

A meeting of the **OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING)** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **THURSDAY, 5 FEBRUARY 2015** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

APOLOGIES

1. MINUTES (Pages 1 - 4)

To approve as a correct record the Minutes of the meeting of the Panel held on 8th January 2015.

**A Roberts
388015**

2. DECLARATIONS OF INTEREST

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

3. NOTICE OF KEY EXECUTIVE DECISIONS (Pages 5 - 8)

A copy of the current Notice of Key Executive Decisions, which was published on 15th January 2015 is attached. Members are invited to note the Plan and to comment as appropriate on any items contained therein.

**Democratic Services
388004**

4. FINAL BUDGET 2015/16 AND MEDIUM TERM FINANCIAL STRATEGY (2016/17 TO 2019/20) (Pages 9 - 84)

To consider a report by the Head of Resources prior to its consideration by Cabinet.

**C Mason
388157**

5. BUDGET MONITORING 2014/15 (REVENUE & CAPITAL) (Pages 85 - 106)

To consider a report by the Head of Resources.

**C Mason
399157**

6. TREASURY MANAGEMENT STRATEGY 2015/16 (Pages 107 - 138)

To consider the draft 2015/16 Treasury Management Strategy prior to its consideration by the Cabinet.

**C Mason
388157**

7. PERFORMANCE MONITORING (Pages 139 - 152)

To consider performance against the key activities identified in the Council's Corporate Plan for 2014/15 for the period 1st October to 31st December 2014.

**A Dobbyne
388100**

8. **WORKPLAN STUDIES** (Pages 153 - 154)

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

A Roberts
388015

9. **OVERVIEW AND SCRUTINY (ECONOMIC WELL-BEING) - PROGRESS** (Pages 155 - 158)

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

A Roberts
388015

10. **SCRUTINY** (Pages 159 - 164)

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

Democratic Services
388004

Dated this 28 day of January 2015



Head of Paid Service

Notes

1. Disclosable Pecuniary Interests

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

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

Non-Statutory Disclosable Interests

- (4) *If a Member has a non-statutory disclosable interest then you are required to declare that interest, but may remain to discuss and vote providing you do not breach the overall Nolan principles.*

(5) A Member has a non-statutory disclosable interest where -

- (a) a decision in relation to the business being considered might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person with whom you have a close association to a greater extent than it would affect the majority of the council tax payers, rate payers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area, or
- (b) it relates to or is likely to affect a disclosable pecuniary interest, but in respect of a member of your family (other than specified in (2)(b) above) or a person with whom you have a close association, or
- (c) it relates to or is likely to affect any body –
 - (i) exercising functions of a public nature; or
 - (ii) directed to charitable purposes; or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member or in a position of control or management.

and that interest is not a disclosable pecuniary interest.

2. **Filming, Photography and Recording at Council Meetings**

The District Council supports the principles of openness and transparency in its decision making and permits filming, recording and the taking of photographs at its meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening at meetings. Arrangements for these activities should operate in accordance with guidelines agreed by the Council and available via the following link [filming, photography and recording at council meetings.pdf](#) or on request from the Democratic Services Team. The Council understands that some members of the public attending its meetings may not wish to be filmed. The Chairman of the meeting will facilitate this preference by ensuring that any such request not to be recorded is respected.

Please contact Democratic Services Team, Tel No. 01480 388004/e-mail Lisa.Jablonska@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

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

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

Agenda and enclosures can be viewed on the District Council's website – 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 Elections & 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.

Agenda Item 1

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING) held in CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN on Thursday, 8 January 2015.

- PRESENT: Councillor R Harrison – Chairman.
- Councillors P L E Bucknell, G J Bull,
E R Butler, Mrs A Dickinson, Gardener,
D Harty, T Hayward, P G Mitchell,
M F Shellens and R J West.
- APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors B Hyland and P D Reeve.
- IN ATTENDANCE: Councillors J D Ablewhite, B S Chapman and J A Gray.

70. MINUTES

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

71. MEMBERS INTERESTS

No declarations of interests were received.

72. NOTICE OF KEY EXECUTIVE DECISIONS

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

73. 2015/16 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY (MTFS)

(Executive Councillors J D Ablewhite, B S Chapman and J A Gray were in attendance for the discussion on this item).

Consideration was given to a report by the Head of Resources (a copy of which is appended in the Minute Book) on the draft 2015/16 Revenue Budget and Medium Term Financial Strategy (MTFS) 2016/17 to 2019/20.

The Panel welcomed the new format of the report and supported the Executive Councillor for Resources' expression of gratitude for the work of the Resources section in preparing the Budget. Members further recognised the significant milestone that producing a Budget surplus represented.

The Panel was acquainted with the provisions made and trends in various areas and questioned Executive Councillors about the saving

they had made, what their plans were for the future and what impact any changes would have on the public. Members noted:

- the portfolio for Customer Services had identified in the order of £500k in savings. This was in addition to £2m in savings in recent years. Further areas of potential savings were being investigated;
- the portfolio for Resources had identified approximately £450k in savings. This portfolio would make significant investments in the next few years to generate income, and
- the Executive Leader referred to his intention to pursue an overall strategy of investment in assets to produce income coupled with a more commercial approach to appropriate services. He would challenge Officers to achieve savings targets earlier than indicated in the report and stressed that, where changes were to be made to services, Overview and Scrutiny would be involved in assessing their impact on residents.

The aim was for the Council to produce a surplus each year and capital investments were a key way that this would be achieved. The current report did not contain figures for asset investments. Generally, it was expected that for every £13m invested, £1m of income would be produced. The Council could potentially borrow £60m and it was planned to introduce a framework to enable investment decisions to be made. Members supported this approach and asked for regular monitoring reports on progress.

The Panel was made aware that future government grant was likely to change if there was a change in Government. There was a possibility that the eligibility criteria would change from a performance basis to a needs basis. The Panel noted that the District would still qualify for grant if the latter was introduced. The other way that income from the Government might vary was through changes to the New Homes Bonus. However, it was likely that if it was removed, this income would be received in another form.

All areas of the Council would be defining their service standards and levels over the next year. The Panel was of the view that the impact of any changes should be assessed. A comment was made that benchmarking should take place; in which case, some areas could potentially experience an increase in their standards.

On the question of Council Tax, the Panel noted that increasing it over the period of the MTFS would not achieve the order of savings the Council had to make. Members supported the alternative approach of investing in capital assets to produce a surplus so that the Council was self-reliant. Whereupon, it was

RESOLVED

- that the information presented in the report by the Head of Resources be noted;
- that the general intention not to use reserves be supported. Given future uncertainty, it is recommended that the position

should be reviewed next year but that reserves should not fall below £3m. Their use should be justified by the value they achieve for the Council;

- that the proposal to freeze Council Tax for 2015/16 and the intention to freeze Council Tax over the period of the MTFS be endorsed, and
- that the work to be undertaken over the coming year to define service levels and standards is subject to an assessment of the impact of any changes on the public.

(At 8.30pm during this item Councillor G Bull left the meeting).

(At 8.45pm during this item Councillor M F Shellens joined the meeting).

74. WORKPLAN

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

75. OVERVIEW AND SCRUTINY (ECONOMIC WELL-BEING) - PROGRESS

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

76. SCRUTINY

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

Chairman

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

Huntingdonshire District Council
 Pathfinder House
 St Mary's Street
 Huntingdon PE29 3TN.

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

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private.	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
5 Review of Safer Homes Scheme Funding	Cabinet	12 Feb 2015		Trish Reed, Housing Strategy Manager Tel No. 01480 388203 or email Trish.Reed@huntingdonshire.gov.uk		D B Dew	Social Well-Being
Treasury Management Strategy 2015//2016	Cabinet	12 Feb 2015		Clive Mason, Head of Resources Tel No 01480 388157 or email Clive.Mason@huntingdonshire.gov.uk		J A Gray	Economic Well-Being
Final 2015/2016 Budget and MTF5	Cabinet	12 Feb 2015		Clive Mason, Head of Resources Tel No 01480 388157 or email Clive.Mason@huntingdonshire.gov.uk		J A Gray	Economic Well-Being

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

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

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Agenda Item 4

Public
Key Decision – No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title:	Final 2015/16 Revenue Budget and Medium Term Financial Strategy (2016/17 to 2019/20)
Meeting/Date:	Overview & Scrutiny Panel (Economic Well-Being) 5 th February 2015
	Cabinet 12 th February 2015
Executive Portfolio:	Resources: Councillor J A Gray
Report by:	Head of Resources
Ward(s) affected:	All Wards

Executive Summary:

In January 2015, members received the draft budget and supported the direction of travel in respect of the first phase of the Zero Based Budgeting (ZBB) exercise.

Changes to Net Service Expenditure since Draft Budget (January 2015)

The budget setting process is a continuous process of review and in late December the Portfolio Holder for Resources challenged his Cabinet colleagues to refine their service spend. Consequently an additional saving of £0.746m has been achieved on a full year basis over and above that of ZBB and the already planned Facing the Future programme; however as some of these savings are due to future planned staffing restructures which due to practical considerations can't be implemented immediately, the actual saving for 2015/16 is £0.653m. This saving is allocated across services and expenditure type as follows:

Portfolio Challenge			
Savings by service	£m	Savings by expenditure type	£m
Resources	(0.049)	Employee	Staffing (0.544)
Customer Services	(0.151)		Training (0.012)
Operations	(0.171)		Hired Staff (0.004)
Development	(0.116)		Other Employee Costs (0.001)
Community	(0.085)		(0.561)
Leisure & Health	(0.081)	Premises	Repairs & Maintenance (0.017)
Total	(0.653)		Rates (0.030)
			(0.047)
		Supplies & Services	Services (0.005)
			Legal Fees & Costs (0.011)
			Equipment & Furniture (0.005)
			Uniforms & Laundry (0.024)
			(0.045)
		Total	(0.653)

However, as noted in the Draft budget report that was presented to members in January 2015, the budget at that time did not take into account the impact of the capital programme. This is now included and the additional net revenue cost totals £0.208m, these are in respect of:

- Cost of cash flow from use of working capital to finance capital programme.
- Reduction in revenue finance from capital.
- Additional revenue generated from capital investment.

In addition to the Portfolio Challenge and Capital budget changes, further savings have been identified as part of the budget setting consolidation process. These further changes have given an additional net saving of £0.201m, these are in respect of:

- VAT Partial Exemption.
- Unsocial Hours for CCTV.
- Further post rationalisation.
- Additional Collection Fund Surplus distribution.
- General budget refining.

The net impact of these three changes is shown below:

Portfolio Challenge	(653)
Capital	208
Other	(201)
	<u>(646)</u>

In addition, at the request of Cabinet a further £30,000 has been included within the net ZBB saving in respect of the Community Chest.

Net Service Expenditure

Taking into account the aforementioned budget changes, the Net Service Expenditure budget for 2015/16 is £19.267m (the detailed 2015/16 Budget and MTFs is shown in Appendix 1). Upon comparing the draft Net Service Expenditure budget to the 2014/15 Forecast Outturn and the Updated budget, there has been a net saving of £0.944m and £2.439m respectively, as shown in Table 1 below:

Table 1	Saving on Net Service Expenditure: 2014/15 to 2015/16									
	2014/15		2015/16				Variance to Forecast Outturn		Variance to Updated Budget	
	Forecast Outturn	Updated Budget	ZBB	FtF	Inflation	Base Budget	£ 000's	%	£ 000's	%
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	%	£ 000's	%
Net Service Expenditure	20,211	21,706	(1,847)	(762)	170	19,267	(944)	(4.7)	(2,439)	(11.2)

Key:
ZBB: Zero Based Budgeting
FtF: Facing the Future

Government Funding

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

- New Homes Bonus

On the 16th December, the Secretary of State for Communities and Local Government announced the 2015/16 New Homes Bonus allocation of £4.403m; this is an increase of

£0.390m over what was included in the 2015/16-2018/19 Medium Term Plan. Over the period of the Medium Term Financial Strategy, this is planned to increase to £5.814m by 2019/20 based on the 2014/15 Planning Trajectory.

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

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

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

Council Tax

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

Considering the estimates for the Provisional Settlement and assumptions relating to Retained Business Rates, Table 2 below shows that the Council will not be required to make contributions from the General Fund Balance to meet the Council's stated Council Tax commitment for 2015/16. However, over the period of the MTF, General Fund Reserves will be reduced to £3.071m by 2019/20, just above the £3.0m minimum level of reserves agreed by Cabinet in January 2015.

Table 2	Achievement of Freeze of Council Tax for 2015/16 (Band D Property) and the period of the Medium Term Financial Strategy				
	2015/16	2016/17	2017/18	2018/19	2019/20
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
2015/16 Budget Cycle					
Net Service Expenditure	19,267	20,256	21,057	21,645	22,107
Technical Adjustments	(386)	(386)	(386)	(386)	(386)
Net Expenditure	18,881	19,870	20,671	21,259	21,721
Reserves required	797	(298)	(1,537)	(2,073)	(2,355)
Net Budget	19,678	19,572	19,134	19,186	19,366
Government Funding	(7,750)	(7,026)	(6,263)	(5,979)	(5,814)
Retained Business Rates	(4,160)	(4,661)	(4,868)	(5,084)	(5,308)
Council Tax Requirement	7,768	7,885	8,003	8,123	8,244
Council Tax Base	58,329	59,204	60,092	60,993	61,908
Council Tax Level	£133.18	£133.18	£133.18	£133.18	£133.18

Capital

The capital programme has now been reviewed by the Finance Governance Board and recommended here for approval. The detailed programme is included in section 5 later in the report and summarised in Table 3 below. Full business cases for all projects will be reviewed by the Finance Governance Board prior to the Board's recommendation to the Treasury and Capital Advisory Board (which has yet to be Constituted).

Table 3	Net Capital Programme					Revenue Implications				
	Medium Term Financial Strategy					Medium Term Financial Strategy				
	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Community Development	1,540	354	(450)	(310)	(772)					
Leisure and Health Resources	1,399	1,425	1,325	1,325	1,525					
Customer Services Operations	1,300	647	266	300	550	(14)	(196)	(216)	(231)	(241)
	5,455	29	15	17	22	(29)	(29)	(29)	(29)	(29)
	408	753	395	329	415					
	963	1,166	1,490	829	1,696	(8)	(44)	69	62	51
Total Capital Programme	11,065	4,374	3,041	2,490	3,436	(51)	(269)	(176)	(198)	(219)
Capital Financing										
Right to Buy Clawback Receipts (est)	(600)	(400)	(300)	(300)	(300)					
Internal Resources or Borrowing	10,465	3,974	2,741	2,190	3,136					

Fees and Charges

The Council has not in the past approved the Fees and Charges levied by the Council; the assumption has been that this is part of the process in approving the service income lines. Best practice is that the Council approves all its Fees and Charges on an annual basis and this is now included with the budget report, see section 7 of Appendix 1.

Other Items within the 2015/16 Budget and MTFS

The 2015/16 Budget and MTFS at Appendix 1 includes a number of ancillary items that support the budget setting process, including:

- i. An indicative Capital Financing Requirement.
- ii. The Formal 2015/16 Council Tax Resolutions.
- iii. Draft Report on the Robustness of the 2015/16 Budget and Medium Term Financial Strategy, and the

With regard to items:

- (i) the Capital Financing Requirement is the statement that shows the net financing of capital expenditure.
- (ii) this is the formal resolution that the Council will be asked to approve in February and the associated Tax Base 2014/15. At this time these are incomplete because the Parish Councils have yet to set their 2015/16 precepts.
- (iii) this report is a statutory requirement, as per the Local Government Act 2003 whereby the Responsible Financial Officer (the Council's Section 151 Officer) is required to comment on the robustness of the 2015/16 budget and MTFS.

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

- additional savings that have been achieved (as shown on Table C in Appendix 1).
- the level of reserves currently modelled.
- confirm their continued support of a freeze in Council Tax for:
 - 2015/16, and
 - over the period covered by the Medium Term Financial Strategy (2016/17 to 2019/20).
- Capital programme and the Fees and Charges Schedule.

1. PURPOSE

- 1.1 To update members on the 2015/16 Revenue Budget and Medium Term Financial Strategy (MTFS) for the period 2016/17 to 2019/20 and how the budget has moved in comparison to the 2014/15 Updated Budget and the 2014/15 Forecast Outturn prior to the final Cabinet before the Council meeting in February that will set the Council Tax for 2015/16.

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

- 2.1 In January 2015, members were updated by the Leader, Portfolio Holder for Resources and other Cabinet members on the Draft 2015/16 budget and Medium Term Financial Strategy 2016/17 to 2019/20. This update sought to reassure members of the actions of Cabinet in the setting of the budget and MTFS.
- 2.2 Following the Star Chamber element of the Zero Based Budgeting (ZBB) exercise, Heads of Services have also been challenged to find further net savings, which they have identified.
- 2.3 The detailed analysis of the 2015/16 Budget and MTFS (2016/17 to 2019/20) is attached at Appendix 1. This budget includes the Capital Programme and its associated revenue impacts.

3. Savings and Growth

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

Zero Based Budgeting

- 3.2 Table A within Appendix 1 details the savings that have been accrued from the ZBB review across the Councils services to date, the net savings achieved are summarised below. There have been no further changes since January 2015.

	£m
Expenditure	
• Employees	(1.031)
• Premised	(0.034)
• Supplies & Services	(1.326)
• Transport	(0.381)
• Benefit & Transfer Payments	(1.479)
	(4.251)
Income	
• Fees and Charges	2.404
Total change in Budget	(1.847)

At the request of Cabinet a further £30,000 has been included in respect of the Community Chest.

Facing the Future

- 3.3 The 2014/15 Budget and Medium Term Plan 2016/17 to 2018/19 that was approved in February 2014, included £0.497m in respect of Facing the Future (FtF) projects. Following the review of the original FtF programme, £0.388m

has been removed from the 2014/15 base budget. The remaining programme £0.109m is allocated over the services as shown in Table 4 below (these savings are as reported to and approved by Full Council in February 2014).

Table 4	How Facing the Future has impacted on the 2015/16 Budget	
	Change in Facing the Future Initiatives	Reason for Change
	£ 000's	
Resources	(23)	Shared Services Savings in respect of Legal Services
Customer Services	(228)	Call Centre and IMD Shared Services
Operations	15	Reduction in grant income.
Development	127	Additional salaries, reduction in supplies expenditure, correction to fees and charges and savings from Building Control Shared Services.
Total	(109)	

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

Growth

- 3.5 There has not been any growth included within the budget except for items where it is unavoidable e.g. additional pension costs and statutory technical adjustments. Further, general service inflation has not been included but Pay Inflation of 1% has been included for each year of the MTFS period. It should be noted that in 2016/17 employers National Insurance costs will increase due to all staff moving over to Band A from the lower Band D, this change is built into the MTFS.
- 3.6 The unavoidable growth or other statutory technical adjustments that have been included within Corporate Finance are shown in Table 5 below:

Table 5 Corporate Budget Items and the impact on the 2015/16 budget (value > £50,000)						
Item of Unavoidable Growth	Forecast 2014/15	Updated Budget 2014/15	Budget 2015/16	Amount of Growth in 2015/16		Reason for Growth
	£ 000's	£ 000's	£ 000's	Against Forecast £ 000's	Against Updated Budget £ 000's	
Minimum Revenue Provision	1,331	1,623	1,574	243	(49)	Additional capital spend due to the Council not funding capital expenditure from other sources (grants/capital receipts)
Pension Contribution	789	789	1,135	346	346	Actuarial revaluation
Insurance	366	335	394	28	59	Additional premium costs

Changes to the revenue budget since January 2015

Portfolio Challenge

- 3.7 Following the Star Chamber in November 2014, the Portfolio Holder for Resources challenged Cabinet colleagues to find further direct service savings. As a consequence of this challenge a further £0.746m has been removed from the budget on a full year basis; however, as some of these savings are in respect of management restructures these will not be implemented until the summer of 2015 so the saving included within the 2015/16 budget is £0.653m. These savings have been allocated as additional FtF savings as they have not evolved from the ZBB programme, so the total for FtF stands at £0.762m.
- 3.8 There is a potential risk that these savings may be under achieved because they have been identified in a relatively short period of time and outside of the ZBB programme. However, it is considered that the risk is minimal and the 2015/16 ZBB process will review these savings again to provide a more substantive view. A summary of these savings is shown below and is included at Table C in Appendix 1.

Portfolio Challenge				
Savings by service	£m	Savings by expenditure type		£m
Resources	(0.049)	Employee	Staffing	(0.544)
Customer Services	(0.151)		Training	(0.012)
Operations	(0.171)		Hired Staff	(0.004)
Development	(0.116)		Other Employee Costs	(0.001)
Community	(0.085)			(0.561)
Leisure & Health	(0.081)	Premises	Repairs & Maintenance	(0.017)
Total	(0.653)		Rates	(0.030)
				(0.047)
		Supplies & Services	Services	(0.005)
			Legal Fees & Costs	(0.011)
			Equipment & Furniture	(0.005)
			Uniforms & Laundry	(0.024)
				(0.045)
			Total	(0.653)

Capital

- 3.9 In the Draft budget reported to members in January 2015, the revenue implications of the Capital Programme were not known as the Capital Programme had not been agreed. This has now been agreed and is discussed at para 5 below. In respect of the revenue implications, the total cost is £0.208m and this is made up as follows:

	£m
○ Cost of cash flow from use of working capital to finance capital programme	135
○ Reduction in revenue charged to capital	124
○ Additional revenue income from capital programme	(51)

Other Savings

- 3.10 As a consequence of budget consolidation, other budget changes have been made, these total a net saving of £0.201m and this is summarised below:

	£m
○ VAT Partial Exemption	(22)
○ CCTV (Cams City Unsocial Hours)	13
○ Development post reflecting part-year contracts	(94)
○ Reduction in recharges	(9)
○ Child Care Vouchers	(28)
○ Corporate Office Staffing Changes	19
○ NDR Appeals Advice	2
○ Collection Fund: Additional surplus distributed to HDC	(82)

- 3.11 In summary, the net changes to the revenue budget that was reported to members in January 2015 is as follows:

	£m	£m
Draft Net Service Expenditure: January 2015		19,925
<u>Changes since January 2015</u>		
Portfolio Challenge		(653)
Capital (services)		
Cash Flow	135	
Additional Revenue	(51)	84
Other		
VAT	(22)	
CCTV	13	
Development	(94)	
Reduction in recharges	(9)	
Child care Vouchers	(28)	
Corporate Office Staffing Changes	19	
NDR Appeals Advice	2	(119)
Change to ZBB: Community Chest		30
Final Net Service Expenditure		19,267
Technical Adjustments:		
Reduction in Revenue charged to capital (*)		(386)
Final Net Expenditure		18,881

* This amount is below the Net Service Line so for presentation purposes has to be shown as the actual number. This was previously reported (January 2015) as £0.510m, so the difference is £0.124m.

The £82,000 in respect of the Collection Fund (para 8.10) will be shown in the Funding Statement later in this report.

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

Council Tax Freeze

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

Government Grant

4.2 New Homes Bonus

On the 16th December, the Secretary of State for Communities and Local Government announced that the 2015/16 New Homes Bonus allocation for the Council will be £4.403m, this is an increase of £0.390m (9.8%) over what was included in the 2015/16 to 2018/19 Medium Term Plan approved in February 2014. Future NHB is currently modelled based on the 2014/15 Housing Trajectory as the 2015/16 trajectory is not yet finalised.

