.

a) It is proposed that a 25% discount be offered over the standard cost of a Season Ticket or Residents Permit? Do you agree with this approach?

**YES - 63%**

**NO - 33%**

**NO VIEW/COMMENT – 4%**

b) It has been suggested that the Council should go further and offer greater discounts, possibly free parking, for certain other qualifying low emission vehicles?

Would you support such an approach?

**YES - 50%**

**NO - 46%**

**NO VIEW/COMMENT – 4%**

Q5. Residents Season Tickets & Permits are offered to those who have limited or no off-street car parking. It has been suggested that the current and proposed charging levels are far too low to encourage those living in town centres to consider using less polluting cars, alternative forms of transport or to reduce their use of the car.

Do you consider that Residents Season Tickets & Permits are too cheap and not encouraging the use of alternative forms of travel for those living in town centres?

**YES - 12%**

**NO - 76%**

**NO VIEW/COMMENT – 12%**

Q6. For those working an average 5-day week in Huntingdon, St. Neots or St. Ives, it is currently around 30% cheaper to purchase a standard 12 or 6-month Season Ticket rather than pay a daily parking charge.

Do you consider that this current policy gives far too great a discount or fail to encourage people to consider other forms of travel?

**YES - 23%**

**NO - 64%**

**NO VIEW/COMMENT – 13%**

Q7. To address the continuing need for short-term parking, it is proposed that the car parks at Mill Common, Huntingdon and Tan Yard at St. Neots will only allow short-term car parking with long-term parking moving to other car parks at the edge of each town centre;



a) Do you support this approach?

**YES - 74%**

**NO - 11%**

**NO VIEW/COMMENT – 15%**

b) Is it unreasonable to expect people who park all-day to walk a short distance into Huntingdon or St. Neots town centres?

**YES - 12%**

**NO - 81%**

**NO VIEW/COMMENT – 7%**

Q8. With the planned introduction of charges for Huntingdon at Riverside and Bridge Place car parks, it is proposed that a trial of alternative methods of payment be undertaken utilising new ticket machine technology e.g. taking notes, payment by debit/credit card etc.

Do you consider alternative payments to coins would be useful?

**YES - 79%**

**NO - 13%**

**NO VIEW/COMMENT – 8%**

Q9. We are aware that certain Leisure Centre car parks are being used by people not using the facilities at those Centres. Should we consider introducing charging as a mechanism to try and control this situation with a reduced rate for Centre users?

**YES - 60%**

**NO - 36%**

**NO VIEW/COMMENT – 4%**

Q10. The consultation outlines the revised charges being considered for each town within Option 1 or Option 2.

Which Option do you prefer – Option 1/Option 2 – and please state why?

**OPTION 1 - 54%**

**OPTION 2 - 14%**

**NO VIEW/COMMENT – 32%**

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**Car Parking Strategy Action Plan – Written Responses/Feedback to Questionnaire**

Figures in brackets (3) indicate where a duplicate comment has been made

Q1. The proposed Action Plan seeks to appropriately balance the competing demands for parking by introducing a tailored approach to meet the individual needs of each of our towns.

- Makes sense but not when reasoning behind certain statements appears based on a false premise
- People will travel to the town with the least expensive parking
- I do not use Huntingdon for shopping because it is slow and difficult to access
- Needs to account for all users needs, not those just living and working in town (2)
- Why should those in Huntingdon be penalised over other market towns?

Q2. Our Consultants have identified particular levels of high demand for car parking in Huntingdon, relating to the high number of office-based workers in the town and the issues related to the proximity of the rail station to the town centre.

a) The proposed changes for Huntingdon seek to discourage rail commuters from using town centre car parks.

- This penalises everyone, not just rail commuters. Extend rail station car parks (16) ..... and reduce charges to encourage commuters to park there (2)
- Need to improve parking for commuters. Their income is spent in Huntingdon's shops and on Council Tax. They are not pariahs but welcome cash to local economy (2)
- Hinchingbrooke school suffers from illegally parked cars. Any proposal that increases the likelihood of this happening will shift the cost to the school for deterrent measures
- Long-stay charges should match those of rail station parking or be higher
- Need to ensure rail commuters do not park on-street (2)
- Add decked car parks at the rail station
- Provide additional parking on Mill Common to benefit all in Huntingdon
- Need better liaison with rail companies
- Rail commuters will still opt to park in cheaper town centre car parks
- Rail commuters have as much right to park as Huntingdon office workers (3)
- Unfair & unreasonable to distinguish between where people work, everyone should have a choice
- Need to ensure you don't penalise those working in the town

b) To recognise the nature of the leisure usage at Riverside car park in Huntingdon, it is proposed to provide a designated short-stay area for parking, with reduced charges, as well as allowing short-term parking within longer-stay areas.

- I think higher charges for long periods my put off visitors for recreation i.e. walking the river to the Hemingfords
- How can they be 'reduced charges, when currently free? If you are going to charge and more for the longer you park, fair enough
- Better to make Riverside, Huntingdon 4 hours max and apply to all car parks and roads within 1 mile of station. Why does anyone need to park more than 4 hours?
- Free parking is important and should not be abolished/there should be no changes
- Impossible to find a space in Riverside, Huntingdon after 9am
- The Council policies are crippling town centre businesses and are barely keeping afloat
- Short-stay inside the ring-road is often full

- What leisure usage? Work parking is more important
- There ought to be an area for free parking to allow locals/others to enjoy Riverside

Q3. It is proposed to introduce long-stay parking charges for Huntingdon at Riverside and Bridge Place Car Parks for the reasons outlined in Q2. In St. Neots, due to the high leisure usage at Riverside and currently less demand on town centre car parks overall, it is proposed that Riverside Car Park remains free of charge as well as Cambridge Road, the latter pending further improvement and review.

- Why not charge there to? Then you can charge less elsewhere
- If you introduce charges, I will likely shop elsewhere where facilities are better i.e. Peterborough
- This does not consider knock-on effects to Hinchingsbrooke school/hospital (2)
- Support recognition of importance of Riverside, Huntingdon as green space. We would like the Strategy to ensure that this will be protected from future development
- Parking at Brampton Road should not be on greenfield land
- Disincentive for Huntingdon if free parking ceases
- Could Riverside, Huntingdon have free short-stay?
- Will encourage more people to St. Neots
- Why single out Huntingdon? St. Neots' problem is just as bad
- Both should remain free. The Council has caused the problem by allowing Luminus to build on its car park
- Increasing car park charges in St. Neots will affect local businesses

Q4. In order to contribute to the Climate Change agenda, it is proposed that the Council recognise the benefit to the environment of encouraging the use of cars that produce less carbon emissions by proposing Season Ticket/Resident Permit discounts for qualifying vehicles.

a) It is proposed that a 25% discount be offered over the standard cost of a Season Ticket or Residents Permit?

b) It has been suggested that the Council should go further and offer greater discounts, possibly free parking, for certain other qualifying low emission vehicles?

- Free parking for carbon emissions below 100
- This discriminates in favour of those who can afford a new car and can possibly afford higher charges. Also encourages a throwaway attitude to perfectly serviceable cars (3)
- Makes sense to provide incentives to offset costs of those prepared to use them (2)
- Verifying low emission could create a management problem
- No real impact on CO2, better to turn off traffic lights at off-peak times
- Should be a 5-year action to allow people to time to consider when changing their car
- Green travel should be encouraged
- Could charges be increased for large 4x4's (4). Accept difficult to manage
- HDC must encourage low emission ownership (2)
- Any vehicle takes up a space (2)
- The Council should devote its time to more important matters than this
- A bit gimmicky but does provide an incentive

Q5. Residents Season Tickets & Permits are offered to those who have limited or no off-street car parking. It has been suggested that the current and proposed charging levels are far too low to encourage those living in town centres to consider using less polluting cars, alternative forms of transport or to reduce their use of the car.

Do you consider that Residents Season Tickets & Permits are too cheap and not encouraging the use of alternative forms of travel for those living in town centres? –

- There are no viable alternatives to the car, public transport is inflexible & costly, no buses to station from Eynesbury Manor and not at 6am when I go to work
- The public transport system is not adequate yet to justify such a measure
- In a village I have free parking. Why should those living in town have to pay?
- You cannot encourage people to live in towns and then penalise them
- Residents of Ingram St. may be prepared to pay more if they could be guaranteed a parking space. Why should we pay more if we can't park? (2)
- They choose to live with limited parking, why should they be subsidised
- You may penalise the less-well off
- Too low. Everyone should pay the same
- It is not the Council's role to influence a person's choice of vehicle
- Too cheap – compare the cost with what residents pay in Cambridge
- This smacks of a stealth tax and too oppressive on households
- Residents permits should be free (2), they have enough to contend with
- Perhaps more control should be made on the number of permits issued per household

Q6. For those working an average 5-day week in Huntingdon, St. Neots or St. Ives, it is currently around 30% cheaper to purchase a standard 12 or 6-month Season Ticket rather than pay a daily parking charge.

Do you consider that this current policy gives far too great a discount or fail to encourage people to consider other forms of travel?

- Many people who have season tickets catch the bus to work in Cambridge or Bar Hill. If you double prices, they may as well drive to Cambridge and save the bus fare as well
- Encourage other forms of travel by making more available and at reasonable cost
- Giving works a discount is discriminatory to the elderly, disabled and unemployed
- Definitely not. A season ticket discount should be applauded
- Why as much as 30%. Reduction could encourage other forms of transport
- Everyone should pay the same
- The discount is far too low

Q7. To address the continuing need for short-term parking, it is proposed that the car parks at Mill Common, Huntingdon and Tan Yard at St. Neots will only allow short-term car parking with long-term parking moving to other car parks at the edge of each town centre;

a) Do you support this approach?

b) Is it unreasonable to expect people who park all-day to walk a short distance into Huntingdon or St. Neots town centres?

- With the proviso that disabled users are properly catered for
- We support this if it stops people denying residents (Ingram St.) parking spaces
- Maybe the Council could introduce a 'Hire Bike' scheme
- This can be a 10 minute walk or longer. Many ladies feel unsafe walking in the dark
- Fine as long as people don't have to pay as well
- Need sufficient street lighting
- Cambridge Street needs more capacity
- How many times does a person need to return to their car during the day?

Q8. With the planned introduction of charges for Huntingdon at Riverside and Bridge Place car parks, it is proposed that a trial of alternative methods of payment be undertaken utilising new ticket machine technology e.g. taking notes, payment by debit/credit card etc.

Do you consider alternative payments to coins would be useful?

- Debit/Credit card possibly, but only if machines are more reliable than at present (13)
- What about 'Pay as You Park' i.e. mobile phone? (6)
- Facilities should be available to give change for notes/coins (2)
- Ability to purchase tickets in shops
- Oyster/pre-paid cards (5)
- Internet payment

Q9. We are aware that certain Leisure Centre car parks are being used by people not using the facilities at those Centres. Should we consider introducing charging as a mechanism to try and control this situation with a reduced rate for Centre users? –;

- Only if parking costs are refunded to Centre users (14)
- At St. Neots, there are significant problems with football club (Eynesbury) parking which causes problems in adj. housing areas. Dog walkers also think it is their right to park anywhere. I would welcome them parking in the Leisure Centre to help residents
- Don't forget schools. Charging may encourage illegal parking on school sites
- Cost of enforcement would be prohibitive (5)
- If introduced, further consultation needed with teachers, pupils and visitors to nearby schools
- If your proposals go ahead in the town centre, more people will park here
- Most people who can afford to use Leisure Centres can afford to pay a parking charge
- If other people are using these car parks, it is because the Council is failing to meet the needs of its taxpayers

Q10. The consultation outlines the revised charges being considered for each town within Option 1 or Option 2.

Which Option do you prefer – Option 1/Option 2?

- I think there will be bad publicity with 25% or 50% increases
- How can you justify doubling prices and abolishing Mon-Fri season tickets at car parks near the bus station, while purporting to encourage public transport
- Charges should not be set too high to threaten vitality of market towns
- Charges at out-of-town stores but recognise that this requires Govt. legislation
- Option 2 is too significant an increase (4)
- It is reasonable to expect people to pay. Option 2 is not exorbitant/ reduce car use
- Prefer no increase/charges are too high at present (2)
- Neither – both show increases in excess of 25%. Inflation has not increased by this much (2)
- None – I wish parking to remain free for the people of Huntingdonshire (2)

Other Comments

- It is difficult to stop commuters parking in town centre car parks. Talk to the Rail Station, get more parking there at a more reasonable price
- With extra revenue generated, improve access/exit to Cattle Market in St. Ives and reduce congestion at The Quadrant at peak times
- Congratulations on tackling this issue. With the expansion of St. Neots, more town centre parking is needed. Expansion of Riverside car park to both sides of the bridge would prevent people having to drive through the centre to park

- Consultation period is too short for Parish Council's to comment
- This does not take into account competition from out-of-town superstores (3)
- 4-hour charge too high, people will shop elsewhere, perhaps Peterborough
- Allow free short-term (1 hour) (3) for doctor, dentist etc. (1)
- Increasing Resident's Permit charges will mean town centre living becomes even more of a poor person's option (2)
- Need for a car is often dictated by child care needs
- Secure cycle storage facilities required (2)
- Would like to see a 2-year pricing policy. This will allow important changes/demands to be made sooner
- Low emission rate is not relevant to parking, use new technology to enable reduced rate for car sharers
- We would like to see linkage with a corresponding Action Plan for cycle and pedestrian routes and secure cycle parking
- Park & Ride should be examined (2) but concerned at Greenfield suggestion at Hartford. Suggest brownfield sites at Alconbury, Wyton and Brampton. Possibly Tower Fields
- Support car park to south of High Street (St. Neots). Would relieve demand at eastern end of town
- Appreciate attempts to solve problems in Huntingdon but charges may force people to local streets
- Luminus should provide their own parking instead of using Riverside (2)
- Questionnaire should have been designed for each town
- Why was do nothing not an option? (2)
- Many people missed the display in St. Ives. Town Hall does not have disabled access, not very PC
- All car parks should be charged at the same rate
- Urgently provide multi-storey car parks but not 5 floors or greater
- Too much traffic in Huntingdon Town Centre. Need to divert some away
- Not enough consultation. This is not an open or public consultation. Should be conducted as an open referendum (3)
- Removing parking from High Street, Ramsey is of considerable value to Abbey College. This would allow safer cycling
- Lack of coach layover in St. Neots warrants a specific reference
- Why no multi-storey in St. Ives, St. Neots or Huntingdon? (3)
- Disabled drivers park anywhere, despite their own bays. Reduce the number of blue badge holders
- Changes need to be supported by a range of public transport incentives/better system (12)
- District Council has failed to ensure adequate parking provision with new development
- Not accepted by Ramsey Town Council that the town does not have a capacity problem. There is difficulty in finding on or off-street spaces
- Ramsey Town Council does not support removal of parking in High Street. Speeds will increase
- Huntingdon will die unless problems are addressed. No doubt Council employees will have designated parking denied to ordinary workers (2)
- The consultation does not take into account the needs of tourists
- Fire Service use Riverside, Huntingdon for those attending training centre on ring-road. Should be exempt from charges
- You need far more disabled parking spaces at Sainsbury's, Huntingdon and Waitrose, St. Ives in accordance with Govt. guidance
- Priors Centre car park should be for the exclusive use of the facility
- Why change Tan Yard to short-stay just to cater for market days?
- Local Retailers in Huntingdon should be invited to set-up a 'Parking Charge Refund Scheme'