4.3 Council Tax Freeze Grant

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

4.4 Revenue Support Grant, Non-Domestic Rates

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

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

4.5 Over the MTFs period, there is a significant change in government funding, with NDR and NHB gradually increasing and RSG falling away completely. Over the period there is a net reduction of £0.624m (5.3%). This represents a

significant change in “funding philosophy” in that local government central funding will be primarily based on both the national and local growth agenda (incentivisation) rather than other funding criteria i.e. deprivation, demography etc (need).

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

Impact on Reserves

4.6 The General Fund Balance at the start of 2014/15 was £8.684m; considering the forecast outturn (based on the December 2014 Dashboard) the General Fund Balance at the end 2014/15 is estimated to be £8.537m. Ensuring that the commitment to Council Tax is achieved for 2015/16, it is anticipated that the Council will be able to make a fair contribution to Reserves in 2015/16. With the Portfolio Challenge and other savings noted in para 3.7 to 3.10, members will note that at the end of the MTFs period there has been a beneficial increase in the General Fund balance to £3.071m compared to that which was reported in January 2015 (a negative balance of £0.122m), as shown in Table 6 below. The revised balance of £3.071m marginally exceeds the £3.0m minimum level of General Fund reserves noted by Cabinet in January 2015; therefore giving the Council a financially sustainable budget over the medium term.

Table 6	Forecast	Budget	Medium Term Financial Strategy			
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
General Fund						
Brought forward	8,684	8,537	9,334	9,036	7,499	5,426
Contribution (to)/from	(147)	797	(298)	(1,537)	(2,073)	(2,355)
Carried forward	8,537	9,334	9,036	7,499	5,426	3,071

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

4.7 Incorporating the:

- Savings and Growth budget changes noted in para 3,
- Council Tax freeze commitment,

- Assumptions relating to Government Grant, and
- The contributions to and from the General Fund Balance,

the Draft 2015/16 Budget and Medium Term Financial Strategy delivers a budget as shown in Table 7 below:

Table 7	Forecast	Updated Budget	Budget	Medium Term Financial Strategy			
	2014/15 £ 000's	2014/15 £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 £ 000's
What services are provided							
Directors and Corporate Resources	2,769	2,894	2,654	2,654	2,667	2,684	2,694
Customer Services	44,310	44,735	42,412	42,536	42,590	42,646	42,697
Operations	9,334	9,512	8,682	8,810	8,981	9,032	9,083
Development	3,703	3,992	3,645	3,720	3,573	3,576	3,603
Community	2,947	3,138	3,021	3,011	3,030	3,050	3,069
Leisure & Health	7,427	7,961	7,146	7,232	7,245	7,352	7,398
Corporate Finance	3,744	4,285	4,614	5,340	5,999	6,398	6,669
Gross Expenditure	76,109	78,694	73,743	74,900	75,695	76,358	76,846
Where the money comes from to provide services							
Income & Fees	(55,899)	(56,986)	(54,476)	(54,644)	(54,638)	(54,713)	(54,739)
Technical Adjustments & Charges outside of revenue	(611)	(611)	(386)	(386)	(386)	(386)	(386)
Net Expenditure	19,599	21,097	18,881	19,870	20,671	21,259	21,721
• Reserves	266	(1,232)	797	(298)	(1,537)	(2,073)	(2,355)
Budget Requirement	19,865	19,865	19,678	19,572	19,134	19,186	19,366
• Non-Domestic Rates	(4,218)	(4,218)	(4,160)	(4,661)	(4,868)	(5,084)	(5,308)
• Revenue Support Grant (RSG)	(4,562)	(4,562)	(3,183)	(1,900)	(921)	(442)	0
• New Homes Bonus (***)	(3,344)	(3,344)	(4,403)	(5,126)	(5,342)	(5,537)	(5,814)
• Council Tax Freeze Grant (**)	(82)	(82)	(82)	0	0	0	0
• Collection Fund Deficit	(21)	(21)	(82)	0	0	0	0
Council Tax							
- Requirement	7,638	7,638	7,768	7,885	8,003	8,123	8,244
- Base (*)	57,357	57,357	58,329	59,204	60,092	60,993	61,908
- Per Band D	133.18	133.18	133.18	133.18	133.18	133.18	133.18
Assumptions							
* Increase in Council Tax Base	Assumed there is an annual increase in the base of 1.5%.						
** Council Tax Freeze Grant	Assumed that this does not continue as a separate grant (could be "rolled-up" within RSG).						
*** New Homes Bonus	Based on 2014/15 housing trajectory adjusted for CLG notified reduced new build.						

5. CAPITAL

- 5.1 The Council has introduced a new capital appraisal methodology:
- A common set of assessment criteria; which are linked to corporate objectives and whether the project supports discretionary or mandatory services.
 - Output measures are included with all capital project submissions that will determine the achievement of project goals.
 - Stipulate project risks of “not doing” and “completion of the project”.
- 5.2 All submitted projects are scored and are then mediated by the Finance Governance Board; the Finance Governance Board is one of a number of corporate boards that oversees strategic management issues across the Council. The capital programme is then ranked according to the scores obtained and once the project has been included in the capital programme, a full business case will need to be produced. The intention is that during 2015/16 a Treasury and Capital Advisory Group (TCAP) (formerly the Treasury Advisory Group) will be formally constituted as a sub-committee of Cabinet; the Finance Governance Board will make recommendations to TCAP in respect of those capital projects it considers have passed the appraisal process.
- 5.3 All approved projects will be regularly reviewed and reported to the Finance Governance board and to Cabinet. Such reporting will include appropriate financial monitoring and development issues. Once a project is implemented, in line with the Councils Project Management methodology there will be appropriate project closure reporting.
- 5.4 The draft Capital Programme is shown at Table 8 below and within the respective section 3 of Appendix 1. Currently, on a day-to-day basis the Council finances its Capital Programme via working capital within the Balance Sheet. However, under statute the Council is required to provide for capital expenditure via Minimum Revenue Provision (MRP), the current budget for MRP is shown within the Corporate Finance budget within section 2 of Appendix 1. Any reduction or increase in the programme will result in a corresponding change in MRP. The views of members on this programme are sought and once views are given the final MRP cost envelope can be calculated.

Table 8	Finance Board Score	Medium Term Financial Strategy					Medium Term Financial Strategy				
		2015/16	2016/17	2017/18	2018/19	2019/20	2015/16	2016/17	2017/18	2018/19	2019/20
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Head of Community											
CCTV - Camera replacements	2000	87	43								
Wireless CCTV	300	290									
CCTV Shared Service	1200	2	80	65	43						
Huntingdon West Devt (Housing Growth Fund)	1200	1,151	221	(525)	(363)	(782)					
Decent Homes Thermal Efficiency & Category 1 H&A	220	10	10	10	10	10					
		1,540	354	(450)	(310)	(772)					
Head of Development											
Town Centre Developments	600	74	100								
Disabled Facilities Grants	2000	1,250	1,250	1,250	1,250	1,250					
Repairs Assistance	200	75	75	75	75	75					
A14 Contribution	1800					200					
		1,399	1,425	1,325	1,325	1,525					
Head of Leisure and Health											
Future Improvements	3000	231	447	266	300	300					
Replacement Equipment	1600	200	200			250					
St Ivo LC - Football Improvements	200	(53)									
Pedals Scheme	525	9									
One Leisure Huntingdon Impressions Extension	1200	795					(169)	(188)	(202)	(210)	
One Leisure St Neots Synthetic Pitch	1240	118					(14)	(27)	(28)	(29)	
		1,300	647	266	300	550	(14)	(196)	(216)	(231)	
Head of Resources											
Invest to Save Proposal - Highlode (Ramsey)	420	263					(29)	(29)	(29)	(29)	
VAT Partial Exemption	n/s	112	29	15	17	22					
Loan To Housing Association	800	5,000									
Other Land Sales	200	(120)									
Phoenix New Roof	3000	200									
		5,455	29	15	17	22	(29)	(29)	(29)	(29)	
Head of Customer Services											
Replacement Printing Equip.	200		178			40					
Replacement Equipment Document Centre	200	31	33		34						
Multi-functional Devices	200	80				80					
Help Desk (MS Enterprise Agreement)	600	75		75	75	75					
Telephony and ICT Network Renewal	800		100	100							
ICT Replacements and Server Virtualisation	600	20	240	20	20	20					
Business Systems	1000	200	200	200	200	200					
GIS	400	2	2								
		408	753	395	329	415					
Head of Operations											
Provision for Bin Replacements	400	54	75	75	75	75					
Wheeled Bins for New Properties	2000	100	88	82	24	22					
Extra refuse round due to housing growth	2000			158				120	120	120	
Play Equipment & Safety Surface Renewal	800	60	20	20							
Play Equipment & Safety Surface Renewal	800				21	21					
S.106 Play Area Projects	400	48									
Vehicle fleet replacements.	1800	761	859	1,000	564	1,478					
Pool Cars	n/s				45						
Environment Strategy Funding	600	55	55	55				(30)	(41)	(52)	
Sustainable Homes Retrofit	1200	(235)								(63)	
Building Efficiency Improvements (Salix)	600	70	69				(8)	(14)	(10)	(6)	
Major repairs and replacements	100	50									
Car Park Repairs	850			100	100	100					
		963	1,166	1,490	829	1,696	(8)	(44)	69	62	
										51	
Total Capital Programme		11,065	4,374	3,041	2,490	3,436	(51)	(269)	(176)	(198)	
										(219)	
Capital Financing											
Right to Buy Clawback Receipts (est)		(600)	(400)	(300)	(300)	(300)					
Internal Resources or Borrowing		10,465	3,974	2,741	2,190	3,136					

5.5 The full revenue implications are included within the revenue budget that is detailed in section 4 above; as well as including the aforementioned MRP cost, the budget also includes the direct revenue costs/benefits associated with each project and also the cost of temporary borrowing (as the use of capital depletes the Council's working capital). Any revenue implications for existing projects have also been taken into account within the budget review process. Those projects with revenue implications are noted below:

- **One Leisure Huntingdon Impressions extension** – to increase capacity of the impressions facility to meet higher demand and to maintain high levels of customer satisfaction. The reorganisation of the current arrangement will lead to reduced duplication and staff costs.

- **One Leisure St Neots synthetic pitch** – Replacement of the current facility is needed, the improvements will enable a greater variety of sports to be played together with a reduction in maintenance and running costs. This project is subject to a Sports England Improvement fund application.
- **Invest to save proposal – Highlode (Ramsey)** – the purchase of 5 industrial units to rent to small businesses to generate revenue income.
- **Extra refuse round due to housing growth** – assumption that with the increased house building an additional refuse round will be required by 2017/18.
- **Environment strategy funding and Building efficiency improvements (Salix)** – the purchase of environmental equipment for HDC properties to reduce energy usage.

6 FEES AND CHARGES

- 6.1 Fees and Charges are a key income stream for all of local government and for 2015/16 for this Council it will represent 26% of total income (including government grants). In the main, it is only “discretionary” services that can be subject to a Council levied fee or charge and for some services there are some statutory controls on the amount that can be charged.
- 6.2 In the past the fees and charges levied by the Council have not been reported to members but best practice is that such charges are approved by members at the time that the budget is set. The charges are shown in section 7 within Appendix 1 and these charges are the basis upon which service income lines for the 2015/16 budget are based.

7 ROBUSTNESS OF THE 2015/16 BUDGET AND MEDIUM TERM FINANCIAL STRATEGY

- 7.1 The Council’s Responsible Financial Officer (S.151) has to make a statutory statement in respect of the budget and reserves. As shown within Section 8 of Appendix 1, there is considerable discussion in respect of Risks that both the Council and the wider local government community faces at this time of public sector austerity. In addition such risks are evaluated and their impact on General Fund reserves is assessed. It is concluded for 2015/16 the estimated reserves provision is satisfactory but by the end of the MTFS period reserves will drop below £3.0m minimum level of reserves approved by Cabinet in January 2015.
- 7.2 However, there is a need to seek alternative sources of income and there are plans to develop a commercial estate. Further, there is a risk surrounding continued reliance on New Homes Bonus both in respect of continued growth but also if there is a change in government in 2015.

8. LEGAL IMPLICATIONS

There are no direct legal implications arising from this report.

9. RESOURCE IMPLICATIONS

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

10. REASONS FOR THE RECOMMENDED DECISIONS

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

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

11. LIST OF APPENDICES INCLUDED

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

BACKGROUND PAPERS

Working papers in Resources; Accountancy Services

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2015/16 Budget
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1.0 STRATEGIC BUDGET SUMMARY

1.1 Savings and Growth

- **Zero Based Budgeting**

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

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

1.1.2 For all other services, they have been subject to a “ZBB Light” approach, which has effectively been a desk-top review of service budgets. Over the next year, all services that have only received a “Light” approach will be subject to a “Heavy” review. At the request of Cabinet a further £30,000 has been included in respect of the Community Chest.

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

Table A	Impact of ZBB across Services						
	Expenditure changes					Income changes	Total Changes
	Employee	Premises	Supplies &	Transport	Benefit & Transfer	Fees & Charges	
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Directors and Corporate	(111)	(8)	(107)	(26)	1	12	(239)
Resources	(312)	(95)	(122)	(15)	(8)	75	(477)
Customer Services	(249)	(48)	(190)	(25)	(1,473)	1,652	(334)
Operations	(129)	96	(425)	(252)	(1)	(78)	(789)
Development	(37)	2	(187)	(28)	2	(22)	(271)
Community	(50)	(33)	30	(19)	24	(281)	(329)
Leisure & Health	(490)	53	(323)	(18)	(9)	623	(164)
Corporate Finance	347	0	(1)	0	(14)	423	756
Net Expenditure	(1,031)	(33)	(1,326)	(382)	(1,479)	2,404	(1,847)
	(4,251)						

- **Facing the Future**

1.1.4 In addition to the savings that have been identified via ZBB, the Facing the Future (FtF) programme continues and where projects and programmes have been included in the previous

Medium Term Plan process, or where new FtF projects and programmes have been developed, these have been included within this Medium Term Financial Strategy. The changes to service budgets are shown in Table B below. This also includes savings of £0.224m for shared services as a consequence of the Strategic Partnership with South Cambridgeshire District Council and Cambridge City Council.

Table B	How Facing the Future has impacted on the 2015/16 Budget	
	Change in Facing the Future Initiatives	Reason for Change
	£ 000's	
Resources	(23)	Shared Services Savings in respect of Legal Services
Customer Services	(228)	CallCentre and IMD Shared Services
Operations	15	Reduction in grant income.
Development	127	Additional salaries, reduction in supplies expenditure, correction to fees and charges and savings from Building Control Shared Services.
Total	(109)	

- 1.1.5 Following an instruction by the Portfolio Holder for Resources to Cabinet colleagues, further savings totalling £0.746m have been identified on a full year basis. However, as some of these savings are for management restructures these will only be part year so the amount included within the 2015/16 budget is £0.653m. The detail of these savings is shown below in Table C below, including the likely impact of these on service delivery. These savings have effectively been brought forward from the 2015/16 ZBB programme; however, as they have been produced in a short time there is a risk of under-achievement but these savings will be reviewed again during the 2015/16 ZBB programme.

Table C		Target			Full Year 2015/16 Budget		
		Target £000	Achieved £000	%	2015/16 £000	2015/16 Savings from: £000	2015/16 £000
Resources	60	49	82%	49.0	April	49.0	
Customer Services	130	151	116%	151	April	151	
Operations	200	223.3	112%	223.3	August	171	
Development	50	116	232%	116	April	116	
Community	180	85	47%	85.0	April	85.0	
Leisure & Health	40	122	305%	122	August	80	
	660	746.3	113%	746.3		652	
Corporate Office	0	0		0		0	
	660	746.3	113%	746.3		652	
Savings							
Resources							
<u>Accountancy</u>							
Training		5.5		5.5	5.5	CIFPA training subscription procured more effectively via other means.	None
<u>Audit</u>							
Training		0.5		0.5	0.5	Reduction in budget	Limited, but flexibility may be required if new initiatives occur during year.
Services		5		5.0	5.0	Removal of risk initiatives budget.	Proactive risk initiatives will no longer be undertaken.
Hired Staff		4		4.0	4.0	Revised organisational structure	Negligable (externalised Internal Audit resource to support IA programme).
<u>Estates Management</u>							
R&M - Miscellaneous		7		7.0	7.0	R&M programme, general saving.	Current Repairs & Renewals Funds estimated to be sufficient to meet current needs.
R&M - Industrial		10		10.0	10.0	R&M programme, general saving.	Current Repairs & Renewals Funds estimated to be sufficient to meet current needs.
<u>Legal</u>							
Legal Fees		6		6.0	6.0	Efficiency from legal fees budget.	Reduction in use of external specialists. There may be a need for extra budget if specialist advice needed.
Training		6		6.0	6.0	Efficiency in Training budget.	
Costs Recovered		5		5.0	5.0	Efficiency in Costs Recovered budget.	
	60	49	82%	49.0		49.0	
Customer Services							
<u>Housing Needs</u>							
Staffing		19		19	19.0	Delete post Customer Service Asst (OP196) in Housing Needs (currently vacant)	Redistribute admin tasks shared amongst the remaining team. Should case load increase resilience is lost and we may take longer to deal with Housing cases
<u>Corporate Fraud</u>							
Staffing		60		60	60.0	Remove Fraud Manager (CT121) from the establishment (currently vacant)	This is assuming a smaller Fraud Team post-transfer of resources to DWP (following the SFIS transfer during May 2015 and will be managed by an existing manager elsewhere at HDC). This manager will need some Fraud expertise, so assumes they have capacity to cope, but will inevitably impact on their workload
<u>Local Taxation</u>							
Staffing		22		22	22.0	The Local Tax Asst (TM379) post will be deleted (currently vacant)	Assumes collection levels can be maintained by a smaller team and income is not affected. Each 0.1% of C Tax collected is £100k, so risk has significant impact. Collection rates are holding, but the District continues to grow.
<u>IMD</u>							
Staffing		50		50	50.0	System & Network Manager (CT007) post to be deleted (currently vacant)	IMD structure has changed with the loss of posts. Staff have taken on additional tasks as a consequence of this decision - increasing our risks around stretching a smaller team across HDC at a time when IT is seen as a key enabler of change. The risk is mitigated by the forthcoming shared service offering the opportunity to increase resilience
	130	151	116%	151		151	

Savings				Saving Detail		Service Impact		
Operations								
<u>Management</u>								
Staffing	164			164	August	112	Reduction in management costs, admin staff and other posts.	Increase in cleaning contract to do essential cleaning previously done by daytime cleaners
<u>Premises</u>								
Rates	30			30		30.0	NDR reduction for MSCP and Sainsbury's car park.	No service impact as reduction in statutory charges.
<u>Supplies</u>								
Equipment & Furniture	5			5		5	Reduction in the litter bin budget.	Nil
Uniforms & Laundry	24			24		24.0	Adjustment to budget.	Nil
	200	223.3	112%	223.3		171		
Development								
<u>Building Control</u>								
Staffing	50			50		50.0	Deletion of post OP117 Building Control Officer from establishment list (currently vacant)	Reduced capacity and resilience
<u>Development Management</u>								
Staffing	50			50		50.0	Not to fill post OP040 Special Projects Officer unless funded by developers	Reduced capacity to deal with strategic developments
<u>Economic Development</u>								
Staffing	16			16		16.0	Deletion of post CN108 Corporate Project Assistant from establishment list	Administrative support for the economic team will need to be provided from elsewhere
	50	116	232%	116		116		
Community								
<u>Property & Asset</u>								
Staffing	66			66		66	1. Reduction in hours of Projects & Asset Manager from 37 hrs to 17 hrs per week, delivered from 1st January 2015 and therefore sustainable within the budget. 2. Deletion of post OP061 (currently vacant)	Reduction in engineering capacity for HDC, existing workload such as Loves Farm Community Building, and Internal Drainage Board expertise picked up by rest of team, impact mitigated by reduction in capital programme. Potential impact on the advice to Development Services regarding development flood risk in the loss of expertise from the establishment Reduction in engineering capacity for HDC, any significant projects in the future will need engineering resources will need resources to be 'bought in' and included in project costs. Potential impact on the advice to Development Services regarding development flood risk in the loss of expertise from the establishment
Other Staff Costs	1			1		1	Deletion of subsistence payments from all Community budgets following change of Council policy on 1st January 2015 (MU14 P20 E50; DP90 140 E600)	Impact on those staff who have historically claimed subsistence allowances, mitigated in that policy has been through consultation processes
<u>Licensing</u>								
Staffing	14			14		14	Restructure of Licensing Team, to be delivered before 1st April 2015 – subject to HR resources etc. to bring this matter to conclusion	Reduction in administrative support for the licensing team by approx 0.5 FTE, workload will have to be shared within the licensing team, or picked up within the wider Community team
<u>Community Safety</u>								
Staffing	4			4		4	Reduction of hours by member of staff.	Proposed reduction in administrative support for the community safety team by 0.2 FTE, workload will have to be shared within the community safety team, or picked up within the wider Community team - subject to HR resources etc. to bring this matter to a conclusion (saving from May 2015)
	180	85	47%	85		85		
Leisure & Health								
<u>Leisure Centres</u>								
Staffing	120			120	August	80	Review of Leisure Management costs.	Increase in risk of staff being spread thinly.
<u>SALT</u>								
Staffing	2			2			Reduction in staff costs.	None
	40	122	305%	122		80		
	660.0	746.3	8.9	746.3		652.0		

- **Other Budget Changes**

1.1.6 The budget also includes the revenue implications for:

- capital, which total a net cost of £0.208m. These items included such things as the cost of cash flow from the use of working capital to finance the capital programme, reduction in revenue charged to capital and additional revenue income from certain capital projects.
- changes following the budget consolidation process, which total a net saving of £0.201m. These items included VAT Partial Exemption, Development posts reflecting part-year contracts, child care vouchers and an adjustment in respect of the Collection Fund for additional surplus from 2014/15 that will be distributed to the Council in 2015/16.

- **Growth**

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

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

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

- **Summary Impact of ZBB, Facing the Future and Growth**

1.1.9 Overall, ZBB, Facing the Future and Growth have resulted in a net reduction in the Council's budget of £0.944m (5%) and £2.439m (11%) when compared to the 2014/15 Forecast Outturn and the Updated budget respectively. A service by service summary is shown in Table E below.

Table E	2014/15		2015/16				Variance: 2015/16 Budget to 2014/15	
	Forecast Outturn	Updated Budget	ZBB	Facing the Future	Growth	Budget	Forecast Outturn	Updated Budget
Service	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	%	%
Directors and Corporate	2,471	2,605	(239)	0	11	2,377	(4%)	(9%)
Resources	(118)	95	(477)	(72)	9	(445)	275%	(570%)
Customer Services	4,867	5,159	(334)	(378)	41	4,488	(8%)	(13%)
Operations	5,293	5,478	(789)	(156)	60	4,593	(13%)	(16%)
Development	1,655	1,930	(271)	11	21	1,691	2%	(12%)
Community	2,356	2,529	(330)	(85)	16	2,130	(10%)	(16%)
Leisure & Health	451	291	(164)	(81)	12	58	(87%)	(80%)
Corporate Finance	3,235	3,619	756	0	0	4,375	35%	21%
Net Expenditure	20,211	21,706	(1,847)	(762)	170	19,267		

Forecast Outturn **20,211** \longrightarrow **(944)** \longleftarrow **19,267** **(5%)**

Updated Budget **21,706** \longrightarrow **(2,439)** \longleftarrow **19,267** **(11%)**

1.2 Revenue spending and sources of income

Income

- 1.2.1 The Council generates a considerable proportion of its own funding from the various services it provides; these range from income from One Leisure and Car Parking through to charging for the use of the Document Centre and Licensing and Planning Services. Service specific income is shown later in this report within the service budget pages. At section 7 of this report is a comprehensive list of the Fees and Charges that the Council will levy during 2015/16.
- 1.2.2 In addition the Council also generates income from corporate activity, this mainly centres on Treasury Management; however this is considerably less than in recent years because of the current extremely low interest rate environment.

Government Grant

- 1.2.3 The government provides a fair proportion of the core funding of the Council. Some of this funding is in relation to specific services e.g. Housing Benefit; but some of the funding is in support of general activity. With regard to:
- New Homes Bonus (NHB), on the 16th December the government made an announcement in respect of New Homes Bonus and that the 2015/16 settlement would be £4.403m. At this time the Council continues to rely on NHB as part of the base budget.
 - Council Tax Freeze Grant (CTFG), the Council knows its allocation for 2015/16 as this was agreed in the 2014/15 settlement, this was for £82,000.
 - On the 18th December the government announced the Revenue Support Grant (RSG) and Non-Domestic Rates (NDR) 2015/16 provisional settlement for the Council. The relative allocations for RSG and NDR are £3.183m and £4.160m respectively.

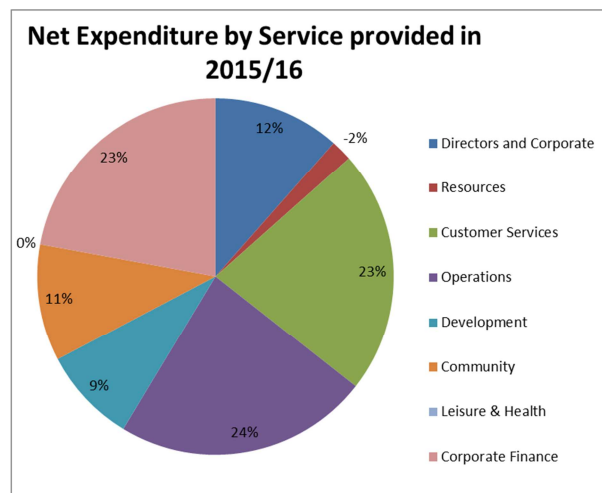
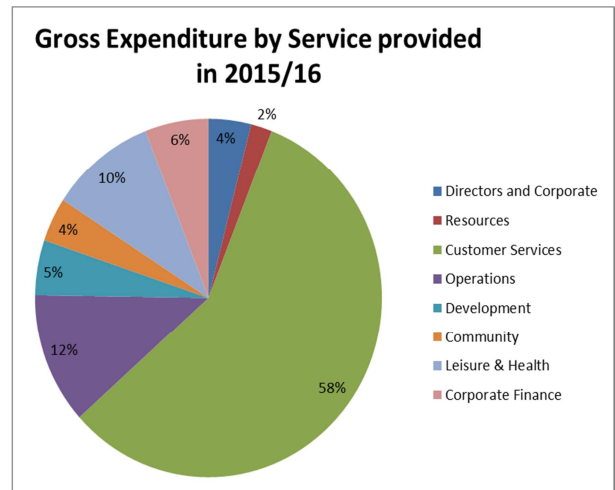
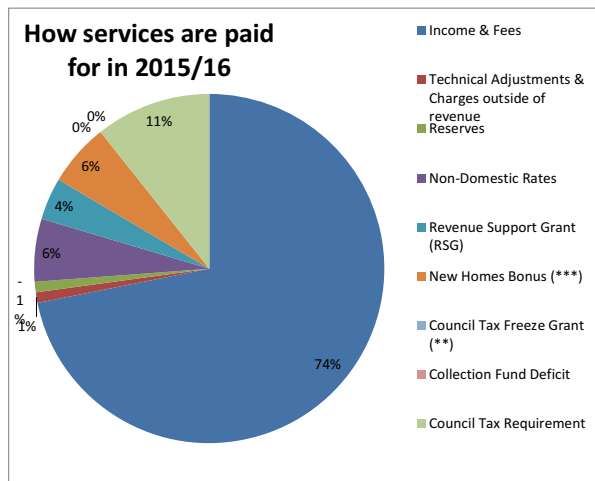
Council Tax

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

1.3 Summary Budget

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

Table F	Forecast	Updated Budget	Budget	Medium Term Financial Strategy			
	2014/15 £ 000's	2014/15 £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 £ 000's
What services are provided							
Directors and Corporate	2,769	2,894	2,654	2,654	2,667	2,684	2,694
Resources	1,875	2,177	1,569	1,598	1,610	1,621	1,633
Customer Services	44,310	44,735	42,412	42,536	42,590	42,646	42,697
Operations	9,334	9,512	8,682	8,810	8,981	9,032	9,083
Development	3,703	3,992	3,645	3,720	3,573	3,576	3,603
Community	2,947	3,138	3,021	3,011	3,030	3,050	3,069
Leisure & Health	7,427	7,961	7,146	7,232	7,245	7,352	7,398
Corporate Finance	3,744	4,285	4,614	5,340	5,999	6,398	6,669
Gross Expenditure	76,109	78,694	73,743	74,900	75,695	76,358	76,846
Where the money comes from to provide services							
Income & Fees	(55,899)	(56,986)	(54,476)	(54,644)	(54,638)	(54,713)	(54,739)
Technical Adjustments & Charges outside of revenue	(611)	(611)	(386)	(386)	(386)	(386)	(386)
Net Expenditure	19,599	21,097	18,881	19,870	20,671	21,259	21,721
Reserves	266	(1,232)	797	(298)	(1,537)	(2,073)	(2,355)
Budget Requirement	19,865	19,865	19,678	19,572	19,134	19,186	19,366
Non-Domestic Rates	(4,218)	(4,218)	(4,160)	(4,661)	(4,868)	(5,084)	(5,308)
Revenue Support Grant (RSG)	(4,562)	(4,562)	(3,183)	(1,900)	(921)	(442)	0
New Homes Bonus (***)	(3,344)	(3,344)	(4,403)	(5,126)	(5,342)	(5,537)	(5,814)
Council Tax Freeze Grant (**)	(82)	(82)	(82)	0	0	0	0
Collection Fund Deficit	(21)	(21)	(82)	0	0	0	0
Council Tax Requirement	7,638	7,638	7,768	7,885	8,003	8,123	8,244
- Base (*)	57,357	57,357	58,329	59,204	60,092	60,993	61,908
- Per Band D	133.18	133.18	133.18	133.18	133.18	133.18	133.18
Assumptions	<p>* Increase in Council Tax Base Assumed there is an annual increase in the base of 1.5%.</p> <p>** Council Tax Freeze Grant Assumed that this does not continue as a separate grant (could be "rolled-up" within RSG).</p> <p>*** New Homes Bonus Based on 2014/15 housing trajectory adjusted for CLG notified reduced new build.</p>						

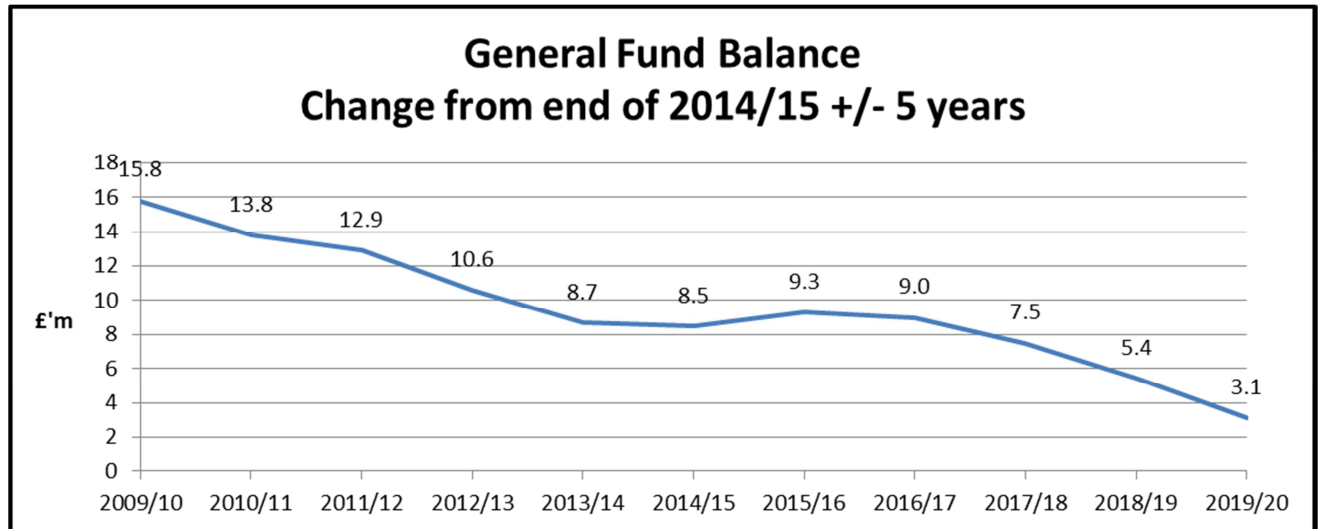


1.4 Revenue Reserves

1.4.1 The previous section has shown that the Council has met its stated commitment to freeze Council Tax from 2015/16 through to 2019/20. However, this commitment has required the extensive use of Revenue Reserves as is shown in Table G below over the MTFS period (a total use of £6.263m).

Table G	Forecast	Budget	Medium Term Financial Strategy			
	2014/15 £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 £ 000's
General Fund						
Brought forward	8,684	8,537	9,334	9,036	7,499	5,426
Contribution (to)/from	(147)	797	(298)	(1,537)	(2,073)	(2,355)
Carried forward	8,537	9,334	9,036	7,499	5,426	3,071

1.4.2 What this table shows is that if the Council takes no further action, then the current financial position of the Council does maintain a level of reserves above the £3.0m that was agreed by Cabinet in January 2015. However, such use of reserves does not support the principles of financial sustainability.



2.0 REVENUE OPERATIONAL BUDGETS AND MEDIUM TERM FINANCIAL STRATEGY

2.1 Subjective Analysis of Spend and Income

Huntingdonshire District Council												
Actual 2013/14	Subjective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy				
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20	
17,482,358	Employees	Additional pension payments	789,000	789,011	0	345,989	1,135,000	1,510,000	1,574,000	1,574,000	1,574,000	
3,843,918		Hired Staff	568,494	509,450	(4,000)	(71,652)	433,798	433,800	553,798	553,798	553,798	
226,583		Other staff costs	376,691	411,618	(50)	(80,419)	331,149	331,149	331,149	331,149	331,149	
720,717		Pension & NI	3,858,471	4,095,166	(84,073)	(50,961)	3,960,132	4,357,712	4,401,289	4,445,302	4,489,755	
499,080		Recruitment	23,435	26,239	0	(25,339)	900	900	900	900	900	
34,240		Salary	17,228,924	18,471,769	(385,087)	(1,069,164)	177,824	17,328,499	17,500,987	17,680,199	17,856,204	
1,747		Severance costs	204,949	205,726	0	1,274	207,000	207,000	207,000	207,000	207,000	
1,140,898		Severance payments	8,123	0	0	0	0	0	0	0	0	
804,970		Training	277,622	295,970	(4,500)	(80,722)	210,748	210,748	210,748	210,748	210,748	
24,754,511			23,335,709	24,804,949	(477,710)	(1,030,994)	177,824	23,474,069	24,379,806	24,779,871	25,003,097	25,223,555
1,001,741	Premises	Energy Costs	777,218	753,245	0	8,634	761,879	761,879	761,879	761,879	761,879	
396,463		Fixtures & Fittings	10,119	4,040	0	(1,014)	3,026	3,026	3,026	3,026	3,026	
979,200		Ground Maintenance Costs	30,382	28,176	0	(7,776)	20,400	20,400	20,400	20,400	20,400	
111,907		Premises Cleaning	194,153	207,780	(2,500)	16,487	221,767	221,767	221,767	221,767	221,767	
765,195		Premises Insurance	45,623	45,623	0	(45,623)	0	0	0	0	0	
229,403		Rates	1,066,093	1,200,208	(30,696)	(90,220)	30,331	1,109,623	1,109,623	1,109,623	1,109,623	
8,811		Rents	330,561	240,464	(40,000)	84,850	1,361	286,675	286,675	286,675	286,675	
23,643		Repairs & Maintenance	816,598	785,214	(22,000)	19,521	782,735	782,735	782,735	782,735	782,735	
50,628		Water Services	143,599	162,768	0	(18,257)	144,511	144,511	144,511	144,511	144,511	
3,566,993			3,414,346	3,427,518	(95,196)	(33,398)	31,692	3,330,617	3,330,617	3,330,617	3,330,617	
1,197,414	Transport	Car Allowance	58,127	86,084	0	(86,084)	0	0	0	0	0	
115,060		Mileage Allowance	167,466	200,948	0	(72,758)	128,190	128,190	128,190	128,190	128,190	
45,118		Operating Costs	1,300,533	1,396,018	0	(241,568)	1,154,450	1,154,450	1,154,450	1,154,450	1,154,450	
35,637		Pool Car	27,042	27,974	0	16,096	44,070	44,070	44,070	44,070	44,070	
65,656		Public Transport	22,762	25,183	0	2,537	27,720	27,720	27,720	27,720	27,720	
1,458,885			1,575,930	1,736,207	0	(381,777)	1,354,430	1,354,430	1,354,430	1,354,430	1,354,430	
463	Supplies & Services	Burials Under Health Act	0	0	0	0	0	0	0	0	0	
1,648,002		Car Allowance	0	0	0	0	0	0	0	0	0	
1,385,260		Catering	66,216	69,452	0	(38,202)	31,250	31,250	31,250	31,250	31,250	
1,220,304		Communication and computing	1,293,236	1,286,159	100	(81,814)	1,204,445	1,172,445	1,172,445	1,172,445	1,172,445	
616,408		Contingencies & provisions	0	(225,277)	0	225,277	0	0	0	0	0	
82,877		Contributions paid	0	0	0	0	0	0	0	0	0	
3,517		Contributions received	0	0	0	0	0	0	0	0	0	
70,958		Council tax booklet printing	1,700	2,619	0	(2,619)	0	0	0	0	0	
94,320		Equipment, furniture & materials	1,433,907	1,655,845	(4,000)	(363,139)	1,288,706	1,288,706	1,288,706	1,288,706	1,288,706	
1,625		Expenses	4,413	4,133	(600)	(3,533)	0	0	0	0	0	
17,208		External audit fees	90,000	116,682	0	(26,682)	90,000	90,000	90,000	90,000	90,000	
379,493		External fund consultants	7,375	7,670	0	455	8,125	8,125	8,125	8,125	8,125	
0		Income collection costs	95,563	102,020	0	(5,330)	96,690	96,690	96,690	96,690	96,690	
0		Insurance	366,146	335,458	0	58,687	394,145	394,145	394,145	394,145	394,145	
3,459		Insurance - service related	6,378	22,137	(5,000)	27,755	1,137	46,029	46,029	46,029	46,029	
1,118,000		Interest	0	0	0	0	0	0	0	0	0	
393,321		Interest paid	449,300	900,300	0	(199,300)	701,000	721,000	867,000	1,043,000	989,000	
2,496		Irrecoverable V A T	1,475	1,363	0	262	1,625	1,625	1,625	1,625	1,625	
68,077		Members Allowances	392,236	392,236	0	(12,686)	379,550	379,550	379,550	379,550	379,550	
86,907		Minimum Revenue Provision	1,331,000	1,623,000	0	(49,000)	1,574,000	1,905,000	2,354,000	2,577,000	2,902,000	
435,260		Office expenses	654,346	682,148	(11,470)	(100,932)	569,746	569,746	569,746	569,746	569,746	
8,125		Services	2,272,445	2,226,407	(65,491)	(531,131)	1,629,785	1,593,785	1,392,785	1,433,785	1,429,785	
(295,868)		Uniform & laundry	35,568	43,442	(24,000)	17,455	36,897	36,897	36,897	36,897	36,897	
(9,490)		Vehicle sale under £10k	(6,634)	0	0	0	0	0	0	0	0	
7,330,721			8,494,671	9,245,794	(110,461)	(1,084,478)	1,137	8,051,992	8,334,992	8,728,992	9,168,992	9,435,992
809,172	Benefit & Transfer Payments	Benefits	37,369,384	37,369,384	0	(1,259,384)	36,110,000	36,110,000	36,110,000	36,110,000	36,110,000	
526,694		Contributions paid	824,165	958,421	0	(215,691)	742,730	742,730	742,730	742,730	742,730	
123,409		Grants	331,410	340,335	0	21,739	362,074	332,074	332,074	332,074	332,074	
381,694		Irrecoverable V A T	135,409	135,387	0	(20,887)	114,500	114,500	114,500	114,500	114,500	
38,133,788		Levies	399,305	399,305	0	(5,014)	394,291	394,291	394,291	394,291	394,291	
39,974,758		Shared Service Savings			(225,722)	0	(225,722)	(225,722)	(225,722)	(225,722)	(225,722)	
			39,059,673	39,202,832	(225,722)	(1,479,237)	37,497,874	37,467,874	37,467,874	37,467,874	37,467,874	
138,184	Renewals Fund Contribution	Repairs & Renewals	229,510	274,912	0	(241,680)	33,232	33,232	33,232	33,232	33,232	
138,184			229,510	274,912	0	(241,680)	33,232	33,232	33,232	33,232	33,232	
(15,341,118)	Income & Fees	Bad debt provision	206,316	92,686	0	65,364	158,050	158,050	158,050	158,050	158,050	
(39,110,047)		Commuted sums	(171,164)	(171,164)	0	19,833	(151,331)	(112,331)	(112,331)	(112,331)	(112,331)	
(2,001,374)		Fees & charges	(13,648,874)	(14,584,488)	81,100	21,179	(39,941)	(14,522,150)	(14,720,818)	(14,715,818)	(14,790,408)	
(965,754)		Government grants	(38,800,334)	(38,346,821)	0	1,885,385	(36,461,436)	(36,416,436)	(36,416,436)	(36,416,436)	(36,416,436)	
(346,495)		Interest earned	(91,289)	(606,110)	0	374,096	(232,014)	(286,014)	(285,014)	(285,014)	(290,014)	
(114,521)		Other grants and contributions	(338,011)	(299,011)	57,750	71,764	(169,497)	(169,497)	(169,497)	(169,497)	(169,497)	
(247,151)		Rent	(2,056,451)	(2,112,326)	7,800	29,302	(2,075,224)	(2,075,224)	(2,075,224)	(2,075,224)	(2,075,224)	
170,242		Sales	(999,506)	(959,149)	0	(62,780)	(1,021,929)	(1,021,929)	(1,021,929)	(1,021,929)	(1,021,929)	
(57,956,217)			(55,899,313)	(56,986,383)	146,650	2,404,143	(39,941)	(54,475,531)	(54,644,199)	(54,638,199)	(54,712,789)	(54,738,789)
19,267,835		Net Service Expenditure	20,210,527	21,705,829	(762,438)	(1,847,420)	170,712	19,266,683	20,256,752	21,056,817	21,645,452	22,106,910
77,224,052		Gross Service Expenditure	76,109,840	78,692,212	(909,088)	(4,251,563)	210,653	73,742,214	74,900,951	75,695,016	76,358,241	76,845,699
(57,956,217)		Gross Service Income	(55,899,313)	(56,986,383)	146,650	2,404,143	(39,941)	(54,475,531)	(54,644,199)	(54,638,199)	(54,712,789)	(54,738,789)
19,267,835		Net Service Expenditure	20,210,527	21,705,829	(762,438)	(1,847,420)	170,712	19,266,683	20,256,752	21,056,817	21,645,452	22,106,910

2.2 Service Budgets by Head of Service

Directors and Corporate Management												
Actual 2013/14	Subjective Analysis : Controllable only		Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy			
					FTF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20
	= Employees											
14,266	Hired Staff		13,871	13,871	0	(3,871)	10,000	10,000	10,000	10,000	10,000	
4,934	Other staff costs		13,354	13,354	0	16,646	30,000	30,000	30,000	30,000	30,000	
185,654	Pension & NI		241,291	243,065	0	20,152	263,217	284,483	287,328	290,201	293,103	
19,168	Recruitment		20,633	20,633	0	(20,633)	0	0	0	0	0	
802,489	Salary		975,832	1,125,724	0	(107,553)	9,654	1,027,825	1,038,103	1,048,484	1,058,969	
31,734	Training		44,598	44,598	0	(15,775)	28,823	28,823	28,823	28,823	28,823	
1,058,245			1,309,579	1,461,245	0	(111,034)	9,654	1,359,865	1,391,409	1,404,635	1,417,993	
	= Premises											
22,334	Rents		18,809	18,809	0	(7,609)	11,200	11,200	11,200	11,200	11,200	
22,334			18,809	18,809	0	(7,609)	11,200	11,200	11,200	11,200	11,200	
	= Transport											
15,089	Car Allowance		15,089	15,089	0	(15,089)	0	0	0	0	0	
19,563	Mileage Allowance		23,164	25,464	0	(6,214)	19,250	19,250	19,250	19,250	19,250	
209	Pool Car		2,643	2,643	0	(1,643)	1,000	1,000	1,000	1,000	1,000	
4,191	Public Transport		4,566	4,566	0	(2,926)	1,640	1,640	1,640	1,640	1,640	
39,053			45,462	47,762	0	(25,872)	21,890	21,890	21,890	21,890	21,890	
	= Supplies & Services											
12,640	Catering		2,357	2,357	0	4,893	7,250	7,250	7,250	7,250	7,250	
159,338	Communication and computing		215,032	229,032	0	(36,578)	192,454	160,454	160,454	160,454	160,454	
16,299	Equipment, furniture & materials		26,415	26,415	0	(22,415)	4,000	4,000	4,000	4,000	4,000	
(51)	Expenses		1,336	1,336	0	(1,336)	0	0	0	0	0	
6,167	Insurance - service related		6,378	6,378	0	0	1,137	7,515	7,515	7,515	7,515	
379,493	Members Allowances		392,236	392,236	0	(12,686)	379,550	379,550	379,550	379,550	379,550	
134,065	Office expenses		151,550	137,550	0	(4,545)	133,005	133,005	133,005	133,005	133,005	
668,165	Services		598,600	569,756	0	(34,465)	535,291	535,291	539,291	539,291	535,291	
1,376,115			1,393,904	1,365,060	0	(107,132)	1,137	1,259,065	1,227,065	1,227,065	1,231,065	
	= Benefit & Transfer Payments											
1,075	Grants		1,371	1,371	0	629	2,000	2,000	2,000	2,000	2,000	
1,075			1,371	1,371	0	629	2,000	2,000	2,000	2,000	2,000	
	= Income & Fees											
(537,905)	Fees & charges		(276,213)	(266,813)	0	2,812	(264,001)	(264,001)	(264,001)	(264,001)	(264,001)	
(81,529)	Government grants		(22,000)	(22,000)	0	9,000	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	
(619,434)			(298,213)	(288,813)	0	11,812	(277,001)	(277,001)	(277,001)	(277,001)	(277,001)	
1,877,389	Net Service Expenditure		2,470,912	2,605,434	0	(239,206)	10,791	2,377,019	2,376,563	2,389,789	2,407,147	
2,496,823	Gross Service Expenditure		2,769,125	2,894,247	0	(251,018)	10,791	2,654,020	2,653,564	2,666,790	2,684,148	
(619,434)	Gross Service Income		(298,213)	(288,813)	0	11,812	0	(277,001)	(277,001)	(277,001)	(277,001)	
1,877,389	Net Service Expenditure		2,470,912	2,605,434	0	(239,206)	10,791	2,377,019	2,376,563	2,389,789	2,407,147	