- Ensuring the link between on and off-street parking is important, whereby on-street should always be more expensive
- It would seem sensible to link the costs of off and on-street residents parking permits
- Why is there no multi-storey facility in St. Ives, Huntingdon or St. Neots?
- Why should a travelling fair be allowed to utilise parking space at Riverside, Huntingdon?
- There should be some free parking (in Huntingdon) for shoppers up to 2 hours. Concern that this policy will drive shoppers to other retail centres
- We consider that Great Northern Street, Huntingdon, should be re-classified as an 'Inner Car Park', making exceptions for residents, in the same way proposed for Mill Common
- Increased charges would discourage people from staying longer in town to shop
- A well-managed barrier system for car parks is preferred



<b>PROPOSED CHARGING OPTIONS</b>						
<b>Location</b>	<b>Existing</b>		<b>1<sup>st</sup> Option</b>		<b>2<sup>nd</sup> Option</b>	
Inner Car Parks	1-hour	30p	1-hour	40p	1-hour	50p
	2-hour	60p	2-hour	80p	2-hour	100p
	3-hour	150p	3-hour	200p	3-hour	250p
	4-hour	250p	4-hour	300p	4-hour	400p
Mid-Term Car Parks	1-hour	25p	1-hour	40p	1-hour	40p
	2-hour	50p	2-hour	80p	2-hour	80p
	3-hour	80p	3-hour	100p	3-hour	120p
	4-hour	100p	4-hour	150p	4-hour	180p
	23-hour	150p	23-hour	200p	23-hour	250p

Waitrose (St. Ives & St. Neots)	1-hour	30p	1-hour	40p	1-hour	50p
	2-hour	60p	2-hour	80p	2-hour	100p

On-Street	1-hour	30p	1-hour	50p	1-hour	50p
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Riverside, Huntingdon - Proposed Short-Stay Section	1-hour	n/a	1-hour	20p	1-hour	30p
	2-hour	n/a	2-hour	40p	2-hour	60p

Proposed Long-Stay at Riverside, Huntingdon and Bridge Place, Godmanchester						
(Monday to Friday)	1-hour	Free	1-hour	20p	1-hour	30p
	2-hour	Free	2-hour	40p	2-hour	60p
	3-hour	Free	3-hour	60p	3-hour	100p
	4-hour	Free	4-hour	80p	4-hour	150p
	4 to 10 hours	Free	4 to 10 hours	150p	4 to 10 hours	200p
	10 to 23 hours	Free	10 to 23 hours	480p	10 to 23 hours	530p
(Saturdays)	1-hour	Free	1-hour	20p	1-hour	30p
	2-hour	Free	2-hour	40p	2-hour	60p
	3-hour	Free	3-hour	60p	3-hour	100p
	4-hour	Free	4-hour	80p	4-hour	150p
	23 hour	Free	23 hour	150p	23 hour	200p

<b>Season Tickets</b>	<b>Existing</b>	<b>1<sup>st</sup> Option</b>	<b>2<sup>nd</sup> Option</b>
Monday to Friday - Annual	£175	No longer available	No longer available
Monday to Friday - 6 months	£90	No longer available	No longer available
Monday to Saturday - Annual	£250	£250 (£187.50)	£350 (£262.50)
Monday to Saturday – 6 months	£130	£130 (£97.50)	£185 (£138.75)

Figures in brackets indicate proposed 25% discount level for qualifying low emission vehicles

<b>Resident Permits</b>	<b>Existing</b>	<b>1<sup>st</sup> Option</b>	<b>2<sup>nd</sup> Option</b>
	£40	£50 (£37.50)	£80 (£60)

Figures in brackets indicate proposed 25% discount level for qualifying low emission vehicles

#### INNER CAR PARKS –

- Sainsbury's, Huntingdon
- Princes Street, Huntingdon
- Trinity Place, Huntingdon
- Mill Common, Huntingdon (from current mid-term)
- Priory Lane, St. Neots
- Brook Street, St. Neots
- Tan Yard, St. Neots (from current mid-term)
- Cattle Market (Bus Station section), St. Ives

#### MID-TERM CAR PARKS –

- Great Northern Street, Huntingdon
- Ingram Street, Huntingdon
- St. Germain Street (Minor), Huntingdon
- Cattle Market (Harrison Way section), St. Ives
- Darwoods Pond, St. Ives
- Globe Place, St. Ives
- Priory Car Park, St. Neots
- Tebbutts Road, St. Neots

**ANNEX E**

**HUNTINGDONSHIRE CAR PARKING STRATEGY 2007**

**PROPOSED ACTION PLAN – 2008-2011**

## **INTRODUCTION**

The current District Council Car Parking Strategy (2004-2016) was approved by Cabinet in October 2004.

Emerging from that approval was the amendment of the required control orders to cover District-Wide off-street parking in 2005. Changes to the terms, conditions, charging and operating regimes relating to the use of the car parking stock were introduced from April 2005 onwards.

The strategy covers a range of issues with respect to car parking and not just off-street arrangements. It also covers issues such as parking standards relating to development and the forecast of likely delivery of private sector development including additional parking capacity.

Since that time, new Planning Policy Statements require parking standards to be reviewed which, taken with other Centre Vision projects and statements such as Town Centre Action Plans, made a review of our current Strategy an imperative. This particularly relates to the delay of development related parking provision, particularly within town centres. Review of development related parking standards continues to be part of the on-going Local Development Framework process. Consultants Steer Davies Gleave were appointed to undertake this review in May 2006.

## **BACKGROUND**

The need for a review was dictated by a number of key issues;

- The shift towards the encouragement of additional residential development within town centres generally associated with reduced on-site parking provision. While town centres tend to provide more sustainable forms of living, including a reduced need to travel and the potential to make alternative transport choices, they are also areas where standards of parking provision are lower and this can create a higher demand for parking on-street or within public car parks
- The timing of a new strategy to coincide with the production of a spatial plan for Huntingdonshire to 2021 and beyond as part of the Local Development Framework
- The delay in the delivery of new retail development particularly in Huntingdon has resulted in the failure to deliver any major additional car parking capacity. Due to pressures on finding suitable land for car parking and the high associated land values for all types of acquisition, it is likely to that the Council will continue to have to explore this type of relationship/partnership with development opportunities
- To ensure that the balance between the numbers and location of short stay and long stay parking spaces is optimised for the benefit of the economy of the town centres in the future

- The need to consider the potential for the early delivery of additional long-stay parking in Huntingdon in view of the negative public reaction to the proposals at Riverside Park
- Continued pressures on town centres associated with rail commuter parking. This is particularly relevant in Huntingdon where there is a clear trend for commuters to utilise free or cheaper town centre parking rather than rail station car parks. In St. Neots, parking also occurs on surrounding streets due to a lack of available car parking capacity at the rail station.
- Our current strategy provides for the charging policy to be reviewed at intervals of not more than three years. Given that new charging levels were introduced in the first-half of 2005, the next review would be in 2008. Details of this are covered in this Action Plan.

### **THE STRATEGY REVIEW**

Steer Davies Gleave (SDG) undertook a policy review of all national, regional, county and district policy that would influence and support the review, which included a diverse range of subjects such as air quality management to town centre development to housing. Within such a diverse range, the common theme that emerged was to provide adequate accessibility to support economic vitality.

SDG also undertook a review of Council parking data as part of our current monitoring regime, plus a review of the work done in 2004 and also carried out validation surveys of usage and capacity in all town centre car parks prior to the 2006 school holidays.

An Officer Working Group oversaw this work and this included representatives of the County Council in their role as both local highway authority and the body who control on-street parking policy.

SDG also undertook Stakeholder Briefings with representatives from within and outside the Council to ensure community engagement in the process and these were undertaken in the latter part of 2006. The primary objective of such briefings was to provide information to those attending, particularly on the current situation, to request information and feedback, to achieve a consensus view and support for the aims of the review and to understand perceptions of problems and issues.

Stakeholder events were held in each town and key issues were discussed on a town by town basis. While common themes were highlighted, there were also individual issues raised that were specific to each town and these are reflected in the Action Plan.

As part of each event, SDG outlined three broad strategic approaches that could be explored to manage future parking needs;

- Expansionist – building more spaces to meet continual rising demand
- Demand Management – control pricing and supply to reduce parking demand and reduce supply below current levels and encourage shift to other modes of transport
- Balanced – use pricing to keep demand at current levels balanced with minor provision of additional parking, improved signage to improve parking distribution and encouraging different travel choices in the future

SDG submitted their final report in early 2007 including their recommendations on how a Strategy and Action Plan should be developed and the approach to take for each market town. This was reported to Cabinet on 15<sup>th</sup> March 2007.

In discussing the key recommendations made by SDG, Cabinet acknowledged that doing nothing was not an option and the importance of developing a tailored approach to future car parking needs based on the specific requirements of individual market towns rather than the current generic-type district-wide approach. Members recognised that certain issues should be investigated further to alleviate parking problems in town centres including the viability of park and rides schemes, better signage and the management of disabled parking.

Cabinet resolved that;

- that the findings of the consultant's study be noted
- that a formal Car Parking Strategy and Action Plan be developed for future consideration by the Cabinet;
- that a Members' Car Parking Working Group comprising five Conservatives, one Liberal Democrat and one Independent Member, be established to develop and recommend a district-wide car parking strategy and action plan; and

### **OTHER ISSUES**

A particular issue that will need to be considered within any overall work across the District is the potential introduction of decriminalised parking enforcement (DPE) within Cambridgeshire, which currently operates only within Cambridge and Peterborough. Government is currently encouraging local transport authorities to explore the options of such introduction, and in partnership with District Council's, where two-tier local government is present.

While there is an over-riding aim of achieving better enforcement with particular benefits leading to better town centres, there is a bigger picture to consider and a balance needs to be struck. Key issues likely to emerge for Cambridgeshire include;

- If introduced, DPE would apply District/County) wide. It would include all towns and villages
- What levels of enforcement would apply across different areas?
- Would partial introduction of DPE undermine remaining Police enforcement regime?
- Would DPE be managed using District Council resources or would external contractors be appointed?
- Finance –
  - How would scheme be funded? Utilising current District Council car parking revenue?
  - How would authorities such as Fenland and East Cambs provide funding where they have no car parking revenue income stream?
  - Sharing operational surplus/deficit, how would this work?
  - Does Park & Ride financially support DPE in Cambridge?
  - Cost implications of operational arrangements/upgrade costs?

In their role as local transport authority, the County Council are undertaking a series of meetings with District Council's to discuss options but it is clear that this will also need to be carefully linked to the District Council car parking strategy and action plan to ensure that it does not become out-of-date if DPE were to be introduced.

## THE ACTION PLAN

The Member Working Party met on five occasions between April and December 2007, including a tour of the Council car parking stock on 18<sup>th</sup> May 2007. Members were able to view first-hand the actual operation of a number of key sites across the District and to relate the recommendations of SDG with real-time events. Minutes of these meetings are available as Background Papers to this Action Plan

Following the issues debated and agreed, a Questionnaire was developed based on the emerging themes and circulated to all Members of the Working Party. These have been used to inform the proposed Action Plan.

While the issues are wide and varied, Working Party Members considered that as well as immediate actions to recommend in the short-term (one to three years), there also needed to be some medium and longer term recommendations to be made and these are reflected in the tables below.

In making the priority recommendations for the Action Plan, Members of the Working Party have debated the recommendations of SDG and understood the obvious desire within parts of the community to build more parking to meet demand whilst balancing that with the challenges faced by the Council in developing an Action Plan to provide more parking and those of a more balanced, demand management approach.

A key rationale in the development of the Action Plan has been the recognised need to provide continued accessibility to the town centres in order to encourage shoppers, to provide parking for those working in the town centres and to provide that parking in appropriate locations within each town to support overall economic activity. It has been recognised that parking provision impacts on different people in different ways across a broad spectrum of the population. Therefore the challenge of the Action Plan has been to recommend a programme that recognises those variations in each town and to ensure a degree of equality relating to overall accessibility.

Key issues discussed have included (in no priority order):

- The need for additional weekday parking in Huntingdon and provision to meet market day demand in St. Neots
- Effect on town centre provision of rail commuter parking in Huntingdon
- Free long-term parking in Huntingdon and St. Neots and effects of potential introduction of charging to balance overall demand including;
  - Charging at Riverside, Huntingdon with designated short-stay areas to reflect leisure usage
  - High leisure usage at Riverside, St. Neots and options to leave free of charge
- Comparison between free parking availability and costs of other modes of travel i.e. public transport
- Pricing options across all levels of car parking and consideration of future scaling of long-stay charges
- Managing parking space search in areas of high demand
- Options and methods to deliver additional car parking
- Proposals by First Capital Connect to increase car parking provision at both Huntingdon & St. Neots railway stations
- Changed parking regimes between short and long-term car parks



- Enforcement and financial issues arising from any change to current policies, particularly the potential change from free to charged long-stay car parks i.e. staffing levels
- Conflict between demand for residents parking and employment based season ticket parking
- Encouraging other forms of access to the car where appropriate to balance car parking demands
- Current levels of charging including possible effects on on-street parking and longer-term charging regimes
- The provision for Park & Ride
- Lack of (tourist) coach layover parking especially in Huntingdon & St. Ives
- Market trader parking within car parks on market days i.e. reduces available car parking space
- Effect of Guided Bus Park & Ride site in St. Ives on town centre car parking
- Free parking in Ramsey and the effects of off-street parking demands compared to on-street availability
- Car park accessibility and signage
- Levels of enforcement and decriminalisation
- Payment methods and ticket machine requirements
- On-street charging levels outstanding from 2004 review

#### **SHORT, MEDIUM AND LONG-TERM RECOMMENDATIONS - 2008-2011**

The following are a series of short, medium and long-term recommendations for car parking within each town. This work is supported by a detailed financial analysis to reflect the effects of changed operating patterns including projected income and expenditure levels.

In terms of additional expenditure relating to any of the proposed recommendations over the life of the Action Plan, it will be necessary for the Medium Term Plan to be amended to reflect the agreed timescale for the delivery of emerging actions.

Following approval by Cabinet in October 2007, public consultation was undertaken during November/December 2007.

It is anticipated that all the proposed short-term actions will be developed and delivered within the 2008-2011 timescale of the proposed Action Plan and that significant progress will be made on the medium term actions. While the long-term actions are likely to emerge and develop as part of a future, revised Action Plan, it is proposed that reference should continue to be made to these and to progress these as necessary, particularly those requiring work with partners.