Actual 2013/14	Objective Analysis : Controllable only		Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy			
					FTF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20
208,166	Directors		356,191	356,191	0	103,533	3,501	463,225	472,516	477,148	481,826	
735,749	Corporate		488,471	631,336	0	(63,634)	3,887	571,589	585,750	591,057	596,418	
286,070	Democratic & Elections		1,038,263	1,029,920	0	(258,981)	3,403	774,341	750,405	753,660	760,949	
647,404	HR & Payroll		587,987	587,987	0	(20,124)		567,863	567,893	567,923	567,954	
1,877,389	Net Service Expenditure		2,470,912	2,605,434	0	(239,206)	10,791	2,377,019	2,376,563	2,389,789	2,407,147	

	£	£	£
Changes as a consequence of ZBB			
Inflation on salary and Insurance			10,791
Removal of Elections Manager and Democratic Manager		(99,000)	
Childcare vouchers		25,000	
Miscellaneous savings (maintenance, equipment, supplies etc)		(157,014)	
Other Changes			
Correction to Childcare vouchers budget as only admin cost		(27,600)	
Budget adjustments including C&M Manager at FT and temp post		19,408	
	0	(239,206)	10,791

Head of Resources

Actual 2013/14	Subjective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy					
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20		
	≡ Employees												
1,501,515	Salary	893,845	1,110,811	0	(214,496)	8,863	905,178	914,130	923,171	932,303	941,526		
373,879	Pension & NI	222,771	290,988	0	(63,950)		227,038	247,613	250,089	252,590	255,116		
12,078	Training	17,043	29,880	(4,500)	(7,098)		18,282	18,282	18,282	18,282	18,282		
19,481	Hired Staff	52,091	35,992	(4,000)	(10,992)		21,000	21,000	21,000	21,000	21,000		
7,785	Other staff costs	390	16,588	0	(15,438)		1,150	1,150	1,150	1,150	1,150		
1,914,738		1,186,139	1,484,259	(8,500)	(311,974)	8,863	1,172,648	1,202,175	1,213,692	1,225,325	1,237,074		
	≡ Premises												
62,842	Repairs & Maintenance	67,151	63,151	(17,000)	(3,673)		42,478	42,478	42,478	42,478	42,478		
169,554	Rents	150,299	150,299	0	(30,299)		120,000	120,000	120,000	120,000	120,000		
36,608	Rates	30,140	30,140	0	(15,140)	300	15,300	15,300	15,300	15,300	15,300		
352	Water Services	247	247	0	(47)		200	200	200	200	200		
7,739	Energy Costs	4,920	4,920	0	80		5,000	5,000	5,000	5,000	5,000		
1,116	Premises Cleaning	1,230	1,230	0	0		1,230	1,230	1,230	1,230	1,230		
50,628	Premises Insurance	45,623	45,623	0	(45,623)		0	0	0	0	0		
328,839		299,610	295,610	(17,000)	(94,702)	300	184,208	184,208	184,208	184,208	184,208		
	≡ Transport												
1,121	Mileage Allowance	1,100	1,226	0	524		1,750	1,750	1,750	1,750	1,750		
1,284	Pool Car	450	982	0	(82)		900	900	900	900	900		
4,445	Public Transport	2,273	4,282	0	(1,682)		2,600	2,600	2,600	2,600	2,600		
12,850	Car Allowance	2,146	13,352	0	(13,352)		0	0	0	0	0		
19,700		5,969	19,842	0	(14,592)		5,250	5,250	5,250	5,250	5,250		
	≡ Supplies & Services												
121,373	Services	130,518	92,455	(3,000)	(16,755)		72,700	72,700	72,700	72,700	72,700		
11,168	Equipment, furniture & materials	8,750	9,067	0	(7,967)		1,100	1,100	1,100	1,100	1,100		
71,706	Communication and computing	62,928	72,859	0	(10,619)		62,240	62,240	62,240	62,240	62,240		
56,904	Office expenses	57,014	63,605	(10,500)	(11,935)		41,170	41,170	41,170	41,170	41,170		
1,165	Catering	435	196	0	(196)		0	0	0	0	0		
23	Insurance - service related	0	15,759	(5,000)	20,755		31,514	31,514	31,514	31,514	31,514		
262,338		259,646	253,941	(18,500)	(26,717)		208,724	208,724	208,724	208,724	208,724		
	≡ Benefit & Transfer Payments												
14,635	Irrecoverable V A T	28,243	28,243	0	(7,743)		20,500	20,500	20,500	20,500	20,500		
	Shared Service Savings			(22,736)	0		(22,736)	(22,736)	(22,736)	(22,736)	(22,736)		
14,635		28,243	28,243	(22,736)	(7,743)		(2,236)	(2,236)	(2,236)	(2,236)	(2,236)		
	≡ Renewals Fund Contribution												
88,082	Repairs & Renewals	95,589	95,589	0	(95,589)		0	0	0	0	0		
88,082		95,589	95,589	0	(95,589)		0	0	0	0	0		
	≡ Income & Fees												
(180,649)	Fees & charges	(139,448)	(182,077)	(5,000)	52,331		(134,746)	(134,746)	(134,746)	(134,746)	(134,746)		
0	Government grants	(373)	0	0	0		0	0	0	0	0		
(1,802,492)	Rent	(1,853,813)	(1,900,813)	0	22,363		(1,878,450)	(1,878,450)	(1,878,450)	(1,878,450)	(1,878,450)		
(1,983,141)		(1,993,634)	(2,082,890)	(5,000)	74,694		(2,013,196)	(2,013,196)	(2,013,196)	(2,013,196)	(2,013,196)		
645,192	Net Service Expenditure	(118,437)	94,594	(71,736)	(476,623)	9,163	(444,602)	(415,076)	(403,558)	(391,926)	(380,177)		
2,628,332	Gross Service Expenditure	1,875,197	2,177,484	(66,736)	(551,317)	9,163	1,568,594	1,598,120	1,609,638	1,621,270	1,633,019		
(1,983,141)	Gross Service Income	(1,993,634)	(2,082,890)	(5,000)	74,694	0	(2,013,196)	(2,013,196)	(2,013,196)	(2,013,196)	(2,013,196)		
645,192	Net Service Expenditure	(118,437)	94,594	(71,736)	(476,623)	9,163	(444,602)	(415,076)	(403,558)	(391,926)	(380,177)		

Actual 2013/14	Objective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy					
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20		
122,360	Head of Service	65,347	96,177	0	(9,985)	590	86,782	88,574	89,354	90,142	90,938		
1,053,040	Legal	276,862	317,851	(39,736)	(137,170)	1,209	142,153	146,407	147,985	149,578	151,187		
83,757	Procurement	80,559	83,825	0	(2,420)	493	81,898	83,574	84,217	84,866	85,522		
186,735	Audit & Risk Manager	201,964	290,995	(9,500)	(59,222)	1,269	223,542	227,601	229,248	230,912	232,592		
680,148	Finance	663,900	795,015	(5,500)	(154,494)	4,491	639,512	654,303	660,107	665,969	671,890		
(1,480,847)	Commercial Estates	(1,407,069)	(1,489,269)	(17,000)	(113,330)	1,111	(1,618,488)	(1,615,535)	(1,614,469)	(1,613,393)	(1,612,306)		
645,192	Net Service Expenditure	(118,437)	94,594	(71,736)	(476,623)	9,163	(444,602)	(415,076)	(403,558)	(391,926)	(380,177)		

	£	£	£
Changes as a consequence of ZBB			
Inflation on salary and NDR			9,163
Legal services shared service savings @ 12.5%	(22,736)		
Removal of Accountancy Assistant and part time Senior Accountant posts		(45,000)	
Principal Accountants posts changed to Senior Accountants post		(19,100)	
Removal of the Legal Service Manager, Legal Assistant and 2 Legal Support Officers		(122,000)	
Insurance now included in Corporate finance for budgeting purposes		(45,623)	
Removal of leased cars		(13,352)	
Removal of Repairs and Renewal funds - now within maintenance budgets		(95,589)	
Miscellaneous savings (maintenance, equipment, supplies etc)		(98,933)	
Changes as a consequence of Cabinet Review			
Reduction in Commercial Estate maintenance budgets	(17,000)		
Removal of risk management initiative budget	(5,000)		
Reduction in training	(9,000)		
Reduction in hired staff budget	(4,000)		
Reduction in the legal services books and publications and legal fees	(14,000)		
Other Changes			
Capital programme - revenue implications		(29,000)	
VAT Partial exemption re workings		(8,026)	
	(71,736)	(476,623)	9,163

Head of Customer Services

Actual 2013/14	Subjective Analysis : Controllable only		Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy					
					FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20		
	☐ Employees													
228,987		Hired Staff	44,108	45,688	0	(45,688)		0	0	0	0	0	0	0
46,306		Other staff costs	41,843	42,286	0	(10,578)		31,708	31,708	31,708	31,708	31,708	31,708	31,708
899,028		Pension & NI	947,208	973,427	(30,758)	15,295		957,964	1,052,965	1,063,495	1,074,130	1,084,871	1,084,871	1,084,871
949		Recruitment	56	56	0	(56)		0	0	0	0	0	0	0
3,952,021		Salary	3,988,574	4,158,920	(119,907)	(179,032)	39,304	3,899,284	3,933,202	3,972,459	4,017,108	4,057,204	4,057,204	4,057,204
32,977		Training	57,563	63,659	0	(29,309)		34,350	34,350	34,350	34,350	34,350	34,350	34,350
5,160,268			5,079,352	5,284,036	(150,665)	(249,369)	39,304	4,923,306	5,052,225	5,102,011	5,157,296	5,208,133	5,208,133	5,208,133
	☐ Premises													
1,655		Energy Costs	1,599	1,599	0	(399)		1,200	1,200	1,200	1,200	1,200	1,200	1,200
816		Premises Cleaning	1,002	2,252	0	(1,244)		1,008	1,008	1,008	1,008	1,008	1,008	1,008
4,343		Rates	4,440	4,640	0	0	93	4,733	4,733	4,733	4,733	4,733	4,733	4,733
135,371		Rents	145,159	171,362	(40,000)	(30,231)	1,361	102,492	102,492	102,492	102,492	102,492	102,492	102,492
8,633		Repairs & Maintenance	7,050	17,050	0	(16,478)		572	572	572	572	572	572	572
367		Water Services	214	214	0	(14)		200	200	200	200	200	200	200
151,184			159,464	197,117	(40,000)	(48,366)	1,454	110,205	110,205	110,205	110,205	110,205	110,205	110,205
	☐ Transport													
10,522		Car Allowance	9,025	9,025	0	(9,025)		0	0	0	0	0	0	0
10,611		Mileage Allowance	21,619	22,417	0	(12,367)		10,050	10,050	10,050	10,050	10,050	10,050	10,050
2,337		Operating Costs	2,959	2,959	0	(182)		2,777	2,777	2,777	2,777	2,777	2,777	2,777
10,583		Pool Car	9,997	10,397	0	1,213		11,610	11,610	11,610	11,610	11,610	11,610	11,610
6,942		Public Transport	10,372	10,372	0	(4,252)		6,120	6,120	6,120	6,120	6,120	6,120	6,120
40,995			53,972	55,170	0	(24,613)		30,557	30,557	30,557	30,557	30,557	30,557	30,557
	☐ Supplies & Services													
1,024		Catering	692	692	0	(442)		250	250	250	250	250	250	250
568,830		Communication and computing	594,662	603,267	0	(62,991)		540,276	540,276	540,276	540,276	540,276	540,276	540,276
243,051		Equipment, furniture & materials	252,437	256,601	0	(23,988)		232,613	232,613	232,613	232,613	232,613	232,613	232,613
1,084		Expenses	122	122	0	(122)		0	0	0	0	0	0	0
138,145		Office expenses	150,526	154,295	0	(12,612)		141,683	141,683	141,683	141,683	141,683	141,683	141,683
127,840		Services	110,252	153,058	0	(87,441)		65,617	60,617	65,617	65,617	65,617	65,617	65,617
1,086		Uniform & laundry	3,525	5,525	0	(2,726)		2,799	2,799	2,799	2,799	2,799	2,799	2,799
1,081,060			1,112,216	1,173,560	0	(190,322)		983,238	978,238	983,238	983,238	983,238	983,238	983,238
	☐ Benefit & Transfer Payments													
38,133,788		Benefits	37,369,384	37,369,384	0	(1,259,384)		36,110,000	36,110,000	36,110,000	36,110,000	36,110,000	36,110,000	36,110,000
397,794		Contributions paid	535,301	655,975	0	(213,731)		442,244	442,244	442,244	442,244	442,244	442,244	442,244
		Shared Service Savings				0		(187,794)	(187,794)	(187,794)	(187,794)	(187,794)	(187,794)	(187,794)
38,531,581			37,904,685	38,025,359	(187,794)	(1,473,115)		36,364,450	36,364,450	36,364,450	36,364,450	36,364,450	36,364,450	36,364,450
	☐ Income & Fees													
46,281		Bad debt provision	81,417	81,417	0	16,633		98,050	98,050	98,050	98,050	98,050	98,050	98,050
(2,327,973)		Fees & charges	(1,298,288)	(1,413,412)	0	(251,360)		(1,664,772)	(1,664,772)	(1,664,772)	(1,664,772)	(1,664,772)	(1,664,772)	(1,664,772)
(38,306,830)		Government grants	(38,225,515)	(38,243,880)	0	1,886,684		(36,357,196)	(36,357,196)	(36,357,196)	(36,357,196)	(36,357,196)	(36,357,196)	(36,357,196)
(40,588,522)			(39,442,386)	(39,575,875)	0	1,651,957		(37,923,918)	(37,923,918)	(37,923,918)	(37,923,918)	(37,923,918)	(37,923,918)	(37,923,918)
4,376,566		Net Service Expenditure	4,867,303	5,159,367	(378,459)	(333,827)	40,758	4,487,838	4,611,757	4,666,544	4,721,828	4,772,665	4,772,665	4,772,665

44,965,088	Gross Service Expenditure	44,309,689	44,735,242	(378,459)	(1,985,784)	40,758	42,411,756	42,535,675	42,590,462	42,645,746	42,696,583	42,696,583	42,696,583
(40,588,522)	Gross Service Income	(39,442,386)	(39,575,875)	0	1,651,957	0	(37,923,918)	(37,923,918)	(37,923,918)	(37,923,918)	(37,923,918)	(37,923,918)	(37,923,918)
4,376,566	Net Service Expenditure	4,867,303	5,159,367	(378,459)	(333,827)	40,758	4,487,838	4,611,757	4,666,544	4,721,828	4,772,665	4,772,665	4,772,665

Actual 2013/14	Objective Analysis : Controllable only		Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy				
					FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20	
172,381		Head of Service	167,902	167,902	0	(79,940)		88,639	90,637	91,524	92,419	92,419	93,323
949,863		Customer Services	989,498	1,139,789	(40,000)	(3,803)	9,652	1,105,638	1,127,292	1,137,786	1,153,385	1,164,140	1,164,140
499,122		Document Centre	485,341	473,227	0	(9,059)	2,715	466,883	470,790	479,282	482,810	486,372	486,372
1,808,691		Information Mgt	1,728,624	1,728,624	(238,021)	(234,789)	8,366	1,264,179	1,294,478	1,304,905	1,315,436	1,326,073	1,326,073
787,597		Housing Needs	1,136,320	1,233,881	(78,856)	(100,846)	6,813	1,060,992	1,084,112	1,092,171	1,100,312	1,108,533	1,108,533
(408,017)		Council Tax Support	(138,952)	(152,810)	0	29,860		(122,950)	(122,950)	(122,950)	(122,950)	(122,950)	(122,950)
426,577		Housing Benefits	305,659	393,367	0	(1,530)	7,018	398,856	423,447	432,957	442,563	452,264	452,264
140,351		Local Tax Collection	192,911	175,387	(21,582)	64,279	5,516	223,601	241,952	248,868	255,854	262,909	262,909
0		Economic Development	0	0	0	2,000		2,000	2,000	2,000	2,000	2,000	2,000
4,376,566		Net Service Expenditure	4,867,303	5,159,367	(378,459)	(333,827)	40,758	4,487,838	4,611,757	4,666,544	4,721,828	4,772,665	4,772,665

	£	£	£
Changes as a consequence of ZBB			
Inflation on salary and NDR			40,758
Movement of 2 BA posts to the Corporate Team and the closure of 1 BA post & 1 P&BA Manager post	(123,000)		
Closure of Benefit Assessment Officers posts	(60,100)		
Fraud Investigator posts transferred to DWP	(54,800)		
Removal of hired staff budgets	(45,688)		
Change in housing benefit grant funding from Govt	162,209		
Planned MTP savings for Customer Services	(25,000)		
Increase in Bad debt provision	(16,000)		
Reduction in training budget	(29,000)		
Movement of the Call Centre & merge with Customer Service Centre	(40,000)		
IMD Shared service savings @ 12.5%	(187,794)		
Miscellaneous savings (maintenance, equipment, supplies etc)	(146,029)		
Changes as a consequence of Cabinet Review			
Removal of Fraud Manager	(60,336)		
Removal of System & Network Manager (IMD)	(50,227)		
Removal of Local Taxation Officer	(21,582)		
Removal of Customer Services Assistant (Housing Needs)	(18,520)		
Other Changes			
Movement of budget from corporate finance		2,000	
Additional budget for NDR appeal provision		2,000	
Adjustments and roundings		(419)	
	(378,459)	(333,827)	40,758

Head of Operations

Actual 2013/14	Subjective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy				
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20	
438,707	Employees	438,822	397,837	0	(16,039)		381,798	381,798	501,798	501,798	501,798	501,798
386,395	Hired Staff	254,178	258,178	0	(21,452)		236,726	236,726	236,726	236,726	236,726	236,726
919,021	Other staff costs	968,110	977,719	(23,217)	3,384		957,886	1,046,020	1,056,480	1,067,045	1,077,715	1,077,715
195	Pension & NI	2,246	2,246	0	(1,846)		400	400	400	400	400	400
3,889,331	Recruitment	4,116,385	4,130,878	(88,692)	(61,041)	40,112	4,021,257	4,060,892	4,100,923	4,141,355	4,182,190	4,182,190
36,766	Salary	51,690	51,690	0	(31,759)		19,931	19,931	19,931	19,931	19,931	19,931
5,670,415	Training	5,826,431	5,818,548	(111,909)	(128,754)	40,112	5,617,998	5,745,767	5,916,258	5,967,254	6,018,761	6,018,761
201,847	Premises	195,723	190,923	0	(14,994)		175,929	175,929	175,929	175,929	175,929	175,929
8,930	Energy Costs	17,507	17,507	0	693		18,200	18,200	18,200	18,200	18,200	18,200
77,635	Ground Maintenance Costs	60,061	60,061	(2,500)	25,787		83,348	83,348	83,348	83,348	83,348	83,348
455,277	Premises Cleaning	540,049	687,629	(30,696)	(91,130)	20,062	585,865	585,865	585,865	585,865	585,865	585,865
24,424	Rates	14,396	(101,984)	0	114,990		13,006	13,006	13,006	13,006	13,006	13,006
389,231	Rents	326,946	293,766	(5,000)	68,972		357,738	357,738	357,738	357,738	357,738	357,738
10,042	Repairs & Maintenance	34,850	36,350	0	(8,680)		27,670	27,670	27,670	27,670	27,670	27,670
1,167,385	Water Services	1,189,532	1,184,252	(38,196)	95,638	20,062	1,261,756	1,261,756	1,261,756	1,261,756	1,261,756	1,261,756
6,070	Transport	6,724	18,117	0	(18,117)		0	0	0	0	0	0
14,960	Car Allowance	15,624	29,121	0	(10,261)		18,860	18,860	18,860	18,860	18,860	18,860
1,145,130	Mileage Allowance	1,249,593	1,335,161	0	(225,272)		1,109,889	1,109,889	1,109,889	1,109,889	1,109,889	1,109,889
13,483	Operating Costs	5,745	5,745	0	805		6,550	6,550	6,550	6,550	6,550	6,550
4,753	Pool Car	0	0	0	1,200		1,200	1,200	1,200	1,200	1,200	1,200
1,184,396	Public Transport	1,277,686	1,388,144	0	(251,645)		1,136,499	1,136,499	1,136,499	1,136,499	1,136,499	1,136,499
40,038	Supplies & Services	41,454	41,454	0	(41,254)		200	200	200	200	200	200
48,579	Catering	57,200	57,200	100	(17,238)		40,062	40,062	40,062	40,062	40,062	40,062
357,000	Communication and computing	390,495	547,792	(4,000)	(187,611)		356,181	356,181	356,181	356,181	356,181	356,181
138	Equipment, furniture & materials	390	390	0	(390)		0	0	0	0	0	0
7,018	Expenses	0	0	0	7,000		7,000	7,000	7,000	7,000	7,000	7,000
48,246	Insurance - service related	52,994	62,994	(970)	(9,474)		52,550	52,550	52,550	52,550	52,550	52,550
155,395	Office expenses	360,305	220,060	0	(77,207)		142,853	142,853	142,853	142,853	142,853	142,853
58,484	Services	19,202	19,202	(24,000)	25,141		20,343	20,343	20,343	20,343	20,343	20,343
714,898	Uniform & laundry	922,040	949,092	(28,870)	(301,033)		619,189	619,189	619,189	619,189	619,189	619,189
56,774	Benefit & Transfer Payments	35,758	44,340	0	0		44,340	44,340	44,340	44,340	44,340	44,340
6,725	Contributions paid	3,952	3,952	0	(1,352)		2,600	2,600	2,600	2,600	2,600	2,600
63,499	Irrecoverable V A T	39,710	48,292	0	(1,352)		46,940	46,940	46,940	46,940	46,940	46,940
65,934	Renewals Fund Contribution	78,962	123,739	0	(123,739)		0	0	0	0	0	0
65,934	Repairs & Renewals	78,962	123,739	0	(123,739)		0	0	0	0	0	0
(114,521)	Income & Fees	(171,164)	(171,164)	0	19,833		(151,331)	(112,331)	(112,331)	(112,331)	(112,331)	(112,331)
(3,396,582)	Commuted sums	(3,508,440)	(3,616,190)	0	(23,353)		(3,639,543)	(3,639,543)	(3,639,543)	(3,639,543)	(3,639,543)	(3,639,543)
(18,065)	Fees & charges	(9,792)	(12,492)	0	(10,748)		(23,240)	(23,240)	(23,240)	(23,240)	(23,240)	(23,240)
(128,994)	Government grants	(126,671)	(87,671)	15,000	14,039		(58,632)	(58,632)	(58,632)	(58,632)	(58,632)	(58,632)
(94,103)	Other grants and contributions	(92,998)	(101,748)	7,800	7,624		(86,324)	(86,324)	(86,324)	(86,324)	(86,324)	(86,324)
(127,027)	Rent	(132,010)	(45,260)	0	(85,440)		(130,700)	(130,700)	(130,700)	(130,700)	(130,700)	(130,700)
(3,879,293)	Sales	(4,041,075)	(4,034,525)	22,800	(78,045)		(4,089,770)	(4,050,770)	(4,050,770)	(4,050,770)	(4,050,770)	(4,050,770)
4,987,234	Net Service Expenditure	5,293,286	5,477,542	(156,175)	(788,930)	60,174	4,592,611	4,759,380	4,929,872	4,980,868	5,032,374	5,032,374