## HUNTINGDON

<b>Timescale</b>	<b>Issues</b>	<b>Recommendations</b>
SHORT	Demand to meet immediate capacity issues	Provision of new long-stay car park at Bridge Place, Godmanchester
	Long and short stay parking imbalance	Mill Common to become all short-stay
	Free parking encourages car use and discourages other modes of travel where appropriate. Free parking also encourages rail commuters to park for free to avoid rail station car parking charges	Introduce appropriately targeted charges for long-stay car parking at Riverside and Bridge Place
	Encouraging leisure activities and use of Riverside Park	Introduce designated short-stay car parking at Riverside
MEDIUM	Managing car parking demand	Introduce new 3-year pricing policy and amend charges to keep demand at 2007 baseline
		Review Off-Street Parking Places Order including removal of employment-based Season ticket permits which currently allow parking inside ring-road by reallocating to long-stay charge car parks outside ring-road. For residents living within designated town centre zone, Permits and Season tickets will continue to allow use of certain car parks within ring-road
	Demand to meet immediate capacity issues	Introduce low emission vehicle rate within Season Ticket regime for employees working in town centre or residents living within designated zone
		Work with CCC to review all one-hour on-street parking charges
		Undertake trial of new ticket machine technology at Riverside and Bridge Place including alternative payment options to cash i.e. credit/debit cards/mobile phone
		Investigate leasing options for land for long-stay car parking at Brampton Road
	Managing car parking demand	Monitor effect of new ticket machine trial and investigate roll-out to other car parks including hand-held data capture technology
	Ineffective signage/distribution of vehicles across parking spaces	Investigate fixed or variable message signing
		Town Centre development requiring additional car parking

	Promoting travel choice. Free parking encourages car use and discourages other modes of travel where appropriate	Begin scaling long-stay charging levels upwards to reflect local bus journey fare levels
LONG	Decriminalised parking	Continue to work with partners to explore the issues arising from decriminalisation
LONG (plus)	Economic growth, town centre parking supply and managed demand	Explore the possibility of Park & Ride but only when a business case can justify such provision

**ST. NEOTS**

<b>Timescale</b>	<b>Issues</b>	<b>Recommendations</b>
SHORT	Market Day demand to meet immediate short-term capacity	Tan Yard to become all short-stay
	Managing car parking demand	Introduce new 3-year pricing policy and amend charges to keep demand at 2007 baseline Review Off-Street Parking Places Order to reflect pricing and regime changes including removal of employment-based Season ticket use in Tan Yard and The Priory Car Park Introduce low emission vehicle rate within Season Ticket regime for employees working in town centre or residents living within the town Work with CCC to review all one-hour on-street parking charges
MEDIUM	Long and short stay parking imbalance	Investigate; a) expansion of Cambridge Road long-stay to replace parking lost at Tan Yard, b) improved pedestrian access to Huntingdon Street following any relocation of HWRC and c) consider appropriately targeted charges for long-stay car parking at Cambridge Road
	Managing car parking demand	Monitor effect of new ticket machine trial in Huntingdon and investigate roll-out to other car parks including hand-held data capture technology
	Town Centre development requiring additional car parking	To continue to work with partners to secure additional parking in association with new development
	Promoting travel choice. Free parking encourages car use and discourages other modes of travel where appropriate	Begin scaling long-stay charging levels upwards to reflect local bus journey fare levels
	Free parking encourages car use and discourages other modes of travel where appropriate	Continue to evaluate whether the introduction of targeted long-stay parking charges at Cambridge Road would be appropriate

LONG	Meeting car parking demand	Work with partners to explore the possibility of additional car parking on the south side of the town centre
	Decriminalised parking	Continue to work with partners to explore the issues arising from decriminalisation
LONG (plus)	Economic growth, town centre parking supply and managed demand	Explore the possibility of Park & Ride but only when a business case can justify such provision

**ST. IVES**

<b>Timescale</b>	<b>Issues</b>	<b>Recommendations</b>
SHORT	Managing car parking demand	<p>Introduce new 3-year pricing policy and amend charges to keep demand at 2007 baseline</p> <p>Review Off-Street Parking Places Order to reflect pricing and regime changes</p> <p>Introduce low emission vehicle rate within Season Ticket regime for employees working in town centre or residents living within designated zone</p> <p>Work with CCC to review all one-hour on-street parking charges</p>
MEDIUM	Managing car parking demand	<p>Monitor parking levels on London Road Flood Arches to ensure parking demand needs continue to be met</p> <p>Assess car parking needs in Market Hill as part of future Environmental Improvement scheme</p> <p>Monitor effect of new ticket machine trial in Huntingdon and investigate roll-out to other car parks including hand-held data capture technology</p> <p>Begin scaling long-stay charging levels upwards to reflect local bus journey fare levels</p>
LONG	<p>Promoting travel choice.</p> <p>Free parking encourages car use and discourages other modes of travel where appropriate</p> <p>Economic growth, town centre parking supply and managed demand</p> <p>Decriminalised parking</p>	<p>Monitor effects of Guided Bus Park &amp; Ride car park when open from early 2009 and effects on town centre car parking</p> <p>Continue to work with partners to explore the issues arising from decriminalisation</p>

**RAMSEY**

<b>Timescale</b>	<b>Issues</b>	<b>Recommendations</b>
SHORT	Managing car parking demand	Investigate the introduction of short-stay parking areas within Mews Close car park to control long-stay parking levels. Possible 'Disc Parking' permit, subject to revenue costs Review Off-Street Parking Places Order where necessary
MEDIUM	Loss of off-street parking at New Road with resultant loss of capacity	Investigate replacement provision on District Council land at Mews Close. Possible 50/50 scheme with residential provision. Proven area of demand
LONG	Removal of High Street parking	Work with County Council to investigate removal of on-street parking to improve safety and traffic flow
	Decriminalised parking	Continue to work with partners to explore the issues arising from decriminalisation

**COMT  
CABINET**

**15<sup>TH</sup> JANUARY 2007  
31ST JANUARY 2007**

## **A QUALITY CHARTER FOR GROWTH IN CAMBRIDGESHIRE (Report by Head of Planning Services)**

### **1. INTRODUCTION**

- 1.1 Faced with huge pressures to build new housing in Cambridgeshire and achieve much higher standards than in the past, Cambridgeshire Horizons has been working with a range of partners on the draft of a 'Charter For Quality Growth in Cambridgeshire'.
- 1.2 Cabinet is asked to consider the draft charter and indicate its willingness to sign up to the document.

### **2. BACKGROUND**

- 2.1 The charter is the result of over a year's work by a top level group from the public, private and voluntary sectors on how to achieve higher standards in the new housing developments that are planned for Cambridgeshire.
- 2.2 The charter provides a simple prospectus for what major new housing developments in Cambridgeshire should aspire to provide.
- 2.3 It should be short so it can be read without having to wade through a mass of guidance or research, is compatible with other plans, is drawn up with the active support of different stakeholders, and is supported by local authorities, statutory agencies and hopefully major landowners and developers.
- 2.4 It essentially contains principles and parameters to guide growth with the aim of securing some common good.
- 2.5 When it is agreed and publicised the charter will provide a basis for helping communications with existing communities, equip councillors, officers and developers with a common language, and secure investment commitments from government agencies and public utilities.
- 2.6 The charter will be a working document which can be used as a reference point to check that agreed principles are being adhered to during the lifetime of a development.
- 2.7 In many respects Huntingdonshire District Council is already applying elements of this document to new developments within the District, through the use of its Design Guide.

### **3. RECOMMENDATION**

- 3.1 That the Cabinet indicates its willingness to sign up to the document.

## **BACKGROUND INFORMATION**

A Quality Charter for Growth in Cambridgeshire Consultation Draft September 2007

**Contact Officer: Mike Huntington**  
 **01480 388404**



# A QUALITY CHARTER FOR GROWTH IN CAMBRIDGESHIRE

Consultation Draft



# FOREWORD

*All of us who are involved in taking forward the ambitious growth plans here know that we have a rare opportunity to create new settlements which will offer future communities a convivial, visually pleasing and environmentally sensitive way of life.*

*We also know that to achieve this vision we need to work across a broad range of interests, spanning extremes of commercial and public values and aims. But the traditional planning process, with its contentious and legalistic character, is far from ideal as a means of creating trust, cooperation and communication.*

*We have therefore much welcomed our involvement in the Quality Charter process. Landowners, developers, housing associations, and local authorities have learnt so much together from the experience and research which we have seen in our study tours. We have been able to define our ambitions and to develop a common understanding of how we might achieve our goals.*

*We hope that this document conveys our common enthusiasm and our determination to achieve the best standards possible in the task ahead.*

Councillor Sian Reid  
Executive Councillor for Climate Change and Growth  
Cambridge City Council



Councillor David Bard  
Cabinet Member for Growth and Sustainable Communities  
South Cambridgeshire District Council

Sir David Trippier, Chairman  
Cambridgeshire Horizons

Councillor Roy Pegram  
Cabinet Member for Environment and Community Services  
Cambridgeshire County Council

We very much welcome your feedback on this consultation draft, and an indication of your willingness to sign up to the document. Would you kindly send any comments by Friday 26<sup>th</sup> October 2007 to **Sheryl French, Quality of Life Programme Manager, Cambridgeshire Horizons** at: [sheryl.french@cambridgeshire.gov.uk](mailto:sheryl.french@cambridgeshire.gov.uk) or telephone 01223 714047.



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*Images courtesy of Sarah Greenwood,  
David Millington Photography,  
Glen Richardson, Peter Studdert  
and URBED*

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September 2007

We are particularly grateful to a number of people who commented on successive drafts, including:

Cllr David Bard  
Daniel Durrant  
Nigel Howlett  
Brian Human  
Cllr Sian Reid  
Peter Studdert



# PREFACE

Faced with huge pressures to build new housing in Cambridgeshire and achieve much higher standards than in the past, Cambridgeshire Horizons has been working with URBED (Urban and Economic Development) and a range of partners on the draft of a charter for quality growth. The aim is to improve quality while simplifying the development process by establishing a short set of over-riding principles. The partners recognise that with the fastest rate of growth in the country, there needs to be a step change in both the types of housing and the processes for development if the new communities are to be successfully integrated with existing places, stand the test of time, avoid repeating past mistakes and apply good practice in every field.

This charter is the result of over a year's work by a top level group from the public, private and voluntary sectors on how to achieve higher standards in the new housing developments that are planned for Cambridgeshire. The key feature of the Quality Charter for Growth in Cambridgeshire and what makes it special has been '**looking and learning**'. It has involved visits both in the UK and overseas, and in all the charter draws on lessons from some 15 different places.

Visits were made to exemplary projects in the East of England like the Span estate in Cambridge, Letchworth Garden City and some of the new villages in Hertfordshire, and also study tours to Vauban and Rieselfeld in Freiburg in South West Germany, and to new Dutch suburbs around Utrecht. Successive drafts of the charter have been developed through symposia that brought key people together from the public, private and community sectors. In all over 90 people have contributed (see final page), and we are grateful for all the time, energy and experience that has been put in.

Findings from relevant research, including experience at Cambourne, and a variety of good practice guides have also been drawn on. The project

has been publicised, and working papers have been published on the Inspire East ([www.inspire-east.org.uk](http://www.inspire-east.org.uk)), Cambridgeshire Horizons ([www.cambridgeshirehorizons.co.uk](http://www.cambridgeshirehorizons.co.uk)), and URBED websites ([www.urbed.co.uk](http://www.urbed.co.uk)). The draft charter has benefited from the hard work of a core group from Cambridge City Council, South Cambridgeshire District Council, and Cambridgeshire County Council, together with Cambridgeshire Horizons and Inspire East. It is now being launched for wider comment before it is finalised towards the end of the year.

## Learning from elsewhere

The reports of the visits show what can be done to achieve much higher standards, and to build new communities that offer benefits over existing settlements and that are future proofed. While there are differences in the context and institutional framework, four of the most important lessons being applied to new settlements in Cambridgeshire are:



Above: The Accordia development in Cambridge has been awarded a gold standard for design quality in new housing by Building for Life

Centre: Shenley Park provides facilities that are used by both the new residents and the wider community and which is maintained by a trust through its property endowment

Below: New Dutch suburbs are built with distinctive neighbourhoods

*'You can hear the birds sing  
and the children play in  
Rieselfeld it is so quiet'*



- Locating new developments where they can benefit from high connectivity to jobs and services, and upgrading the infrastructure to match the pace of development
- Creating places of character with distinctive neighbourhoods and a public realm that encourages people to walk and cycle
- Tackling climate change through imaginative landscaping that treats 'water as a friend not an enemy', and through innovative approaches to energy and waste
- And most important of all, building a sense of community through providing a greater choice of housing along with the active participation of people in the way their neighbourhoods are run.

## Making things happen

These tangible results reflect the way people have worked together for the common good, a process that Cambridgeshire Horizons and the Local Authorities are trying to apply in all their work. The process can be summarised in four key management principles:

**1. Communicating a shared vision** Local authorities exercise leadership in place-making, thus

ensuring that strategic growth plans enjoy community support, 'selling' the benefits of planned quality growth to overcome the problems associated with piecemeal development, and ensuring that the quality of life is improved for everyone, for example through the new Joint Committees that have been set up to handle major schemes.

**2. Working together over many years** The public sector and the utilities need to sign up to providing the necessary social and physical infrastructure in a phased way so that private investors have the confidence to invest in quality, and so that the process provides benefits for all the stakeholders. Also ways have to be found to encourage a spirit of collaboration, for example by developers continuing to employ the team that worked up the masterplan, and through the use of architecture centres to help communicate what is being proposed, and to monitor the results.

**3. Encouraging smarter growth through innovative forms of finance** A 'rolling fund' has been proposed by Cambridgeshire Horizons to help fund the early provision of infrastructure, with the investment to be recouped from developers later in the process for

reinvestment in future developments. Other models under consideration include the use of development trusts to act as stewards of environmental assets.

**4. Building skills and capacity at all levels** Ongoing support is being provided through Inspire East, the Regional Centre of Excellence, to enable councillors and officers to extend their knowledge, work more effectively together, and break down the barriers to innovation. This will not only help maintain the ethos of working together, but will also help spread the lessons to other parts of the region.

# BACKGROUND

## Why a charter?

**Features** The charter provides a simple prospectus for what major new housing developments in the Cambridgeshire area should aspire to provide. The idea of charters is very old, and many of our best loved towns and cities were set up on the basis of charters that prescribed rights and responsibilities. With an abundance of guidance, sometimes conflicting, partners felt that what is needed should be:

- Short so it can be read without having to wade through a mass of guidance or research
- Compatible with other plans e.g. Local Development Frameworks, Local Area Agreements and covering all the key aspects, not just design
- Drawn up with the active support of the different stakeholders
- And supported by local authorities, statutory agencies like the Housing Corporation, utilities, and hopefully major landowners and developers so that it will make a difference.

A charter essentially contains principles and parameters to guide growth with the aim of securing some common good. Relevant models are the Charter of the Congress for New Urbanism in the USA ([www.cnu.org](http://www.cnu.org)), the Charter of the Renaissance Towns in Yorkshire ([www.yorkshire-forward.com](http://www.yorkshire-forward.com)), the New Zealand Urban Design Protocol ([www.mfe.govt.nz/issues/urban/design-protocol/index.html](http://www.mfe.govt.nz/issues/urban/design-protocol/index.html)), and work in Thames Gateway, which has led to the main stakeholders signing up to a Concordat to work together.