8,866,527	Gross Service Expenditure	9,334,361	9,512,067	(178,975)	(710,885)	60,174	8,682,381	8,810,150	8,980,642	9,031,638	9,083,144	9,083,144
(3,879,293)	Gross Service Income	(4,041,075)	(4,034,525)	22,800	(78,045)	0	(4,089,770)	(4,050,770)	(4,050,770)	(4,050,770)	(4,050,770)	(4,050,770)
4,987,234	Net Service Expenditure	5,293,286	5,477,542	(156,175)	(788,930)	60,174	4,592,611	4,759,380	4,929,872	4,980,868	5,032,374	5,032,374

Actual 2013/14	Objective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy				
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20	
0	Head of Service	78,031	78,031	0	13,306	670	92,007	93,894	94,782	95,678	96,583	96,583
199,170	Environmental & Energy Mgt	134,069	135,819	16,330	15,196	1,617	168,962	173,784	175,500	177,233	178,984	178,984
852,499	Street Cleansing	938,795	976,457	(5,000)	(94,152)	4,908	882,213	896,563	902,807	909,112	915,481	915,481
927,809	Operations Management	918,213	975,010	(34,423)	(513,401)	3,222	430,407	440,618	444,440	448,301	452,200	452,200
1,084,912	Green Spaces	1,039,590	1,070,376	(9,903)	138,412	10,764	1,209,648	1,284,125	1,297,900	1,311,813	1,325,865	1,325,865
11,215	Public Conveniences	21,423	21,423	0	(8,023)		13,400	13,400	13,400	13,400	13,400	13,400
1,925,761	Waste Management	2,021,753	2,061,307	(23,400)	(83,120)	13,374	1,968,161	2,011,064	2,148,231	2,165,570	2,183,081	2,183,081
1,007,456	Facilities Management	1,110,030	1,144,130	(30,504)	(160,253)	16,268	969,642	977,606	980,702	983,828	986,985	986,985
253,740	Fleet Management	257,325	288,210	0	(43,538)	1,190	245,862	250,013	251,555	253,111	254,684	254,684
(109,977)	Markets	(126,217)	(120,217)	0	29,809	1,013	(89,395)	(88,653)	(88,371)	(88,085)	(87,797)	(87,797)
(1,165,352)	Car Parks	(1,099,726)	(1,153,004)	(69,274)	(83,165)	7,148	(1,298,295)	(1,293,034)	(1,291,073)	(1,289,092)	(1,287,092)	(1,287,092)
4,987,234	Net Service Expenditure	5,293,286	5,477,542	(156,175)	(788,930)	60,174	4,592,611	4,759,380	4,929,872	4,980,868	5,032,374	5,032,374

	£	£	£
Changes as a consequence of ZBB			
Inflation on Salary and NDR			60,174
Other small FtF changes	428		
MLEI funding	15,000		
Reduction in the use of diesel		(52,000)	
Removal of vehicle leases from budget		(22,000)	
Reduction in maintenance budget		(55,000)	
Removal of Other IT hardware budget		(148,000)	
Removal of parking charges from budget		(102,000)	
Savings in salary		(129,000)	
Savings in equipment and furniture		(189,000)	
Miscellaneous savings (maintenance, equipment, supplies etc)		(83,368)	
Changes as a consequence of Cabinet Review			
Staff Restructure	(92,286)		
Change in cleaning provision	(19,621)		
Correction in car park NDR	(30,696)		
Reduction in the uniform budget	(24,000)		
Reduction in litter bins	(5,000)		
Other Changes			
Removal of internal recharge budgets		(8,562)	
	(156,175)	(788,930)	60,174

Head of Development

Actual 2013/14	Subjective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy					
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20		
2,902	Employees												
510,594	Other staff costs	16,446	24,906	0	(24,906)	0	0	0	0	0	0	0	0
7,608	Pension & NI	482,848	517,286	(13,250)	27,820	531,856	586,817	592,685	598,612	604,598			
2,021,045	Recruitment	0	0	0	0	0	0	0	0	0	0	0	0
43,802	Salary	1,922,265	2,155,528	(27,853)	(40,580)	21,495	2,108,589	2,129,675	2,150,972	2,172,482	2,194,206		
	Training	18,279	18,279	0	721	19,000	19,000	19,000	19,000	19,000	19,000		
2,585,950		2,439,838	2,715,999	(41,103)	(36,945)	21,495	2,659,445	2,735,492	2,762,657	2,790,093	2,817,804		
19,645	Premises												
23,991	Energy Costs	19,026	19,026	0	974	20,000	20,000	20,000	20,000	20,000	20,000		
1,959	Rents	21,761	21,761	0	1,644	23,405	23,405	23,405	23,405	23,405	23,405		
19,199	Repairs & Maintenance	11,060	11,060	0	(4,560)	6,500	6,500	6,500	6,500	6,500	6,500		
	Water Services	15,879	15,879	0	3,521	19,400	19,400	19,400	19,400	19,400	19,400		
64,794		67,726	67,726	0	1,579	69,305	69,305	69,305	69,305	69,305	69,305		
10,002	Transport												
30,785	Car Allowance	22,527	22,527	0	(22,527)	0	0	0	0	0	0		
1,693	Mileage Allowance	40,643	52,643	0	(16,043)	36,600	36,600	36,600	36,600	36,600	36,600		
10,536	Operating Costs	3,468	3,468	0	(3,468)	0	0	0	0	0	0		
5,610	Pool Car	3,299	3,299	0	9,801	13,100	13,100	13,100	13,100	13,100	13,100		
	Public Transport	1,741	1,741	0	4,359	6,100	6,100	6,100	6,100	6,100	6,100		
58,626		71,678	83,678	0	(27,878)	55,800	55,800	55,800	55,800	55,800	55,800		
4,498	Supplies & Services												
76,366	Catering	303	303	0	1,197	1,500	1,500	1,500	1,500	1,500	1,500		
10,852	Communication and computing	53,176	53,176	0	5,150	58,326	58,326	58,326	58,326	58,326	58,326		
224	Equipment, furniture & materials	14,682	14,682	0	(3,512)	11,170	11,170	11,170	11,170	11,170	11,170		
0	Expenses	850	850	0	(850)	0	0	0	0	0	0		
62,627	Insurance - service related	0	0	0	0	0	0	0	0	0	0		
367,820	Office expenses	54,035	54,035	0	(18,703)	35,332	35,332	35,332	35,332	35,332	35,332		
307	Services	784,176	784,176	(62,491)	(170,318)	551,367	550,367	376,367	351,367	351,367	351,367		
	Uniform & laundry	936	936	0	(436)	500	500	500	500	500	500		
522,695		908,158	908,158	(62,491)	(187,472)	658,195	657,195	483,195	458,195	458,195	458,195		
260,509	Benefit & Transfer Payments												
213,163	Contributions paid	176,959	176,959	0	8,177	185,136	185,136	185,136	185,136	185,136	185,136		
5,048	Grants	32,006	32,006	0	(7,006)	25,000	25,000	25,000	25,000	25,000	25,000		
	Irrecoverable V A T	5,454	5,454	0	346	5,800	5,800	5,800	5,800	5,800	5,800		
	Shared Service Savings			(15,191)	0	(15,191)	(15,191)	(15,191)	(15,191)	(15,191)	(15,191)		
478,719		214,419	214,419	(15,191)	1,517	200,745	200,745	200,745	200,745	200,745	200,745		
11,337	Renewals Fund Contribution												
11,337	Repairs & Renewals	1,620	1,620	0	0	1,620	1,620	1,620	1,620	1,620	1,620		
(2,376,932)	Income & Fees												
(10,000)	Fees & charges	(1,890,315)	(1,903,315)	86,100	(19,771)	(1,836,986)	(1,836,986)	(1,836,986)	(1,836,986)	(1,836,986)	(1,836,986)		
(94,329)	Other grants and contributions	(42,750)	(42,750)	42,750	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)		
(23,874)	Rent	(98,624)	(98,624)	0	(1,376)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)		
	Sales	(16,476)	(16,476)	0	4,576	(11,900)	(11,900)	(11,900)	(11,900)	(11,900)	(11,900)		
(2,505,134)		(2,048,165)	(2,061,165)	128,850	(21,571)	(1,953,886)	(1,953,886)	(1,953,886)	(1,953,886)	(1,953,886)	(1,953,886)		
1,216,987	Net Service Expenditure	1,655,274	1,930,435	10,065	(270,770)	21,495	1,691,224	1,766,271	1,619,435	1,621,872	1,649,583		

3,722,121	Gross Service Expenditure	3,703,439	3,991,600	(118,785)	(249,199)	21,495	3,645,110	3,720,157	3,573,321	3,575,758	3,603,469
(2,505,134)	Gross Service Income	(2,048,165)	(2,061,165)	128,850	(21,571)	0	(1,953,886)	(1,953,886)	(1,953,886)	(1,953,886)	(1,953,886)
1,216,987	Net Service Expenditure	1,655,274	1,930,435	10,065	(270,770)	21,495	1,691,224	1,766,271	1,619,435	1,621,872	1,649,583

Actual 2013/14	Objective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy			
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20
223,850	Head of Service	137,350	153,750	0	(76,412)	590	77,928	79,720	80,500	81,288	82,084
(576,178)	Development Management	(237,510)	(164,935)	66,100	(110,487)	7,908	(201,414)	(173,483)	(163,619)	(153,656)	(143,593)
1,102,274	Planning Policy	1,030,986	1,200,516	20,000	(116,480)	6,473	1,110,509	1,182,673	1,017,112	1,000,636	1,009,244
330,438	Housing Strategy	286,938	286,938	25,000	(14,944)	1,928	298,921	305,769	308,520	311,298	314,104
109,904	Economic Development	336,637	323,637	(35,617)	18,954	1,193	308,167	262,447	263,842	265,252	266,675
11,657	Public Transport	11,050	11,050	0	8,150	19,200	19,200	19,200	19,200	19,200	19,200
68,673	Transportation Strategy	102,823	102,823	0	(37,803)	65,020	65,020	65,020	65,020	65,020	65,020
(53,631)	Building Control	(13,000)	16,656	(65,419)	58,252	3,402	12,892	24,925	28,860	32,834	36,849
1,216,987	Net Service Expenditure	1,655,274	1,930,435	10,065	(270,770)	21,495	1,691,224	1,766,271	1,619,435	1,621,872	1,649,583

	£	£	£
Changes as a consequence of ZBB			
Inflation on salary and NDR			21,495
Changes to organisational structure		45,013	
Rephrasing of spend		(86,000)	
Increase in application fees		(18,000)	
Removal of lease car costs		(24,326)	
Miscellaneous savings (maintenance, equipment, supplies etc)		(93,343)	
Building Control shared service savings @ 12.5%	(15,191)		
MTP Fallout and re-phase 14/15 project costs	(62,491)		
Removal of fees as not able to sell expertise	20,000		
Realignment of CIL administration costs recovered	116,327		
MTP fall out - St Neots Town Centre Advice grant	42,750		
No Review yet but Vacancies in Planning off -setting in 2014/15	25,000		
Changes as a consequence of Cabinet Review			
Removal of Building Control post	(50,227)		
Removal of Corporate Assistant post	(15,875)		
External income for Project Officer post	(50,228)		
Other Changes			
Correction to budget for the CIL post		(51,078)	
Adjustment for temporary posts ending in year		(43,036)	
	10,065	(270,770)	21,495

Head of Community

Actual 2013/14	Subjective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy					
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20		
	⊖ Employees												
5,414	Hired Staff	686	686	0	6,314		7,000	7,000	7,000	7,000	7,000	7,000	7,000
12,522	Other staff costs	25,925	25,925	(50)	(14,227)		11,648	11,648	11,648	11,648	11,648	11,648	11,648
333,571	Pension & NI	361,168	398,441	(16,848)	(2,294)		379,299	417,974	422,153	426,375	430,639	430,639	430,639
1,540	Recruitment	0	0	0	0		0	0	0	0	0	0	0
1,379,540	Salary	1,434,811	1,598,241	(67,634)	(42,135)	15,433	1,503,905	1,485,944	1,500,804	1,515,812	1,530,970	1,530,970	1,530,970
1,747	Severance payments	8,123	0	0	0		0	0	0	0	0	0	0
20,921	Training	29,438	29,438	0	2,388		31,826	31,826	31,826	31,826	31,826	31,826	31,826
1,755,256		1,860,151	2,052,731	(84,532)	(49,954)	15,433	1,933,678	1,954,392	1,973,431	1,992,660	2,012,082	2,012,082	2,012,082
	⊖ Premises												
14,177	Energy Costs	11,109	11,109	0	2,091		13,200	13,200	13,200	13,200	13,200	13,200	13,200
13,798	Premises Cleaning	15,126	15,126	0	7,500		22,626	22,626	22,626	22,626	22,626	22,626	22,626
25,690	Rates	23,683	23,683	0	2,117	516	26,316	26,316	26,316	26,316	26,316	26,316	26,316
9,091	Rents	(35,532)	(35,532)	0	36,364		832	832	832	832	832	832	832
249,280	Repairs & Maintenance	190,762	190,762	0	(80,562)		110,200	110,200	110,200	110,200	110,200	110,200	110,200
519	Water Services	1,465	1,465	0	(885)		580	580	580	580	580	580	580
312,555		206,613	206,613	0	(33,375)	516	173,754	173,754	173,754	173,754	173,754	173,754	173,754
	⊖ Transport												
6,333	Car Allowance	1,351	7,704	0	(7,704)		0	0	0	0	0	0	0
18,205	Mileage Allowance	48,244	49,197	0	(19,097)		30,100	30,100	30,100	30,100	30,100	30,100	30,100
32,083	Operating Costs	35,215	38,606	0	(5,895)		32,711	32,711	32,711	32,711	32,711	32,711	32,711
8,991	Pool Car	4,703	4,703	0	6,247		10,950	10,950	10,950	10,950	10,950	10,950	10,950
4,978	Public Transport	100	100	0	7,450		7,550	7,550	7,550	7,550	7,550	7,550	7,550
70,590		89,613	100,310	0	(18,999)		81,311	81,311	81,311	81,311	81,311	81,311	81,311
	⊖ Supplies & Services												
1,841	Catering	0	0	0	600		600	600	600	600	600	600	600
135,461	Communication and computing	132,979	92,976	0	39,651		132,627	132,627	132,627	132,627	132,627	132,627	132,627
67,054	Equipment, furniture & materials	95,020	99,020	0	29,699		128,719	128,719	128,719	128,719	128,719	128,719	128,719
1,027	Expenses	987	987	(600)	(387)		0	0	0	0	0	0	0
20,846	Office expenses	37,209	55,637	0	(25,693)		29,944	29,944	29,944	29,944	29,944	29,944	29,944
70,856	Services	112,334	112,909	0	7,052		119,961	119,961	119,961	119,961	119,961	119,961	119,961
1,232	Uniform & laundry	2,012	2,012	0	688		2,700	2,700	2,700	2,700	2,700	2,700	2,700
298,318		380,541	363,541	(600)	51,610		414,551	414,551	414,551	414,551	414,551	414,551	414,551
	⊖ Benefit & Transfer Payments												
94,096	Contributions paid	76,147	81,147	0	(10,137)		71,010	71,010	71,010	71,010	71,010	71,010	71,010
308,707	Grants	298,033	298,033	0	37,041		335,074	305,074	305,074	305,074	305,074	305,074	305,074
10,176	Irrecoverable V A T	7,391	7,391	0	(2,791)		4,600	4,600	4,600	4,600	4,600	4,600	4,600
412,978		381,571	386,571	0	24,113		410,684	380,684	380,684	380,684	380,684	380,684	380,684
	⊖ Renewals Fund Contribution												
(52,170)	Repairs & Renewals	28,339	28,339	0	(21,727)		6,612	6,612	6,612	6,612	6,612	6,612	6,612
(52,170)		28,339	28,339	0	(21,727)		6,612	6,612	6,612	6,612	6,612	6,612	6,612
	⊖ Income & Fees												
(571,096)	Fees & charges	(535,981)	(554,481)	0	(295,786)		(850,267)	(886,267)	(893,267)	(900,267)	(911,267)	(911,267)	(911,267)
(108,858)	Other grants and contributions	(48,869)	(48,869)	0	14,384		(34,485)	(34,485)	(34,485)	(34,485)	(34,485)	(34,485)	(34,485)
(5,450)	Rent	(6,016)	(6,016)	0	566		(5,450)	(5,450)	(5,450)	(5,450)	(5,450)	(5,450)	(5,450)
(685,404)		(590,866)	(609,366)	0	(280,836)		(890,202)	(926,202)	(933,202)	(940,202)	(951,202)	(951,202)	(951,202)
2,112,123	Net Service Expenditure	2,355,962	2,528,739	(85,132)	(329,168)	15,949	2,130,388	2,085,102	2,097,141	2,109,370	2,117,792	2,117,792	2,117,792

2,797,528	Gross Service Expenditure	2,946,828	3,138,105	(85,132)	(48,332)	15,949	3,020,590	3,011,304	3,030,343	3,049,572	3,068,994	3,068,994	3,068,994
(685,404)	Gross Service Income	(590,866)	(609,366)	0	(280,836)	0	(890,202)	(926,202)	(933,202)	(940,202)	(951,202)	(951,202)	(951,202)
2,112,123	Net Service Expenditure	2,355,962	2,528,739	(85,132)	(329,168)	15,949	2,130,388	2,085,102	2,097,141	2,109,370	2,117,792	2,117,792	2,117,792

Actual 2013/14	Objective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy					
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20		
	0 Head of Service	58,044	58,044	0	19,818	590	78,452	80,244	81,024	81,812	82,608	82,608	82,608
223,624	C C T V	196,121	155,121	0	9,531	2,533	167,185	175,756	179,150	182,578	186,041	186,041	186,041
272,371	Environmental Health Admin	205,114	210,871	0	(19,795)	1,080	192,156	195,529	196,912	198,309	199,719	199,719	199,719
458,854	Environmental Protection	492,546	498,586	0	(25,691)	3,460	476,354	489,633	494,174	498,760	503,392	503,392	503,392
(297,579)	Licencing	(143,436)	(129,436)	(13,829)	(6,750)	1,351	(148,665)	(144,446)	(142,851)	(141,240)	(139,612)	(139,612)	(139,612)
633,311	Community Team	650,766	661,072	(5,209)	30,278	2,145	688,286	632,908	635,331	637,779	640,251	640,251	640,251
379,797	Commercial Team	411,250	502,497	0	(145,418)	2,478	359,557	368,927	372,174	375,453	378,765	378,765	378,765
441,744	Projects And Assets	485,558	571,985	(66,094)	(191,140)	2,312	317,063	286,552	281,227	275,919	266,628	266,628	266,628
2,112,123	Net Service Expenditure	2,355,962	2,528,739	(85,132)	(329,168)	15,949	2,130,388	2,085,102	2,097,141	2,109,370	2,117,792	2,117,792	2,117,792

	£	£	£
Changes as a consequence of ZBB			
Inflation on salary and NDR			15,949
Changes to the staffing levels as a result of ZBB heavy		(140,341)	
Changes to contributions as a result of ZBB heavy		(16,094)	
Changes to premises, supplies & services as a result of ZBB heavy		(34,317)	
Removal of lease car		(14,684)	
Realignment of income as a result of ZBB heavy		33,263	
Miscellaneous savings (maintenance, equipment, supplies etc)		(187,673)	
Changes as a consequence of Cabinet Review			
Removal of subsistence budget		(650)	
Licencing staff restructure		(13,830)	
Reduction in community team FTE		(4,558)	
Removal of Senior Technician		(29,238)	
Reduction in projects & asset team FTE		(36,856)	
Other Changes			
Capital programme - revenue implications		(8,000)	
Increase in the Community Chest budget		30,000	
VAT Partial exemption re workings		(3,900)	
CCTV additional staff costs		12,795	
Adjustments and roundings		(217)	
	(85,132)	(329,168)	15,949

Head of Health & Leisure

Actual 2013/14	Subjective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy					
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20		
	⊖ Employees												
13,862	Hired Staff	23,916	15,376	0	(1,376)		14,000	14,000	14,000	14,000	14,000	14,000	14,000
38,236	Other staff costs	24,555	30,381	0	(10,464)		19,917	19,917	19,917	19,917	19,917	19,917	19,917
622,172	Pension & NI	635,075	694,240	0	(51,368)		642,872	721,841	729,059	736,350	743,714	743,714	743,714
4,779	Recruitment	500	3,304	0	(2,804)		500	500	500	500	500	500	500
3,936,417	Salary	3,897,213	4,191,667	(81,000)	(424,326)	42,963	3,729,304	3,766,553	3,804,174	3,842,172	3,880,550	3,880,550	3,880,550
48,304	Training	59,011	58,426	0	110		58,536	58,536	58,536	58,536	58,536	58,536	58,536
4,663,770		4,640,270	4,993,394	(81,000)	(490,228)	42,963	4,465,129	4,581,347	4,626,187	4,671,475	4,717,216	4,717,216	4,717,216
	⊖ Premises												
520,132	Energy Costs	544,841	525,668	0	20,882		546,550	546,550	546,550	546,550	546,550	546,550	546,550
8,811	Fixtures & Fittings	10,119	4,040	0	(1,014)		3,026	3,026	3,026	3,026	3,026	3,026	3,026
14,714	Ground Maintenance Costs	12,875	10,669	0	(8,469)		2,200	2,200	2,200	2,200	2,200	2,200	2,200
136,039	Premises Cleaning	116,734	129,111	0	(15,556)		113,555	113,555	113,555	113,555	113,555	113,555	113,555
457,282	Rates	467,781	454,116	0	13,933	9,361	477,410	477,410	477,410	477,410	477,410	477,410	477,410
11,698	Rents	15,669	15,749	0	(9)		15,740	15,740	15,740	15,740	15,740	15,740	15,740
289,797	Repairs & Maintenance	213,629	209,425	0	55,822		265,247	265,247	265,247	265,247	265,247	265,247	265,247
81,427	Water Services	90,944	108,613	0	(12,152)		96,461	96,461	96,461	96,461	96,461	96,461	96,461
1,519,901		1,472,592	1,457,391	0	53,437	9,361	1,520,189	1,520,189	1,520,189	1,520,189	1,520,189	1,520,189	1,520,189
	⊖ Transport												
4,790	Car Allowance	1,265	270	0	(270)		0	0	0	0	0	0	0
19,815	Mileage Allowance	17,072	20,880	0	(9,300)		11,580	11,580	11,580	11,580	11,580	11,580	11,580
16,172	Operating Costs	9,298	15,824	0	(6,751)		9,073	9,073	9,073	9,073	9,073	9,073	9,073
32	Pool Car	205	205	0	(5)		200	200	200	200	200	200	200
4,717	Public Transport	3,710	4,122	0	(1,612)		2,510	2,510	2,510	2,510	2,510	2,510	2,510
45,526		31,550	41,301	0	(17,938)		23,363	23,363	23,363	23,363	23,363	23,363	23,363
	⊖ Supplies & Services												
463	Car Allowance	0	0	0	0		0	0	0	0	0	0	0
21,671	Catering	20,975	24,450	0	(3,000)		21,450	21,450	21,450	21,450	21,450	21,450	21,450
147,391	Communication and computing	162,070	162,460	0	3,400		165,860	165,860	165,860	165,860	165,860	165,860	165,860
679,836	Equipment, furniture & materials	646,108	702,268	0	(147,345)		554,923	554,923	554,923	554,923	554,923	554,923	554,923
1,096	Expenses	728	448	0	(448)		0	0	0	0	0	0	0
4,000	Insurance - service related	0	0	0	0		0	0	0	0	0	0	0
155,576	Office expenses	151,018	154,032	0	(17,920)		136,112	136,112	136,112	136,112	136,112	136,112	136,112
136,553	Services	176,260	293,993	0	(151,997)		141,996	111,996	79,996	141,996	141,996	141,996	141,996
9,849	Uniform & laundry	9,893	15,767	0	(5,212)		10,555	10,555	10,555	10,555	10,555	10,555	10,555
1,156,433		1,167,052	1,353,418	0	(322,523)		1,030,896	1,000,896	968,896	1,030,896	1,030,896	1,030,896	1,030,896
	⊖ Benefit & Transfer Payments												
3,750	Grants	0	0	0	0		0	0	0	0	0	0	0
86,826	Irrecoverable V A T	90,369	90,347	0	(9,347)		81,000	81,000	81,000	81,000	81,000	81,000	81,000
90,576		90,369	90,347	0	(9,347)		81,000	81,000	81,000	81,000	81,000	81,000	81,000
	⊖ Renewals Fund Contribution												
25,000	Repairs & Renewals	25,000	25,625	0	(625)		25,000	25,000	25,000	25,000	25,000	25,000	25,000
25,000		25,000	25,625	0	(625)		25,000	25,000	25,000	25,000	25,000	25,000	25,000
	⊖ Income & Fees												
(5,949,980)	Fees & charges	(6,000,189)	(6,648,200)	0	556,306	(39,941)	(6,131,835)	(6,294,503)	(6,282,503)	(6,350,093)	(6,360,093)	(6,360,093)	(6,360,093)
(98,643)	Other grants and contributions	(119,721)	(119,721)	0	48,341		(71,380)	(71,380)	(71,380)	(71,380)	(71,380)	(71,380)	(71,380)
(5,000)	Rent	(5,000)	(5,125)	0	125		(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
(814,853)	Sales	(851,020)	(897,413)	0	18,084		(879,329)	(879,329)	(879,329)	(879,329)	(879,329)	(879,329)	(879,329)
(6,868,476)		(6,975,930)	(7,670,459)	0	622,856	(39,941)	(7,087,544)	(7,250,212)	(7,238,212)	(7,305,802)	(7,315,802)	(7,315,802)	(7,315,802)
632,730	Net Service Expenditure	450,903	291,017	(81,000)	(164,367)	12,382	58,032	(18,418)	6,422	46,120	81,861	81,861	81,861
7,501,206	Gross Service Expenditure	7,426,833	7,961,476	(81,000)	(787,223)	52,323	7,145,576	7,231,794	7,244,634	7,351,922	7,397,663	7,397,663	7,397,663
(6,868,476)	Gross Service Income	(6,975,930)	(7,670,459)	0	622,856	(39,941)	(7,087,544)	(7,250,212)	(7,238,212)	(7,305,802)	(7,315,802)	(7,315,802)	(7,315,802)
632,730	Net Service Expenditure	450,903	291,017	(81,000)	(164,367)	12,382	58,032	(18,418)	6,422	46,120	81,861	81,861	81,861