**Scope** The components of a Sustainable Community have already been defined through the Egan Review on skills, which was adopted as the Bristol Accord by Europe. They make up a 'wheel' with eight spokes, which are useful in thinking about the range of parameters. However they do not provide the inspiration that partners are looking for to drive up standards in the Cambridge area, which has very special issues (for example economic growth is a challenge rather than a problem). To stimulate fresh thinking 'out of the box' we have used four concepts all starting with the letter C (inspired by the New Zealand model). These are Community, Connectivity,

Climate, and Character. All of these are recognised as important ingredients of successful places, and the Cambridge Charter is one of the first documents to address climate change as a major priority for new housing development.

**Methodology** Having discovered there had been little time to look and

learn from other places, URBED secured support from Cambridgeshire Horizons, Inspire East, the Academy for Sustainable Communities and English Partnerships to test out the idea of working towards a charter, using an innovative 'action learning' process. The process has aimed to bring together different stakeholders around a shared vision, and develop



Inspire East's Excellence Framework Wheel



the capacity of local authorities to provide leadership in 'place shaping' (as they do in the Netherlands and Germany). The various briefing packs have sought to synthesise what is already known in plain English (and are available on the web). The principles have generally emerged from discussions by working groups who have relevant expertise. The principles have been limited to ten points, under four themes, and each starts with a simple explanation of what it involves and why it is important. The examples and illustrations are by and large drawn from places we visited as a group.

**Uses** When it is agreed and publicised the charter will provide a basis for:

- helping communications with existing communities, including those who may want to move into the new settlements
- equipping councillors, officers and developers with a common language, and enabling them to demonstrate their commitment to achieving quality growth
- securing investment commitments from government agencies and public utilities, and enabling them to align their spending plans with the growth of new settlements
- encouraging the private sector to develop better masterplans and development frameworks, and to build quality into their design and management.

**Monitoring** As well as agreeing a set of guidelines, it is also important to learn from the experience of new settlements, and to share the emerging lessons. While there are a range of possible indicators that can be used

to assess performance and set targets, including frameworks such as that used in the Buildings for Life checklist or Inspire East's Excellence Framework, there are many different criteria for success, and no single measure. Furthermore the weight given to different objectives will depend on both the time and the place. Hence, while quantitative data is important, it is even more valuable to look at a scheme from a number of different perspectives, as is for example happening with Cambourne, where the achievements are being judged against both the original objectives and current thinking.

The Charter will be a working document which can be used as a reference point to check that agreed principles are being adhered to during the lifetime of a development, as well as at the stage when bids to develop a site are being explored by developers and by local planning authorities.

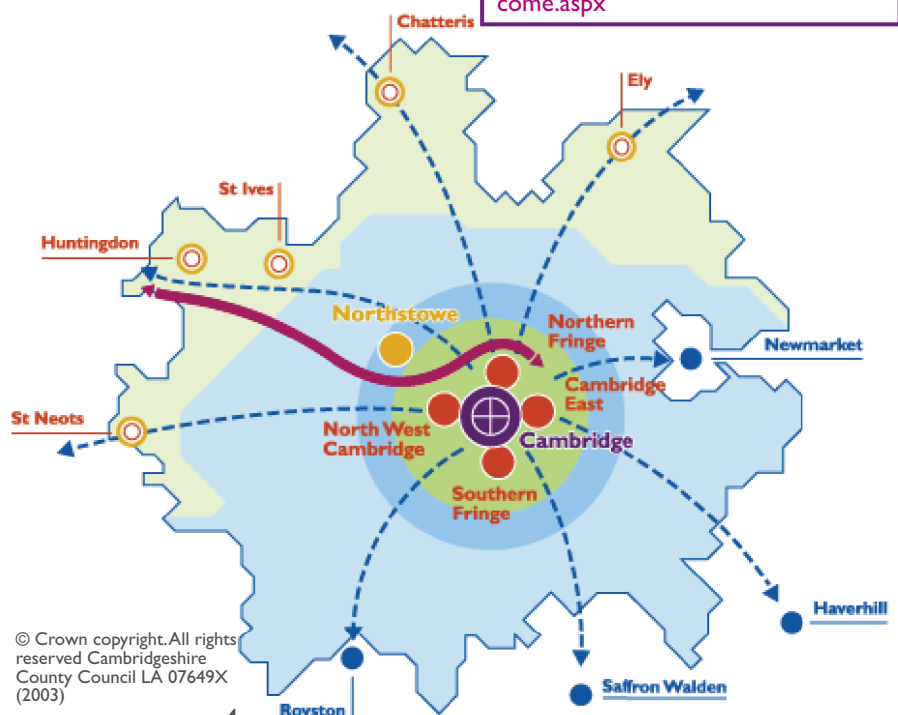
### Inspire East's Excellence Framework

This framework is a web based tool developed by Inspire East and BRE (Building Research Establishment). It provides signposting to resources and information, standards and examples of best practice and it can be used to assess and evaluate projects. It is based on the eight components of a sustainable community as identified by DCLG.

1. Social and Cultural
2. Governance
3. Transport and Connectivity
4. Services
5. Environmental
6. Equity
7. Economy
8. Housing and the Built Environment

These components do not reflect a hierarchy: they interrelate to form a complete whole. This complements the work of the Quality Charter that identifies key components where there is a need for particular focus during the growth of new communities in the Cambridge area. However it makes clear the need for all the eight components to be addressed eventually for these new communities to become truly sustainable.

<http://www.inspire-east.org.uk/welcome.aspx>



# CAMBRIDGE CHARTER PRINCIPLES



In Freiburg groups of householders take responsibility for developing and maintaining communal spaces between the blocks, and children play freely

A. Community: places where people live out of choice not necessity, creating healthy communities with a good quality of life



Many new housing schemes have suffered from high rates of turnover, aggravated by large numbers of homes being bought to let, which makes it harder for the new community to put down roots. As well as creating places that are active, inclusive and safe, and fair to everyone (as set out in the Bristol Accord), the Cambridge Charter aims to create a better balance with a mix of house types and tenures that reflects the needs, aspirations and profile of the wider area, and with a greater degree of vitality, for example anticipating the trend for more and more people to work from home. It also recognises that successful communities are made up of people from many different backgrounds but who benefit from the 'social capital' created through positive interaction. To achieve this, developments need to follow a number of principles:





Local project team offices in new Dutch suburbs such as Vathorst improve communications

**1.** Community involvement throughout the process is crucial, which means consulting with people who are going to move in, or are similar to the groups that are expected to move in, and getting their views as the settlement grows, as well as engaging positively and creatively with neighbouring communities.

**2.** The housing in all tenures should allow for changes in needs and lifestyles so that as people's circumstances and ages change they do not have to leave the neighbourhood, and new forms of intermediate tenure, such as co-housing should be actively promoted, with careful design to avoid areas becoming stigmatised.

**3.** People should be encouraged to take active roles in the development and continuing management of their communities and engage in local democratic processes. The establishment of appropriate forms of governance should be built into the planning of new communities from the early stages.

**4.** The 'social infrastructure', such as health, education, and leisure/play is just as important as the physical infrastructure of roads and utilities, and 'community hubs' should be provided in a phased, predictable and flexible way in line with population growth and demographic change. Leisure and play facilities should be affordable to residents.

**5.** Opportunities should be provided for people to set up their own services, including cooperative and affordable forms of housing to be commissioned by local groups, as well as some self-build, and also where people can live and work.

**6.** Initial and on-going community development support should be provided for pioneers to 'build your own community', including interim spaces to meet such as cafes, market stalls, as well as their 'e' equivalents.

**7.** Public spaces should encourage social interaction and support healthy lifestyles, with a clear allocation of responsibilities for managing communal spaces and the public realm.