Actual 2013/14	Objective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy					
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20		
0	Head of Service	54,900	54,900	0	22,538	590	78,028	79,820	80,600	81,388	82,184	82,184	82,184
181,926	Sports and Active Lifestyles	270,091	270,091	0	50,874	2,432	323,397	332,549	336,481	340,452	344,463	344,463	344,463
450,804	Leisure Centres	125,912	(33,974)	(81,000)	(237,779)	9,361	(343,392)	(430,786)	(410,659)	(375,720)	(344,785)	(344,785)	(344,785)
632,730	Net Service Expenditure	450,903	291,017	(81,000)	(164,367)	12,382	58,032	(18,418)	6,422	46,120	81,861	81,861	81,861

	£	£	£
Changes as a consequence of ZBB			
Inflation on salary and NDR			12,382
Review of staffing levels at each centre		(424,326)	
Review of income against current trends		570,306	
Realignment of budgets to projected income targets		(286,849)	
Changes as a consequence of Cabinet Review			
Staff Restructure	(81,000)		
Other Changes			
VAT Partial exemption re workings		(9,498)	
Capital programme - revenue implications		(14,000)	
	(81,000)	(164,367)	12,382

Corporate Finance

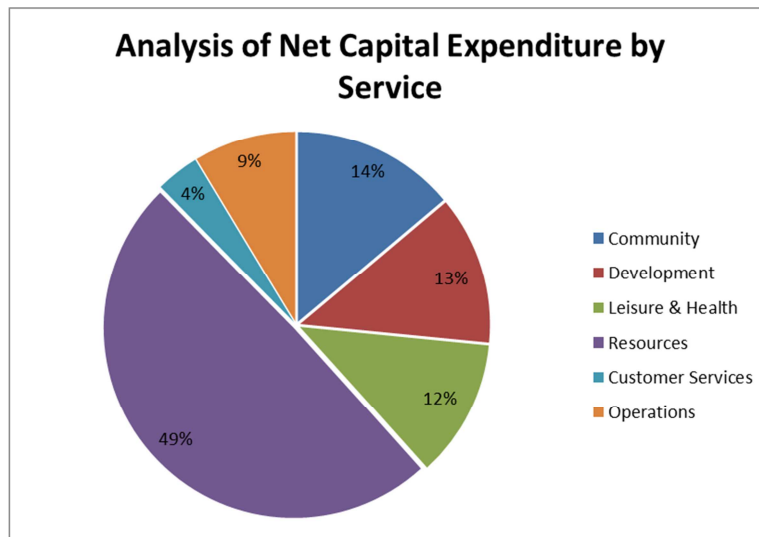
Actual 2013/14	Subjective Analysis : Controllable only	Forecast 2014/15	Budget 2014/15	Budget 2015/16				Medium Term Financial Strategy				
				FtF	ZBB	Inflation	Budget	2016/17	2017/18	2018/19	2019/20	
	☐ Employees											
1,140,898	Additional pension payments	789,000	789,011	0	345,989		1,135,000	1,510,000	1,574,000	1,574,000	1,574,000	1,574,000
804,970	Severance costs	204,949	205,726	0	1,274		207,000	207,000	207,000	207,000	207,000	207,000
1,945,868		993,949	994,737	0	347,263		1,342,000	1,717,000	1,781,000	1,781,000	1,781,000	1,781,000
	☐ Supplies & Services											
94,320	Contributions paid	0	0	0	0		0	0	0	0	0	0
(9,490)	Interest	0	0	0	0		0	0	0	0	0	0
0	Contingencies & provisions	0	(225,277)	0	225,277		0	0	0	0	0	0
0	Vehicle sale under £10k	(6,634)	0	0	0		0	0	0	0	0	0
3,459	Burials Under Health Act	0	0	0	0		0	0	0	0	0	0
1,118,000	Minimum Revenue Provision	1,331,000	1,623,000	0	(49,000)		1,574,000	1,905,000	2,354,000	2,577,000	2,902,000	2,902,000
393,321	Insurance	366,146	335,458	0	58,687		394,145	394,145	394,145	394,145	394,145	394,145
2,496	Council tax booklet printing	1,700	2,619	0	(2,619)		0	0	0	0	0	0
68,077	External audit fees	90,000	116,682	0	(26,682)		90,000	90,000	90,000	90,000	90,000	90,000
86,907	Income collection costs	95,563	102,020	0	(5,330)		96,690	96,690	96,690	96,690	96,690	96,690
435,260	Interest paid	449,300	900,300	0	(199,300)		701,000	721,000	867,000	1,043,000	989,000	989,000
8,125	External fund consultants	7,375	7,670	0	455		8,125	8,125	8,125	8,125	8,125	8,125
(295,868)	Contributions received	0	0	0	0		0	0	0	0	0	0
12,632	Communication and computing	15,189	15,189	0	(2,589)		12,600	12,600	12,600	12,600	12,600	12,600
1,625	Irrecoverable V A T	1,475	1,363	0	262		1,625	1,625	1,625	1,625	1,625	1,625
1,918,864		2,351,114	2,879,024	0	(839)		2,878,185	3,229,185	3,824,185	4,223,185	4,494,185	4,494,185
	☐ Benefit & Transfer Payments											
0	Grants		8,925	0	(8,925)		0	0	0	0	0	0
381,694	Levies	399,305	399,305	0	(5,014)		394,291	394,291	394,291	394,291	394,291	394,291
381,694		399,305	408,230	0	(13,939)		394,291	394,291	394,291	394,291	394,291	394,291
	☐ Income & Fees											
(703,624)	Government grants	(542,654)	(68,449)	0	449		(68,000)	(23,000)	(23,000)	(23,000)	(23,000)	(23,000)
(247,151)	Interest earned	(91,289)	(606,110)	0	374,096		(232,014)	(286,014)	(285,014)	(285,014)	(290,014)	(290,014)
123,961	Bad debt provision	124,899	11,269	0	48,731		60,000	60,000	60,000	60,000	60,000	60,000
(826,813)		(509,044)	(663,290)	0	423,276		(240,014)	(249,014)	(248,014)	(248,014)	(253,014)	(253,014)
3,419,613	Net Service Expenditure	3,235,324	3,618,701	0	755,761		4,374,462	5,091,462	5,751,462	6,150,462	6,416,462	6,416,462
4,246,427	Gross Service Expenditure	3,744,368	4,281,991	0	332,485	0	4,614,476	5,340,476	5,999,476	6,398,476	6,669,476	6,669,476
(826,813)	Gross Service Income	(509,044)	(663,290)	0	423,276	0	(240,014)	(249,014)	(248,014)	(248,014)	(253,014)	(253,014)
3,419,613	Net Service Expenditure	3,235,324	3,618,701	0	755,761	0	4,374,462	5,091,462	5,751,462	6,150,462	6,416,462	6,416,462

	£	£	£
Changes as a consequence of ZBB			
Bad debt provision increase in line with year end values and current debt		48,731	
Increase in pension payments from triannual actuary valuation		345,989	
Removal of contingency budgets		225,277	
Net change in interest costs		39,796	
Miscellaneous savings (maintenance, equipment, supplies etc)		(37,032)	
Other Changes			
Additional interest from Capital programme		135,000	
Movement of budget to Customer Services		(2,000)	
	0	755,761	0

3.0 CAPITAL

3.1 Table H below details the Councils capital programme, and other commitments, over the period of the MTF5 along with the associated sources of finance.

Table H		Forecast	Budget	Medium Term Financial Strategy			
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
		£000	£000	£000	£000	£000	£000
Community	Loves Farm Community Centre	410	32	0	0	0	0
	CCTV - Camera replacements	39	87	43	0	0	0
	Wireless CCTV	0	290	0	0	0	0
	CCTV Shared Service	2	2	80	65	43	0
	Huntingdon West Devt (Housing Growth Fund)	298	1,151	221	0	0	0
	Decent Homes Thermal Efficiency & Category 1 H&S	10	10	10	10	10	10
Development	Town Centre Developments	0	74	100	0	0	0
	Disabled Facilities Grants	1,400	1,650	1,650	1,650	1,650	1,650
	Repairs Assistance	93	75	75	75	75	75
	Two replacement static caravans	38	0	0	0	0	0
	Alconbury Weald	5,000	0	0	0	0	0
	A14 Contribution	0	0	0	0	0	200
Leisure and Health	Future Improvements	268	231	447	266	300	300
	Replacement Equipment	0	200	200	0	0	250
	St Ivo LC - Football Improvements	0	0	0	0	0	0
	Pedals Scheme	2	9	0	0	0	0
	One Leisure St Ives Redevelopment	166	0	0	0	0	0
	One Leisure Huntingdon Impressions Extension	0	795	0	0	0	0
	One Leisure St Neots Synthetic Pitch	0	392	0	0	0	0
Resources	Invest to Save Proposal - Highlode (Ramsey)	0	263	0	0	0	0
	VAT Partial Exemption	29	112	29	15	17	22
	Loan To Housing Association (No MRP Regular repayments)	0	5,000	0	0	0	0
	Phoenix New Roof	0	200	0	0	0	0
Customer Services	Replacement Printing Equip.	0	0	178	0	0	40
	Replacement Equipment Document Centre	10	31	33	0	34	0
	Multi-functional Devices	0	80	0	0	0	80
	Help Desk (MS Enterprise Agreement)	51	75	0	75	75	75
	Telephony and ICT Network Renewal	0	0	100	100	0	0
	ICT Replacements and Server Virtualisation	181	20	240	20	20	20
	Business Systems	130	200	200	200	200	200
	GIS	3	2	2	0	0	0
Operations	Provision for Bin Replacements	42	54	75	75	75	75
	Wheeled Bins for New Properties	337	100	88	82	24	22
	Extra refuse round due to housing growth	0	0	0	158	0	0
	Play Equipment & Safety Surface Renewal	43	60	20	20	0	0
	Play Equipment & Safety Surface Renewal	0	0	0	0	21	21
	S.106 Play Area Projects	0	48	0	0	0	0
	Vehicle fleet replacements.	1,038	761	859	1,000	564	1,478
	In Cab Technology	70	0	0	0	0	0
	Pool Cars	16	0	0	0	45	0
	Extra Car Parking, Huntingdon Town Centre	233	0	0	0	0	0
	Environment Strategy Funding	126	55	55	55	0	0
	Building Efficiency Improvements (Salix Grant)	70	70	69	0	0	0
	Major repairs and replacements	0	50	0	0	0	0
	Countryside Vehicle	18	0	0	0	0	0
	Car Park Repairs	151	0	0	100	100	100
Total Cost		10,274	12,179	4,774	3,966	3,253	4,618
	• Asset Sales (within year)	(200)	0	0	0	0	0
	• Capital Receipts	(600)	(600)	(400)	(300)	(300)	(300)
	• Grants & Contributions	(6,786)	(1,114)	(400)	(925)	(763)	(1,182)
	• Borrowing: Internal	(2,688)	(465)	1,026	2,259	2,810	1,864
	External	0	(10,000)	(5,000)	(5,000)	(5,000)	(5,000)
Total Sources of Finance		(10,274)	(12,179)	(4,774)	(3,966)	(3,253)	(4,618)



3.2 The following table illustrates the estimated revenue costs and benefits, to the council, relating to the capital projects noted above.

Table I		Forecast	Budget	Medium Term Financial Strategy			
		2014/15	2015/16	2016/17	2017/18	2018/19	2016/20
		£000	£000	£000	£000	£000	£000
One Leisure Huntingdon Impressions Extension	Employees	0	0	17	18	19	19
	Premises	0	0	8	8	8	8
	Supplies and services	0	0	5	1	1	1
	Fees & Charges	0	0	(200)	(220)	(235)	(245)
One Leisure St Neots Synthetic Pitch	Fees & Charges	0	(14)	(27)	(28)	(29)	(31)
Invest to Save Proposal - Highlode (Ramsey)	Fees & Charges	0	(29)	(29)	(29)	(29)	(29)
Extra refuse round due to housing growth	Transport	0	0	0	120	120	120
Environment Strategy Funding	Premises	0	0	(30)	(41)	(52)	(63)
Building Efficiency Improvements (Salix Grant)	Premises	0	(8)	(14)	(10)	(6)	(6)
Total (Income)/ Cost		0	(51)	(269)	(181)	(204)	(226)

4.0 TREASURY MANAGEMENT

4.1 The following gives a high level commentary on the Treasury Management activity that the Council is expecting to undertake during 2015/16.

- **Short Term Borrowing**

During any year the Council will undertake short term borrowing and lending to maintain effective daily cash flow balances. For the forthcoming year, it is estimated that the net cost of short-term borrowing will be £55,000; this is based on an estimated daily cash flow balance of £6.0m. The cost of borrowing is based on an estimated bank base rate of 4.5%.

- **Long Term Borrowing**

The Treasury Management Strategy permits the Council to borrow for the long-term to maintain effective working capital balances and to support back-to-back lending to external organisations. At the end of 2014/15, it is forecast that the total balances in respect of long-term borrowing will be £11.3m. During 2015/16 further long-term borrowing may occur dependent on the Asset Investment programme that is currently being developed and Cabinet decisions in respect of loans to other organisations. However, the costs of such borrowing are not included in the budget because the cost of any such borrowing would be met by additional investment income, the Council would expect to make a margin on any “borrowing to lend” decisions. The current estimated cost of long term borrowing is £0.524m.

5.0 Capital Financing Requirement

5.1 The following table demonstrates, over the period of the MTFs, the Councils capital commitments and plans against its underlying need to borrow.

Table J	Forecast	Budget	Medium Term Financial Strategy			
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
Opening Capital	34,685	36,042	44,934	47,003	47,390	47,002
Financing Requirement						
• Property, Plant and Equipment	2,879	3,447	2,516	1,956	1,243	2,408
• Intangible Assets	184	277	202	275	275	275
• Investment Properties	0	463	0	0	0	0
• Revenue Expenditure Funded from Capital under Statute	7,101	2,882	1,946	1,625	1,625	1,825
• Repayable Capital Advances	110	5,110	110	110	110	110
• Lease Liability	0	0	0	0	0	0
Additional Requirement	10,274	12,179	4,774	3,966	3,253	4,618
• Capital Receipts	(800)	(600)	(400)	(300)	(300)	(300)
• Government Grant & Contributions	(6,786)	(1,114)	(400)	(925)	(763)	(1,182)
• Capital Reserves	0	0	0	0	0	0
• Minimum Revenue Provision	(1,331)	(1,574)	(1,905)	(2,354)	(2,577)	(2,902)
	(8,917)	(3,288)	(2,705)	(3,579)	(3,640)	(4,384)
Closing Capital Finance Requirement	36,042	44,934	47,003	47,390	47,002	47,237
Increase in Underlying Need to Borrow	1,357	8,891	2,069	387	(387)	234

6.0 Formal 2015/16 Council Tax Resolutions

(NOT COMPLETE AS WAITING FOR PARISH PRECEPTS)

6.1 The formal 2015/16 Council Tax resolutions to be agreed by Council are shown below.

- a) That the Council note the Council Tax Base for the whole Council area and individual Towns and Parishes (Annex A) as approved by the Section 151 officer on the 3rd December 2014 after consultation with the Chairman of Corporate Governance Panel (and subsequent publication as a key decision).

The tax base (T) which is the amount anticipated from a District Council Tax of £1 is £58,329

1. That the following amounts calculated by the Council for 2015/16 in accordance with the requirements of the Local Government Finance Act 1992 as amended by the Localism Act 2011 (the Act), the Local Government Finance Act 2012 and associated regulations :-

- (i) the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) (a) to (f) of the Act

£XX,XXX,XX

X

Gross revenue expenditure including benefits, Town/Parish Precepts

- (ii) the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) (a) to (d) of the Act

£XX,XXX,XX

X

Revenue income including reimbursement of benefits, specific and general grants, use of reserves and any transfers from the collection fund.

- (iii) the amount by which the aggregate at (i) above exceeds the aggregate at (ii) above in accordance with Section 31A (4) of the Act

£XX,XXX,XX

X

This is the "Council Tax Requirement" including Parish/Town Precepts (item i minus item ii). It is the cash sum to be funded from District, Town and Parish Council Taxes.

- (iv) the Council Tax requirement for 2015/16 divided by the tax base (T) in accordance with Section 31B (1) of the Act

£XXX.XX

District plus average Town/Parish Council Tax (item iii divided by District taxbase)

- (v) the aggregate of all "Special Items" referred to in Section 34(1) of the Act.

£X,XXX,XXX

The total value of Parish/Town precepts included in i and iii above.

- (vi) the Basic Amount of Council Tax for 2015/16 **£133.18**
being item iv less item v divided by the tax base
(T) in accordance with Section 34 (2) of the Act.
The District Council's Band D Tax for 2014/15
- (vii) the basic amounts of Council Tax for 2015/16 for those parts of
the District to which one or more special items (Parish/Town
precepts) relate in accordance with Section 34 (3) of the Act are
shown by adding the Huntingdonshire District Council amount to
the appropriate Parish Council amount in column "band D" set out
in Table 1 attached.
- (viii) the amounts to be taken into account for 2015/16 in respect of
categories of dwellings listed in particular valuation bands in
accordance with Section 36 (1) of the Act are shown by adding
the Huntingdonshire District Council amount to the appropriate
Parish Council amount for each of the valuation bands in the
columns "bands A to H" set out in Table 1 attached.
- (c) That the amounts of precept issued to the Council by Cambridgeshire County Council,
Cambridgeshire Police Authority and Cambridgeshire & Peterborough Fire Authority for each
of the categories of dwellings listed in different valuation bands in accordance with Section 40
of the Act shown in Table 1 attached be noted.
- (d) That, having regard to the calculations above, the Council, in accordance with Section 30 (2)
of the Act, hereby sets the figures shown in Table 2 as the amounts of Council Tax for
2014/15 for each of the categories of dwelling shown. ***This is the total Council Tax to be
collected, incorporating the requirements of all of the relevant bodies, for each town or
parish area.***
- (e) The Council notes that, in accordance with Section 52ZB of the Local Government Finance
Act 1992, the basic amount of its Council Tax for 2014/15 is not excessive.
The basic amount at b(vi) above is not excessive as defined by the Government.

6.2.1 Tax Base 2014/15

Abbotsley	249	Kings Ripton	81
Abbots Ripton	135	Leighton Bromswold	81
Alconbury	540	Little Paxton	1476
Alconbury Weston	279	Morborne	10
Alwalton	117	Offord Cluny & Offord D'Arcy	495
Barham & Woolley	28	Old Hurst	90
Bluntisham	720	Old Weston	90
Brampton	1728	Perry	261
Brington & Molesworth	135	Pidley-cum-Fenton	149
Broughton	90	Ramsey	2709
Buckden (incorporating Diddington)	1152	St Ives	5742
Buckworth	51	St Neots	10530
Bury	603	Sawtry	1746
Bythorn & Keyston	135	Sibson-cum-Stibbington	210
Catworth	147	Somersham	1341
Chesterton	57	Southoe & Midloe	149
Colne	351	Spaldwick	243
Conington	65	Stilton	765
Covington	45	Stow Longa	63
Denton & Caldecote	26	The Stukeleys	396
Earith	567	Tilbrook	117
Easton	77	Toseland	36
Ellington	232	Upton & Coppingford	84
Elton	279	Upwood & The Raveleys	414
Farcet	518	Warboys	1296
Fenstanton	1125	Waresley-cum-Tetworth	144
Folksworth & Washingley	344	Water Newton	42
Glatton	131	Winwick	40
Godmanchester	2331	Wistow	216
Grafham	234	Woodhurst	153
Great & Little Gidding	117	Woodwalton	78
Great Gransden	450	Wyton-on-the-Hill	405
Great Paxton	360	Yaxley	2817
Great Staughton	324	Yelling	<u>144</u>
Haddon	24		<u>58,329</u>
Hail Weston	243		
Hamerton & Steeple Gidding	52		
Hemingford Abbots	333		
Hemingford Grey	1269		
Hilton	450		
Holme	227		
Holywell-cum-Needingworth	968		
Houghton & Wyton	774		
Huntingdon	7056		
Kimbolton & Stonely	578		

7. Fees and Charges

The following are the Fees and Charges that will be applicable from January 2015 to March 2016.