**8.** Community (and other key) buildings should be designed to be flexible, and make use of the latest technology e.g. wired up communities, and should support wider community use.

**9.** Space should be made available for local shops and services to set up, both to build a sense of community and to minimise car dependence. This may include providing interim facilities or giving short-term rent subsidies.

**10.** Developers should be asked in their planning submissions to provide a clear statement of how their development will build a thriving and sustainable community, including its relationship with other existing facilities, such as health and education, how different tenures will be phased, and how community facilities will be managed. An agreed version should be used in marketing the new neighbourhoods to avoid false expectations.

## B. Connectivity: places that are well-connected and enable easy access for all to jobs and services using sustainable modes



In the past new settlements have often ended up car-dominated, while those without cars have suffered from the cost and inadequacies of public transport. As well as creating places that are well-connected, the Cambridge Charter aims to minimise unnecessary car use (and hence congestion, pollution and CO<sup>2</sup> emissions) by ensuring that other modes have primacy. Key principles include:

1. New development should be served by rapid transit systems such as railway stations or stops on the Guided Bus route, and incentives provided to reduce car use.
2. New developments should contribute to the wider environmental goals for the Cambridge area, such as providing opportunities to work close to (if not at) home for part of the time, with broadband and other network links and services.
3. Public transport should be part of an integrated system.
4. Bus stops should offer well designed waiting areas, providing information on services and local facilities, and should feel safe and overlooked.



Above and below: Underground or peripheral parking and extensive cycling means that cars are tamed and do not dominate

**5.** Easy mobility for all, including those using wheelchairs, pushchairs etc should be taken into account.

**6.** Potential linkages with existing employment and service centres should be strengthened and should follow natural desire lines.

**7.** The streets, footpaths and other links on major urban extensions should be designed as a user hierarchy so that it is clear and obvious who and what they are primarily for, which encourages and prioritises walking, cycling and community transport.

**8.** Parking management or charges and car sharing/car clubs should be used to discourage unnecessary car use.

**9.** Provision should be made for distribution ducts for water, power, communications, and waste to save resources and avoid having to dig up the streets again and again.

**10.** Developers should demonstrate full compliance with these objectives in their Transport Impact Assessment.



Mixed use development at Amersfoort railway station



In Rieselfeld a frequent tram service was provided from the start of development



Imaginative landscaping in Dutch settlements such as Houten makes them permeable and legible



## C. Climate: places that anticipate climate change in ways that enhance the desirability of the development and minimise environmental impact



More and more attention is being paid to schemes being environmentally sensitive, yet new settlements in the UK still lag far behind their Continental equivalents in the Netherlands or Sweden, for example. The new building regulations will not have their intended benefits unless the principles are applied to the whole of the neighbourhood. Cambridgeshire is in a good position to demonstrate the feasibility of ideas like 'Eco-towns' and zero carbon housing, given its low rainfall and high levels of sun and wind for much of the time. So in addition to ensuring new schemes are environmentally sensitive, the charter will ensure that developments around Cambridge are exemplary, through the following principles:

1. Major new developments should encourage residents and workers to adopt lifestyles that minimise the use of energy and other resources, and promote a better quality of life for all.
2. Environmental targets should be challenging and where possible go beyond the minimum standards so that new schemes in the Cambridge area act as exemplars for the rest of the country.
3. Each development should feature an exemplar element or area that will apply European best practice, and that should demonstrate the marketability of new forms of technology or construction (especially those developed locally).
4. The utilities should be engaged in a collaborative design process to help promote energy and water conservation and the potential for as much local energy generation as feasible.



**5.** Sustainable energy partnerships or trusts should be encouraged, for example through education, marketing and schemes that make Combined Heat and Power economically viable, and that encourage people to be 'waste less'.

**6.** Public buildings, housing and neighbourhoods as a whole should be designed to anticipate climate change so they are capable of being upgraded and adapted easily and economically to minimise the resources used in both their construction and operation, and to cut down on air pollution.

**7.** Biodiversity and wildlife should be enhanced through a network of green spaces and Sustainable Urban Drainage systems.

**8.** Trees and planting should be used extensively to provide cooling in summer and to soak up rain, as well as to provide a landscape that encourages people to walk and cycle.

**9.** Arrangements for sustainable waste management should be built into new developments to make recycling easy and unobtrusive.

**10.** Developers should demonstrate compliance in their Environmental Impact Assessments and Sustainability Strategies.



Above left: Vauban in Freiburg is promoted as Europe's solar capital, and some 700 people work on solar research, and the manufacture and installation of solar panels

Below left: Sustainable Urban Drainage systems in Rieselfeld provide a great environment for children

Above middle: New Dutch suburbs provide underground storage for different kinds of waste

Below middle: Combined Heat and Power reduces energy waste

Above right: The Dutch have learned to treat water as their friend not their enemy



## D. Character: places with distinctive neighbourhoods and a sense of place that reflect local building traditions



Despite a plethora of good design advice from the government and English Partnerships, most new developments are disappointing. In part this is due to house builders using unimaginative standard house types, but it has also been the result of highways engineers, who are often more concerned with safety and traffic movement than with the look of places. There is also often a difference of opinion over what will look right in different circumstances. Hence in applying good practice, it is going to be important not only to ensure that schemes are well-designed and use good quality materials but also to enable the residents to personalise where they live and create the clear identity for different neighbourhoods that people prize. It will also be important to create a high quality public realm and, for instance, apply the latest thinking on the design of shared surfaces, possibly with the use of competitions to encourage creative thinking and the involvement of smaller builders. The Cambridge Charter therefore stipulates:

1. The existing landform and features of the site, such as water and landscape and the relationship to existing settlements, should be used to create contrasting and memorable townscapes, including vistas, intimate local places, informal natural areas with windbreaks, and ponds and waterways.
2. An overriding masterplan should aim to provide the vision for the development, with neighbourhood design strategies and simple design codes establishing the qualities and characteristics that will make the new places distinctive, and providing guidance and inspiration to the architects who will design the new neighbourhoods.
3. Developers will be expected to employ masterplanners of the highest quality who should be retained for the duration of the development to ensure that the original vision is carried through to completion. Similarly house builders will be expected to use only design teams who have demonstrated a high level of skill in previous projects, and should retain them through to the detailed design stage and supervision on site.

**4.** The creation of good landscapes is as important as the creation of good townscapes. Different kinds of spaces should be provided to give character to the neighbourhoods and improve biodiversity, from linear parks, squares and crescents down to more intimate communal spaces looked after by adjoining properties or community trusts.

**5.** Simple designs using high quality materials and careful detailing are often the most successful approaches, particularly if the design allows space for the imaginative use of planting to enable residents to personalise their homes and enrich the biodiversity of their neighbourhoods.

**6.** All homes should have gardens or generous balconies or terraces to provide private space for outdoor living.

**7.** Densities and massing should vary, with higher densities around local shops and transport nodes, to provide the full range of house types that are needed.

**8.** All buildings - commercial, residential, and public - should be flexible and adaptable, which means providing large enough spaces or space for appropriate expansion and changing lifestyles.

**9.** Car parking and storage for recycling should be carefully integrated within the design of the new homes, and in higher density developments car parking should always be located underground or undercroft so that parked cars do not dominate the street.

**10.** Developers should demonstrate commitment and compliance to these principles in their Design and Access Statements.



Extensive use of streets and communal areas where children can play makes both Vauban and Rieselfeld feel safe and welcoming



New housing in Freiburg is simple to build, but looks distinctive because of the balconies, solar panels and greenery



A green roof connects the sports centre with the school and the shops in Rieselfeld



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By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A of the Local Government Act 1972.

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