Huntingdonshire District Council Fees and Charges as at January 2015

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of Last increase	VAT	Net charge		Total Charge
							£	£	
Development									
Planning									
All outline applications		Not more than 2.5 hectares	Per 0.1 hectares	S		N	385.00	0.00	385.00
		More than 2.5 hectares	Per 0.1 hectares	S		N	9,527.00	0.00	9,527.00
Householder Applications		More than 2.5 hectares	plus for each hectare over 2.5 per 0.1 hectares	S		N	115.00	0.00	115.00
		Single dwelling		S		N	172.00	0.00	172.00
Full application		Two or more dwellings		S		N	339.00	0.00	339.00
		Not more than 50 new dwellings	Per dwelling	S		N	385.00	0.00	385.00
Full application		More than 50 new dwellings		S		N	19,049.00	0.00	19,049.00
		Not dwellings, agricultural, glasshouse, plant nor machinery	Per additional dwelling	S		N	115.00	0.00	115.00
Erection of buildings		No increase in floor space or no more than 40sq m		S		N	195.00	0.00	195.00
		More than 40sq m but no more than 75 sq m		S		N	385.00	0.00	385.00
Erection of buildings		More than 75 sq m but no more than 3750 sq m		S		N	19,049.00	0.00	19,049.00
		plus for each additional 75sq m in excess of 3750 sq m to a maximum of £250,000		S		N	115.00	0.00	115.00
Erection of buildings		On land used for agriculture or agricultural purposes	Not more than 465 sq m	S		N	80.00	0.00	80.00
		Erection of buildings	More than 465 sq m but not more than 540 sq m	S		N	385.00	0.00	385.00
Erection of buildings		More than 540 sq m but not more than 4215 sq m - first 540 sq m		S		N	385.00	0.00	385.00
		plus for each further 75 sq m (or part thereof in excess of 540 sq m		S		N	385.00	0.00	385.00
Erection of buildings		More than 4215 sq m		S		N	19,049.00	0.00	19,049.00
		plus for each 75 sq m (or part thereof) in excess of 4215 as m up to a maximum of £250,000		S		N	115.00	0.00	115.00
Erection of glass houses on land used for the purpose of agriculture		Not more than 465 sq m		S		N	80.00	0.00	80.00
		More than 465 sq m but not more than 540 sq m		S		N	2,150.00	0.00	2,150.00
Erection/alteration/replacement of plant and machinery		Not more than 5 hectares		S		N	385.00	0.00	385.00
		plus for each 0.1 hectare (or part thereof) in excess of 5 hectares to a maximum of £250,000		S		N	19,049.00	0.00	19,049.00
Applications other than Building Works		Car parks, service roads or other access	For existing uses	S		N	195.00	0.00	195.00
		Waste	Not more than 15 hectares for each 0.1 hectare (or part thereof)	S		N	195.00	0.00	195.00
Operations connected with exploratory drilling for oil or natural gas		More than 15 hectares		S		N	29,112.00	0.00	29,112.00
		plus for each 0.1 hectare (or part thereof) in excess of 15 hectares to a maximum of £65,000		S		N	115.00	0.00	115.00
Operations (other than exploratory drilling) for the winning and working of oil or natural gas		Not more than 7.5 hectares for each 0.1 hectare (or part thereof)		S		N	423.00	0.00	423.00
		More than 7.5 hectares		S		N	31,725.00	0.00	31,725.00
Other operations (winning and working of minerals) excluding oil and natural gas		plus for each 0.1 hectare (or part thereof) in excess of 7.5 hectares up to a maximum of £250,000		S		N	126.00	0.00	126.00
		Not more than 15 hectares for each 0.1 hectare (or part thereof)		S		N	214.00	0.00	214.00
Other operations (not coming within any of the above categories)		More than 15 hectares		S		N	32,100.00	0.00	32,100.00
		plus for each 0.1 (or part thereof) in excess of 15 hectares up to a maximum of £65,000		S		N	126.00	0.00	126.00
LDC - existing use - in breach of a planning condition		Any site area for each 0.1 hectare (or part thereof) up to a maximum of £1,690		S		N	195.00	0.00	195.00
		Same as Full		S		N	195.00	0.00	195.00
LDC - existing use LDC - lawful but not to comply with a particular condition				S		N	195.00	0.00	195.00
				S		N	0.00	0.00	0.00
LDC - proposed use			Half the normal planning fee	S		N	0.00	0.00	0.00
				S		N	0.00	0.00	0.00

Prior Approval	Agricultural and Forestry buildings and operations or demolition of buildings		S	N	80.00	0.00	80.00	
	Telecommunications code systems operators		S	N	385.00	0.00	385.00	
	Proposed change of use to state funded or registered nursery		S	N	80.00	0.00	80.00	
	Proposed change of use of agricultural building to a state funded school or registered nursery		S	N	80.00	0.00	80.00	
	Proposed change of use of agricultural building to a flexible use within shops, financial and professional services, restaurants and cafes, business, storage or distribution, hotels, or assembly or leisure		S	N	80.00	0.00	80.00	
	Proposed change of a building from Office (Use Class B1) use to a use falling within Use Class C3 (Dwelling house)		S	N	80.00	0.00	80.00	
	Proposed change of use from an agricultural building to a Dwelling house (Use Class C3) where there are no associated building operations		S	N	80.00	0.00	80.00	
	Proposed change of use from a building to a Dwelling house (Use Class C3) and associated building operations		S	N	172.00	0.00	172.00	
	Proposed change of use of a building from a retail (Use Class A1 or A2) use or a mixed retail and residential use to a use falling within use Class C3 (Dwelling house) where there are no associated building operations		S	N	80.00	0.00	80.00	
	Proposed change of use of a building from a retail (Use Class A1 or A2) use or a mixed retail and residential use to a use falling within use Class C3 (Dwelling house) and associated building operations		S	N	172.00	0.00	172.00	
	Reserved Matters	Application for approval of reserved matters following outline approval	Full fee due or if full fee already paid then	S	N	385.00	0.00	385.00
	Approval/variation/dischARGE of condition	Application for removal or variation of condition following grant of planning permission		S	N	195.00	0.00	195.00
		Request for confirmation that one or more planning conditions have been complied with	Per request for householder otherwise per request	S	N	25.00	0.00	25.00
			S	N	97.00	0.00	97.00	
Change of use of a building to use as one or more separate dwelling houses, or other cases		Not more than 50 dwellings for each	S	N	385.00	0.00	385.00	
	More than 50 dwellings		S	N	19,049.00	0.00	19,049.00	
		plus for each in excess of 50 up to a maximum of £250,000	S	N	115.00	0.00	115.00	
Other changes of use of a building or land			S	N	385.00	0.00	385.00	
Advertising	Relating to the business on the premises		S	N	110.00	0.00	110.00	
	Advanced signs which are not on or visible from the site, directing the public to a business		S	N	110.00	0.00	110.00	
	Other advertisements		S	N	385.00	0.00	385.00	
Application for a new planning permission to replace an extant planning permission	Application for a new planning permission to replace an extant planning permission		S	N	575.00	0.00	575.00	
	Application in respect of major developments		S	N	57.00	0.00	57.00	
	Applications in respect of householder developments		S	N	195.00	0.00	195.00	
Application for a non-material amendment following a grant of planning permission	Application in respect of other developments		S	N	195.00	0.00	195.00	
	Application in respect of householder development		S	N	28.00	0.00	28.00	
	Application in respect of other developments		S	N	195.00	0.00	195.00	

Building Control									
Domestic extensions and annexes	Extension or annex with a floor area up to 10m2	Plan charge	S	Apr-10	S	140.00	28.00	168.00	
	Extension or annex with a floor area up to 10m2	Inspection charge	S	Apr-10	S	235.00	47.00	282.00	
	Extension or annex with a floor area over 10m2 but under 40m2	Plan charge	S	Apr-10	S	140.00	28.00	168.00	
	Extension or annex with a floor area over 10m2 but under 40m2	Inspection charge	S	Apr-10	S	235.00	47.00	282.00	
	Extension or annex with a floor area over 40m2 but under 100m2	Plan charge	S	Apr-10	S	140.00	28.00	168.00	
	Extension or annex with a floor area over 40m2 but under 100m2	Inspection charge	S	Apr-10	S	235.00	47.00	282.00	
	Garage, car port or covered way extension with floor area up to 60m2	Plan charge	S	Apr-10	S	140.00	28.00	168.00	
	Garage, car port or covered way extension with floor area up to 60m2	Inspection charge	S	Apr-10	S	235.00	47.00	282.00	
Domestic loft and garage conversions	Loft conversion with a floor area up to 40m2	Plan charge	S	Apr-10	S	140.00	28.00	168.00	
	Loft conversion with a floor area up to 40m2	Inspection charge	S	Apr-10	S	235.00	47.00	282.00	
	Loft conversion with a floor area over 40m2 but less than 60m2	Plan charge	S	Apr-10	S	140.00	28.00	168.00	
	Loft conversion with a floor area over 40m2 but less than 60m2	Inspection charge	S	Apr-10	S	235.00	47.00	282.00	
	Conversion of garage to living accommodation	Plan charge	S	Apr-10	S	85.00	17.00	102.00	
	Conversion of garage to living accommodation	Inspection charge	S	Apr-10	S	160.00	32.00	192.00	
Domestic alterations	Estimated cost of work less than £5000	Plan charge	S	Apr-10	S	180.00	36.00	216.00	
	Estimated cost of work less than £5000	Inspection charge	S	Apr-10	S	0.00	0.00	0.00	
	Estimated cost of work over £5000 but less than £10000	Plan charge	S	Apr-10	S	140.00	28.00	168.00	
	Estimated cost of work over £5000 but less than £10000	Inspection charge	S	Apr-10	S	140.00	28.00	168.00	
	Estimated cost of work over £10000 but less than £20000	Plan charge	S	Apr-10	S	140.00	28.00	168.00	
	Estimated cost of work over £10000 but less than £20000	Inspection charge	S	Apr-10	S	230.00	46.00	276.00	
	Estimated cost of work over £20000 but less than £50000	Plan charge	S	Apr-10	S	140.00	28.00	168.00	
	Estimated cost of work over £20000 but less than £50000	Inspection charge	S	Apr-10	S	280.00	56.00	336.00	
	Estimated cost of work over £50000 but less than £100000	Plan charge	S	Apr-10	S	140.00	28.00	168.00	
	Estimated cost of work over £50000 but less than £100000	Inspection charge	S	Apr-10	S	330.00	66.00	396.00	
New dwellings and conversion to dwellings	1 dwelling	Plan charge	S	Apr-10	S	175.00	35.00	210.00	
	1 dwelling	Inspection charge	S	Apr-10	S	375.00	75.00	450.00	
	2 dwellings	Plan charge	S	Apr-10	S	245.00	49.00	294.00	
	2 dwellings	Inspection charge	S	Apr-10	S	555.00	111.00	666.00	
	3 dwellings	Plan charge	S	Apr-10	S	315.00	63.00	378.00	
	3 dwellings	Inspection charge	S	Apr-10	S	735.00	147.00	882.00	
	4 dwellings	Plan charge	S	Apr-10	S	385.00	77.00	462.00	
	4 dwellings	Inspection charge	S	Apr-10	S	875.00	175.00	1,050.00	
	5 dwellings	Plan charge	S	Apr-10	S	455.00	91.00	546.00	
	5 dwellings	Inspection charge	S	Apr-10	S	1,015.00	203.00	1,218.00	
	6 dwellings	Plan charge	S	Apr-10	S	525.00	105.00	630.00	
	6 dwellings	Inspection charge	S	Apr-10	S	1,155.00	231.00	1,386.00	
	7 dwellings	Plan charge	S	Apr-10	S	545.00	109.00	654.00	
	7 dwellings	Inspection charge	S	Apr-10	S	1,345.00	269.00	1,614.00	
	8 dwellings	Plan charge	S	Apr-10	S	565.00	113.00	678.00	
	8 dwellings	Inspection charge	S	Apr-10	S	1,535.00	307.00	1,842.00	
	9 dwellings	Plan charge	S	Apr-10	S	585.00	117.00	702.00	
	9 dwellings	Inspection charge	S	Apr-10	S	1,725.00	345.00	2,070.00	
	10 dwellings	Plan charge	S	Apr-10	S	605.00	121.00	726.00	
	10 dwellings	Inspection charge	S	Apr-10	S	1,895.00	379.00	2,274.00	
The charge for dwellings are based on buildings with a maximum of 3 storeys (including basements) and a maximum floor area of 300m2. The charge for any dwelling outside these limits and for developments with more than 10 dwellings will need to be individually determined.									
Domestic Extensions and annexes	Extension or annex with floor area up to 10m2	Building notice	S	Apr-10	S	410.00	82.00	492.00	
	Extension or annex with floor area up to 10m2	Regularisation	S	Apr-13	N	527.00	0.00	527.00	
	Extensions or annexes with a floor area over 10m2 but under 40m2	Building notice	S	Apr-10	S	465.00	93.00	558.00	
	Extensions or annexes with a floor area over 10m2 but under 40m2	Regularisation	S	Apr-13	N	635.00	0.00	635.00	
	Extensions or annexes with a floor area over 40m2 but under 100m2	Building notice	S	Apr-10	S	590.00	118.00	708.00	
	Extensions or annexes with a floor area over 40m2 but under 100m2	Regularisation	S	Apr-13	N	770.00	0.00	770.00	
	Garage, car port or covered way extension with floor area up to 60m2	Building notice	S	Apr-10	S	375.00	75.00	450.00	
	Garage, car port or covered way extension with floor area up to 60m2	Regularisation	S	Apr-13	N	473.00	0.00	473.00	

Domestic loft and garage conversions	Loft conversion with a floor area up to 40m2	Building notice	S	Apr-10	S	410.00	82.00	492.00
	Loft conversion with a floor area up to 40m2	Regularisation	S	Apr-13	N	527.00	0.00	527.00
	Loft conversion with a floor area over 40m2 but less than 60m2	Building notice	S	Apr-10	S	468.00	93.60	561.60
	Loft conversion with a floor area over 40m2 but less than 60m2	Regularisation	S	Apr-13	N	635.00	0.00	635.00
	Conversion of garage to living accommodation	Building notice	S	Apr-10	S	245.00	49.00	294.00
	Conversion of garage to living accommodation	Regularisation	S	Apr-13	N	345.00	0.00	345.00
Domestic alterations	Estimated cost of work less than £5000	Building notice	S	Apr-10	S	180.00	36.00	216.00
	Estimated cost of work less than £5000	Regularisation	S	Apr-13	N	243.00	0.00	243.00
	Estimated cost of work over £5000 but less than £10000	Building notice	S	Apr-10	S	310.00	62.00	372.00
	Estimated cost of work over £5000 but less than £10000	Regularisation	S	Apr-13	N	392.00	0.00	392.00
	Estimated cost of work over £10000 but less than £20000	Building notice	S	Apr-10	S	410.00	82.00	492.00
	Estimated cost of work over £10000 but less than £20000	Regularisation	S	Apr-13	N	513.00	0.00	513.00
	Estimated cost of work over £20000 but less than £50000	Building notice	S	Apr-10	S	460.00	92.00	552.00
	Estimated cost of work over £20000 but less than £50000	Regularisation	S	Apr-13	N	594.00	0.00	594.00
	Estimated cost of work over £50000 but less than £100000	Building notice	S	Apr-10	S	515.00	103.00	618.00
	Estimated cost of work over £50000 but less than £100000	Regularisation	S	Apr-13	N	709.00	0.00	709.00
	Renovation of thermal element	Building notice	S	Apr-10	S	140.00	28.00	168.00
	Renovation of thermal element	Regularisation	S	Apr-13	N	182.00	0.00	182.00
	Replacement of windows, roof light and external glazed doorways	Building notice	S	Apr-10	S	100.00	20.00	120.00
	Replacement of windows, roof light and external glazed doorways	Regularisation	S	Apr-13	N	130.00	0.00	130.00
	Installation of renewable energy systems	Building notice	S	Apr-10	S	140.00	28.00	168.00
	Installation of renewable energy systems	Regularisation	S	Apr-13	N	182.00	0.00	182.00
	Drainage works up to the value of £5000	Building notice	S	Apr-10	S	100.00	20.00	120.00
	Drainage works up to the value of £5000	Regularisation	S	Apr-13	N	130.00	0.00	130.00
	Electrical work up to the value of £10000	Building notice	S	Apr-10	S	240.00	48.00	288.00
	Electrical work up to the value of £10000	Regularisation	S	Apr-13	N	312.00	0.00	312.00
New dwellings and conversion to dwellings	1 dwelling	Building notice	S	Apr-10	S	600.00	120.00	720.00
	1 dwelling	Regularisation	S	Apr-13	N	756.00	0.00	756.00
	2 dwellings	Building notice	S	Apr-10	S	880.00	176.00	1,056.00
	2 dwellings	Regularisation	S	Apr-13	N	1,094.00	0.00	1,094.00
	3 dwellings	Building notice	S	Apr-10	S	1,155.00	231.00	1,386.00
	3 dwellings	Regularisation	S	Apr-13	N	1,431.00	0.00	1,431.00
	4 dwellings	Building notice	S	Apr-10	S	1,385.00	277.00	1,662.00
	4 dwellings	Regularisation	S	Apr-13	N	1,728.00	0.00	1,728.00
	5 dwellings	Building notice	S	Apr-10	S	1,615.00	323.00	1,938.00
	5 dwellings	Regularisation	S	Apr-13	N	1,998.00	0.00	1,998.00
	6 dwellings	Building notice	S	Apr-10	S	1,850.00	370.00	2,220.00
	6 dwellings	Regularisation	S	Apr-13	N	2,282.00	0.00	2,282.00
	7 dwellings	Building notice	S	Apr-10	S	2,080.00	416.00	2,496.00
	7 dwellings	Regularisation	S	Apr-13	N	2,619.00	0.00	2,619.00
	8 dwellings	Building notice	S	Apr-10	S	2,310.00	462.00	2,772.00
	8 dwellings	Regularisation	S	Apr-13	N	2,849.00	0.00	2,849.00
	9 dwellings	Building notice	S	Apr-10	S	2,590.00	518.00	3,108.00
	9 dwellings	Regularisation	S	Apr-13	N	3,050.00	0.00	3,050.00
	10 dwellings	Building notice	S	Apr-10	S	2,750.00	550.00	3,300.00
	10 dwellings	Regularisation	S	Apr-13	N		0.00	0.00
Other residential (institutional etc)	Floor area under 40m2	Plan charge	S	Apr-13	S	175.00	35.00	210.00
	Floor area under 40m2	Inspection charge	S	Apr-10	S	325.00	65.00	390.00
	Floor area under 40m2	Regularisation	S	Apr-13	N	675.00	0.00	675.00
	Floor area between 40m2 and 100m2	Plan charge	S	Apr-13	S	175.00	35.00	210.00
	Floor area between 40m2 and 100m2	Inspection charge	S	Apr-10	S	440.00	88.00	528.00
	Floor area between 40m2 and 100m2	Regularisation	S	Apr-13	N	830.00	0.00	830.00
Assembly and recreational use	Floor area under 40m2	Plan charge	S	Apr-13	S	175.00	35.00	210.00
	Floor area under 40m2	Inspection charge	S	Apr-10	S	325.00	65.00	390.00
	Floor area under 40m2	Regularisation	S	Apr-13	N	675.00	0.00	675.00
	Floor area between 40m2 and 100m2	Plan charge	S	Apr-13	S	175.00	35.00	210.00
	Floor area between 40m2 and 100m2	Inspection charge	S	Apr-10	S	440.00	88.00	528.00
	Floor area between 40m2 and 100m2	Regularisation	S	Apr-13	N	830.00	0.00	830.00

Industrial and storage use	Floor area under 40m2	Plan charge	S	Apr-13	S	175.00	35.00	210.00
	Floor area under 40m2	Inspection charge	S	Apr-10	S	285.00	57.00	342.00
	Floor area under 40m2	Regularisation	S	Apr-13	N	621.00	0.00	621.00
	Floor area between 40m2 and 100m2	Plan charge	S	Apr-13	S	175.00	35.00	210.00
	Floor area between 40m2 and 100m2	Inspection charge	S	Apr-10	S	400.00	80.00	480.00
All other classes	Floor area between 40m2 and 100m2	Regularisation	S	Apr-13	N	776.00	0.00	776.00
	Floor area under 40m2	Plan charge	S	Apr-13	S	175.00	35.00	210.00
	Floor area under 40m2	Inspection charge	S	Apr-10	S	325.00	65.00	390.00
	Floor area under 40m2	Regularisation	S	Apr-13	N	675.00	0.00	675.00
	Floor area between 40m2 and 100m2	Plan charge	S	Apr-13	S	175.00	35.00	210.00
	Floor area between 40m2 and 100m2	Inspection charge	S	Apr-10	S	440.00	88.00	528.00
Non-domestic alterations	Floor area between 40m2 and 100m2	Regularisation	S	Apr-13		0.00	0.00	0.00
	Replacement windows, roof light and glazed doors (Max 20)	Plan charge	S	Apr-10	S	100.00	20.00	120.00
	Replacement windows, roof light and glazed doors (Max 20)	Inspection charge	S	Apr-10	S	0.00	0.00	0.00
	Replacement windows, roof light and glazed doors (Max 20)	Regularisation	S	Apr-10	N	135.00	0.00	135.00
	Replacement windows, roof light and glazed doors 20 to 50	Plan charge	S	Apr-10	S	200.00	40.00	240.00
	Replacement windows, roof light and glazed doors 20 to 50	Inspection charge	S	Apr-10	S	0.00	0.00	0.00
	Replacement windows, roof light and glazed doors 20 to 50	Regularisation	S	Apr-10	N	270.00	0.00	270.00
	Renovation of a thermal element with an estimated cost up to £50	Plan charge	S	Apr-10	S	140.00	28.00	168.00
	Renovation of a thermal element with an estimated cost up to £50	Inspection charge	S	Apr-10	S	0.00	0.00	0.00
	Renovation of a thermal element with an estimated cost up to £50	Regularisation	S	Apr-10	N	182.00	0.00	182.00
	Estimated cost of works up to £50000	Plan charge	S	Apr-10	S	200.00	40.00	240.00
	Estimated cost of works up to £50000	Inspection charge	S	Apr-10	S	0.00	0.00	0.00
	Estimated cost of works up to £50000	Regularisation	S	Apr-10	N	270.00	0.00	270.00
	Estimated cost of work over £50000 but less than £100000	Plan charge	S	Apr-10	S	150.00	30.00	180.00
	Estimated cost of work over £50000 but less than £100000	Inspection charge	S	Apr-10	S	160.00	32.00	192.00
	Estimated cost of work over £50000 but less than £100000	Regularisation	S	Apr-10	N	419.00	0.00	419.00
	Estimated cost of work over £100000 but less than £200000	Plan charge	S	Apr-10	S	150.00	30.00	180.00
	Estimated cost of work over £100000 but less than £200000	Inspection charge	S	Apr-10	S	250.00	50.00	300.00
	Estimated cost of work over £100000 but less than £200000	Regularisation	S	Apr-10	N	540.00	0.00	540.00
	Estimated cost of work over £200000 but less than £500000	Plan charge	S	Apr-10	S	175.00	35.00	210.00
	Estimated cost of work over £200000 but less than £500000	Inspection charge	S	Apr-10	S	350.00	70.00	420.00
	Estimated cost of work over £200000 but less than £500000	Regularisation	S	Apr-10	N	709.00	0.00	709.00
	Estimated cost of work over £500000 but less than £1000000	Plan charge	S	Apr-10	S	175.00	35.00	210.00
	Estimated cost of work over £500000 but less than £1000000	Inspection charge	S	Apr-10	S	450.00	90.00	540.00
	Estimated cost of work over £500000 but less than £1000000	Regularisation	S	Apr-10	N	844.00	0.00	844.00

Operations

Refuse Collection

Household Bulky Waste	1-3 items	D	N	22.00	0.00	22.00
Household Bulky Waste	4-6 items	D	N	32.00	0.00	32.00
Household Bulky Waste	7-10 items	D	N	48.00	0.00	48.00
Trade Waste Commercial Bulky Waste	1100 L bin per bin	D	N	15.30	0.00	15.30
Second Green Bin	Per hour	D	N	100.00	0.00	100.00
Supply of bins	Per annum	D	N	40.00	0.00	40.00
	1100 L bins	D	S	541.27	108.25	649.52

Markets

Huntingdon Farmers' market	Casual Traders - per pitch		E	23.00	0.00	23.00
	Permanent traders - per pitch		E	16.20	0.00	16.20
St Ives Weekly Markets	Casual traders - per 10ft pitch	St Ives market	E	23.50	0.00	23.50
	Permanent traders - per 10ft pitch	St Ives market	E	16.20	0.00	16.20
	Casual Trader per 10ft pitch October - December	St Ives market	E	24.00	0.00	24.00
Huntingdon Weekly Market	casual trader - per 10ft	Huntingdon market	E	23.50	0.00	23.50
	Regular traders - per 10ft pitch		E	16.20	0.00	16.20
St Ives Bank Holiday Markets	Market Hill regular trader per 10 ft		E	24.00	0.00	24.00
	Market Hill non - regular trader per 10 ft		E	41.00	0.00	41.00
	Bus station regular trader per 10ft		E	23.50	0.00	23.50
	Bus station non- regular trader per 10ft		E	40.00	0.00	40.00
	Car Park regular trader per 10ft		E	23.00	0.00	23.00
	Car Park non-regular trader per 10ft		E	39.00	0.00	39.00
Bank Holiday Markets	10ft pitch booked two weeks in advance		E	40.00	0.00	40.00
	10ft pitch - otherwise		E	50.00	0.00	50.00
Electricity supply	per day		S	2.92	0.58	3.50
Bin charges	per day	240 L	N	3.50	0.00	3.50
	per day	1100 L	N	14.00	0.00	14.00

Fair

Fair Huntingdon	Riverside car park	per day	D	Z	233.40	0.00	233.40
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Car parking

Car Parking charges	Huntingdon - Riverside - Short stay	Up to 1hr	D	S	0.33	0.07	0.40		
		Up to 2hr	D	S	0.50	0.10	0.60		
Huntingdon -Riverside - Long stay	Huntingdon -Riverside - Long stay	Up to 1 hr	D	S	0.33	0.07	0.40		
		Up to 2 hr	D	S	0.50	0.10	0.60		
		Up to 3 hr	D	S	0.75	0.15	0.90		
		Up to 4 hr	D	S	1.00	0.20	1.20		
		4hr to 10 hr	D	S	1.67	0.33	2.00		
		10hr to 23 hr	D	S	2.50	0.50	3.00		
		Godmanchester - Bridge Place - Long stay	Godmanchester - Bridge Place - Long stay	Up to 1 hr	D	S	0.33	0.07	0.40
				Up to 2 hr	D	S	0.50	0.10	0.60
				Up to 3 hr	D	S	0.75	0.15	0.90
				Up to 4 hr	D	S	1.00	0.20	1.20
4hr to 10 hr	D			S	1.67	0.33	2.00		
St Neots - Riverside - Long stay	St Neots - Riverside - Long stay	Up to 2 hr	D	S	0.33	0.07	0.40		
		Up to 3 hr	D	S	0.50	0.10	0.60		
		Up to 4 hr	D	S	0.75	0.15	0.90		
		4hr to 23 hr	D	S	1.67	0.33	2.00		
		Huntingdon - Hinchbrooke Country Park	Huntingdon - Hinchbrooke Country Park	Up to 2 hr	D	S	0.83	0.17	1.00
2 hr to a maximum of 6 hr	D			S	1.67	0.33	2.00		
Huntingdon - Sainsbury	Huntingdon - Sainsbury	Up to 1 hr	D	S	0.67	0.13	0.80		
		Up to 2 hr	D	S	1.00	0.20	1.20		
		Up to 3 hr	D	S	1.83	0.37	2.20		
		Up to 4 hr	D	S	2.67	0.53	3.20		
Huntingdon - Princes Street	Huntingdon - Princes Street	Up to 1 hr	D	S	0.67	0.13	0.80		
		Up to 2 hr	D	S	1.00	0.20	1.20		
		Up to 3 hr	D	S	1.83	0.37	2.20		
		Up to 4 hr	D	S	2.67	0.53	3.20		
Huntingdon - Trinity Place	Huntingdon - Trinity Place	Up to 1 hr	D	S	0.67	0.13	0.80		
		Up to 2 hr	D	S	1.00	0.20	1.20		
		Up to 3 hr	D	S	1.83	0.37	2.20		
		Up to 4 hr	D	S	2.67	0.53	3.20		
Huntingdon - Mill Common	Huntingdon - Mill Common	Up to 1hr	D	S	0.67	0.13	0.80		
		Up to 2 hr	D	S	1.00	0.20	1.20		
		Up to 3 hr	D	S	1.50	0.30	1.80		
		Up to 4 hr	D	S	2.00	0.40	2.40		
		Up to 23 hr	D	S	2.50	0.50	3.00		

Huntingdon - Great Northern Street	Up to 1 hr	D	S	0.67	0.13	0.80
	Up to 2 hr	D	S	1.00	0.20	1.20
	Up to 3 hr	D	S	1.50	0.30	1.80
	Up to 4 hr	D	S	2.00	0.40	2.40
	Up to 23 hr	D	S	2.50	0.50	3.00
Huntingdon - Ingram Street	Up to 1 hr	D	S	0.67	0.13	0.80
	Up to 2 hr	D	S	1.00	0.20	1.20
	Up to 3 hr	D	S	1.50	0.30	1.80
	Up to 4 hr	D	S	2.00	0.40	2.40
	Up to 23 hr	D	S	2.50	0.50	3.00
Huntingdon - St Germain Street (Minor)	Up to 30 minutes	D	S	0.33	0.07	0.40
	Up to 1 hr	D	S	0.67	0.13	0.80
	Up to 2 hr	D	S	1.00	0.20	1.20
	Up to 3 hr	D	S	1.83	0.37	2.20
	Up to 4 hr	D	S	2.67	0.53	3.20
Huntingdon - Chequers Way - Disabled	Free	D		0.00	0.00	0.00
Huntingdon - Anglian Water	All day	D	S	0.83	0.17	1.00
St Neots - Priory Lane	Up to 1 hr	D	S	0.67	0.13	0.80
	Up to 2 hr	D	S	1.00	0.20	1.20
	Up to 3 hr	D	S	1.83	0.37	2.20
	Up to 4 hr	D	S	2.67	0.53	3.20
St Neots - Brook Street	Up to 30 minutes	D	S	0.33	0.07	0.40
	Up to 1 hr	D	S	0.67	0.13	0.80
	Up to 2 hr	D	S	1.00	0.20	1.20
	Up to 3 hr	D	S	1.83	0.37	2.20
	Up to 4 hr	D	S	2.67	0.53	3.20
St Neots - Tan Yard	Up to 1 hr	D	S	0.67	0.13	0.80
	Up to 2 hr	D	S	1.00	0.20	1.20
	Up to 3 hr	D	S	1.83	0.37	2.20
	Up to 4 hr	D	S	2.67	0.53	3.20
St Neots - The Priory	Up to 1 hr	D	S	0.67	0.13	0.80
	Up to 2 hr	D	S	1.00	0.20	1.20
	Up to 3 hr	D	S	1.50	0.30	1.80
	Up to 4 hr	D	S	2.00	0.40	2.40
	Up to 23 hr	D	S	2.50	0.50	3.00
St Neots - Tebbutts Road	Up to 1 hr	D	S	0.67	0.13	0.80
	Up to 2 hr	D	S	1.00	0.20	1.20
	Up to 3 hr	D	S	1.50	0.30	1.80
	Up to 4 hr	D	S	2.00	0.40	2.40
	Up to 23 hr	D	S	2.50	0.50	3.00
St Ives - Cattle market - short stay	Up to 1 hr	D	S	0.67	0.13	0.80
	Up to 2 hr	D	S	1.00	0.20	1.20
	Up to 3 hr	D	S	1.83	0.37	2.20
	Up to 4 hr	D	S	2.67	0.53	3.20
St Ives - Cattle market - Harrison Road)	Up to 1 hr	D	S	0.67	0.13	0.80
	Up to 2 hr	D	S	1.00	0.20	1.20
	Up to 3 hr	D	S	1.50	0.30	1.80
	Up to 4 hr	D	S	2.00	0.40	2.40
	Up to 23 hr	D	S	2.50	0.50	3.00
St Ives - Darwoods Pond	Up to 1 hr	D	S	0.67	0.13	0.80
	Up to 2 hr	D	S	1.00	0.20	1.20
	Up to 3 hr	D	S	1.50	0.30	1.80
	Up to 4 hr	D	S	2.00	0.40	2.40
	Up to 23 hr	D	S	2.50	0.50	3.00
St Ives - Globe Place	Up to 1 hr	D	S	0.67	0.13	0.80
	Up to 2 hr	D	S	1.00	0.20	1.20
	Up to 3 hr	D	S	1.50	0.30	1.80
	Up to 4 hr	D	S	2.00	0.40	2.40
	Up to 23 hr	D	S	2.50	0.50	3.00
Ramsey - Mews Close	All spaces free of charge	D		0.00	0.00	0.00
Godmanchester - Park Lane	All spaces free of charge	D		0.00	0.00	0.00
Godmanchester - Post Street	All spaces free of charge	D		0.00	0.00	0.00
Huntingdon - Buttsgrove Way	All spaces free of charge	D		0.00	0.00	0.00
On street parking	Maximum 1 hr stay	D	N	0.80	0.00	0.80
St Ives - Waitrose	Up to 1 hr	D	S	0.67	0.13	0.80
	Up to 2 hr	D	S	1.00	0.20	1.20
St Neots - Waitrose	Up to 1 hr	D	S	0.67	0.13	0.80
	Up to 2 hr	D	S	1.00	0.20	1.20
Resident season ticket permit	6 months	D	S	129.17	25.83	155.00
	12 months	D	S	250.00	50.00	300.00
Residents car park permits	12 months	D	S	83.33	16.67	100.00
Resident on street parking permit	12 months	D	N	26.00	0.00	26.00
Season ticket permit	6 months	D	S	129.17	25.83	155.00
	12 months	D	S	250.00	50.00	300.00
Parking Excess Charges		D	N	60.00	0.00	60.00
Parking Excess Charges if paid within 14 days		D	N	40.00	0.00	40.00
Parking Excess Charges on-street		D	N	40.00	0.00	40.00
Parking Excess Charges on-street if paid within 14 days		D	N	20.00	0.00	20.00
Huntingdon - Hinchbrooke Country Park	6 months	D	S	25.00	5.00	30.00
	12 months	D	S	41.67	8.33	50.00

Countryside								
Room Hire	Kestrel room	per hour	D	E	28.50	0.00	28.50	
	Wren room	per hour	D	E	24.00	0.00	24.00	
Rangers price list	Both Rooms	per hour	D	E	50.00	0.00	50.00	
	Bell boat sessions	per hour	D	N	40.00	0.00	40.00	
	Forest school sessions	per 1.5hr session	D	N	50.00	0.00	50.00	
	Evening activities	per hour	D	N	30.00	0.00	30.00	
	Guided walk for groups	per hour (Plus travel expenses)	D	N	30.00	0.00	30.00	
Hinchingsbrooke	School visits	per child	D	N	4.50	0.00	4.50	
	Special needs placements	per day	D	N	35.00	0.00	35.00	
Paxton Pits	Mooring (Between 8m -20m)	per meter		S	10.50	2.10	12.60	
Facilities								
Civic Suite hire	Monday - Friday	Combined room (8am-6pm) per day		S	250.00	50.00	300.00	
		per hour		S	35.00	7.00	42.00	
		Half room(8am-6pm) per day		S	140.00	28.00	168.00	
		per hour		S	20.00	4.00	24.00	
		Combined room after 6pm per hour		S	80.00	16.00	96.00	
		Half room after 6pm per hour		S	35.00	7.00	42.00	
		Weekends	Combined room (8am-6pm) per day		S	400.00	80.00	480.00
	per hour		S	50.00	10.00	60.00		
	Half room (8am - 6pm) per day		S	250.00	50.00	300.00		
	per hour		S	30.00	6.00	36.00		
	Combined room after 6pm per hour		S	100.00	20.00	120.00		
	Half room after 6pm per hour		S	60.00	12.00	72.00		

Community

Animal boarding establishments

Annual	First application		D	N	233.00	0.00	233.00
Annual	Renewal of licence		D	N	138.00	0.00	138.00
	Where an animal boarding establishment fails to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the licence at the rate of £97.00 per additional officer/visit in addition to any third party costs involved (e.g. veterinary surgeon's fees)		D	N	97.00	0.00	97.00

Caravan site licences

	No charge		S	N	0.00	0.00	0.00	
	Protected Caravan Site Annual charge		D	N	0.00	0.00	Various	
	Deposit of site rules	Charge for depositing site rules	Initial and then when amended	D	N	50.00	0.00	50.00

Cooling Towers and Evaporative Condensers

	Registrations	No charge	S	-	0.00	0.00	0.00
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Environmental Permits

Environmental permits are issued to certain industrial processes under the Environmental Planning (England and Wales) Regulations 2010, as amended....

One-off application fee	Part A2	Application	S	N	3,218.00	0.00	3,218.00
		Additional fee for operating without a permit	S	N	1,137.00	0.00	1,137.00
		Surrender/ partial surrender	S	N	668.00	0.00	668.00
		Transfer	S	N	225.00	0.00	225.00
		Substantial variation	S	N	1,309.00	0.00	1,309.00
	Part B	Application	S	N	1,579.00	0.00	1,579.00
		Additional fee for operating without a permit	S	N	1,137.00	0.00	1,137.00
		Surrender/ partial surrender	S	N	0.00	0.00	0.00
		Transfer	S	N	162.00	0.00	162.00
		Substantial variation	S	N	1,005.00	0.00	1,005.00
	refinishers)	Application	S	N	148.00	0.00	148.00
		Additional fee for operating without a permit	S	N	68.00	0.00	68.00
		Surrender/ partial surrender	S	N	0.00	0.00	0.00
		Transfer	S	N	0.00	0.00	0.00
		Substantial variation	S	N	98.00	0.00	98.00
	Vehicle refinishers	Application	S	N	346.00	0.00	346.00
		Additional fee for operating without a permit	S	N	66.00	0.00	66.00
		Surrender/ partial surrender	S	N	0.00	0.00	0.00
		Transfer	S	N	0.00	0.00	0.00
		Substantial variation	S	N	98.00	0.00	98.00
	Petrol vapour recovery stages 1&2 combined	Application	S	N	246.00	0.00	246.00
		Additional fee for operating without a permit	S	N	68.00	0.00	68.00
		Surrender/ partial surrender	S	N	0.00	0.00	0.00
		Transfer	S	N	0.00	0.00	0.00
		Substantial variation	S	N	98.00	0.00	98.00
	Mobile crushing and screening plant	Application	S	N	1,579.00	0.00	1,579.00
		Additional fee for operating without a permit	S	N	1,137.00	0.00	1,137.00
		Surrender/ partial surrender	S	N	0.00	0.00	0.00
		Transfer	S	N	0.00	0.00	0.00
		Substantial variation	S	N	1,005.00	0.00	1,005.00
	Mobile crushing and screening plant 3rd to 7th applications	Application	S	N	943.00	0.00	943.00
		Additional fee for operating without a permit	S	N	1,137.00	0.00	1,137.00
		Surrender/ partial surrender	S	N	0.00	0.00	0.00
		Transfer	S	N	0.00	0.00	0.00
		Substantial variation	S	N	1,005.00	0.00	1,005.00
	Mobile crushing and screening plant 8th and subsequent applications	Application	S	N	477.00	0.00	477.00
		Additional fee for operating without a permit	S	N	1,137.00	0.00	1,137.00
		Surrender/ partial surrender	S	N	0.00	0.00	0.00
		Transfer	S	N	0.00	0.00	0.00
		Substantial variation	S	N	1,005.00	0.00	1,005.00
	Where an application for any of the above is for a combined Part B and waste application there is an extra charge in addition to the above charges		S	N	297.00	0.00	297.00
Annual subsistence fees	Part A2	Low Risk	S	N	1,384.00	0.00	1,384.00
		Medium Risk	S	N	1,541.00	0.00	1,541.00
		High Risk	S	N	2,233.00	0.00	2,233.00
	Part B	Low Risk	S	N	739.00	0.00	739.00
		plus	S	N	99.00	0.00	99.00
		Medium Risk	S	N	1,111.00	0.00	1,111.00
		plus	S	N	149.00	0.00	149.00
		High Risk	S	N	1,672.00	0.00	1,672.00
		plus	S	N	198.00	0.00	198.00
	Reduced fee (except vehicle refinishers)	Low Risk	S	N	76.00	0.00	76.00
		Medium Risk	S	N	151.00	0.00	151.00
		High Risk	S	N	227.00	0.00	227.00
	Vehicle refinishers	Low Risk	S	N	218.00	0.00	218.00
		Medium Risk	S	N	249.00	0.00	249.00
		High Risk	S	N	524.00	0.00	524.00

	Petrol vapour recovery stages 1&2 combined	Low Risk	S	N	108.00	0.00	108.00
		Medium Risk	S	N	218.00	0.00	218.00
		High Risk	S	N	326.00	0.00	326.00
	Mobile crushing and screening plant	Low Risk	S	N	618.00	0.00	618.00
		Medium Risk	S	N	989.00	0.00	989.00
		High Risk	S	N	1,484.00	0.00	1,484.00
	Mobile crushing and screening plant 3rd to 7th applications	Low Risk	S	N	368.00	0.00	368.00
		Medium Risk	S	N	590.00	0.00	590.00
		High Risk	S	N	884.00	0.00	884.00
	Mobile crushing and screening plant 8th and subsequent applications	Low Risk	S	N	189.00	0.00	189.00
		Medium Risk	S	N	302.00	0.00	302.00
		High Risk	S	N	453.00	0.00	453.00
	Late payment		S	N	50.00	0.00	50.00
Food Premises Approvals Houses in Multiple Occupation	Cost of approval	No charge	S	N	0.00	0.00	0.00
	Initial licence		D	N	350.00	0.00	350.00
	Renewal of licence		D	N	175.00	0.00	175.00
	Revocation of licence		D	N	100.00	0.00	100.00
	Where a house in multiple occupation fails to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the licence at the rate of £95.00 per additional officer/visit in addition to any third party costs involved (e.g. gas engineer's fees)			N	95.00	0.00	95.00
Accommodation certificate Environmental Information Enquiry	Issue		D	S	111.67	22.33	134.00
		Contaminated land - site specific	D	N	154.50	0.00	154.50
		Simple request	D	N	44.25	0.00	44.25
Health Certificate Food examination certificate		Small & simple	D	S	48.92	9.78	58.70
		Larger & more complex per hour (min £58.70)	D	S	60.08	12.02	72.10
Food hygiene courses		Level 2	D	E	60.00	0.00	60.00
		Level 3	D	E	299.00	0.00	299.00
		CD	D	S	47.08	9.42	56.50
Scrap dealers licence	Site licence	Every 3 years	D	N	415.00	0.00	415.00
	Mobile collector	Every 3 years	D	N	285.00	0.00	285.00
	Collectors licence with existing licence with another LA		D	N	250.00	0.00	250.00
	Variation of licence (person)		D	N	105.00	0.00	105.00
	Variation of licence (site)		D	N	16.00	0.00	16.00
Animal Welfare			D				
Pet shop licence	First application		D	N	233.00	0.00	233.00
	Renewal of licence		D	N	138.00	0.00	138.00
	Where a pet shop fails to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the licence at the rate of £97.00 per additional officer/visit in addition to any third party costs involved (e.g. Veterinary's fees)			D	97.00	0.00	97.00
Riding establishment licence	The cost of the licence is composed of three elements; an administrative charge, the cost of the Council's inspector's time and the cost of the Veterinary Surgeon.			D			
	Administration fee		D	N	44.25	0.00	44.25
	Council inspector's time	Fewer than 5 horses	D	N	48.50	0.00	48.50
		5 to 10 horses	D	N	60.50	0.00	60.50
		11 to 20 horses	D	N	73.00	0.00	73.00
		21 to 40 horses	D	N	85.00	0.00	85.00
		40 to 50 horses	D	N	97.00	0.00	97.00
	The cost of the Veterinary Surgeon will not be known until after the inspection has been carried out and the applicant will be required to meet these costs before the licence can be issued.			D			
	Where a riding establishment fails to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the licence at the rate of £97.00 per additional officer/visit in addition to any third party costs involved (e.g. Veterinary's fees)			D	97.00	0.00	97.00
Dog breeding (Statutory)		Vet fee + Officer time + Admin time	D	N	44.25+	0.00	44.25+
Stray dogs			D	N	35.00	0.00	35.00
Stray dogs		additional kennelling per night	D	N	10.00	0.00	10.00
Zoo licences/ Dangerous wild animal	The cost of the licence is composed of three elements; an administrative charge, the cost of the Council's inspector's time and the cost of the Veterinary Surgeon and specialist advisors. The cost of the Veterinary Surgeon and specialist advisors will not be known until after the inspection has been carried out and the applicant will be required to meet these costs before the licence can be issued.			D			
		Administration fee to be paid with the application.		N	44.25	0.00	44.25
Pest control							
Wasps nests	Treatment charge	First nest		S	46.67	9.33	56.00
		Subsequent nests treated at the same visit		S	10.58	2.12	12.70
Rats and mice Lies, ants, booklice, carpet beetles, fleas, larder beetles and other insects	Treatment charge	First call and maximum of two re-visits to replenish bait		S	46.67	9.33	56.00
	Treatment charge	First visit		S	46.67	9.33	56.00
		Second visit		S	23.33	4.67	28.00
		Call out charge or missed appointment		S	31.67	6.33	38.00
		Invoicing charge		S	12.50	2.50	15.00

Rat Boxes		Per treatment	S	4.08	0.82	4.90
Mouse Boxes		Per treatment	S	0.22	0.04	0.26
Difenacoum		Per Kilo	S	1.73	0.35	2.08
Rat bait per tray		Per treatment	S	0.17	0.03	0.20
Rat bait per box		Per treatment	S	0.35	0.07	0.41
Rat bait per pipe		Per treatment	S	0.35	0.07	0.41
Brodificoum		Per Kilo	S	4.37	0.87	5.24
Mouse bait per tray		Per treatment	S	0.44	0.09	0.52
Mouse bait per box		Per treatment	S	0.44	0.09	0.53
Brodificoum wax blocks 20gm			S	0.13	0.03	0.16
Hourly rate			S	41.41	8.28	49.69
Invoicing charge			S	10.42	2.08	12.50
Street naming						
Street naming and numbering	Existing property - name change		N	50.00	0.00	50.00
	Name added to a numbered property		N	30.00	0.00	30.00
	New developments - naming and numbering scheme	1 plot	N	50.00	0.00	50.00
		2 to 5 plots	N	100.00	0.00	100.00
		6 to 10 plots	N	150.00	0.00	150.00
		11 to 25 plots	N	200.00	0.00	200.00
		26 to 50 plots	N	250.00	0.00	250.00
		51 to 100 plots	N	400.00	0.00	400.00
		101 plus plots	N	500.00	0.00	500.00
		plus per additional property	N	10.00	0.00	10.00
	New developments - amendments to street names and numbering after developer redesign		N	200.00	0.00	200.00
		plus per property	N	10.00	0.00	10.00
	Renaming of existing streets		N	250.00	0.00	250.00
		plus per affected property	N	10.00	0.00	10.00
	Supplying of extra addressing plans		N	30.00	0.00	30.00
Licensing						
Gambling Act 2005 licences	Gambling Act Club Machine Permit	S	N	200.00	0.00	200.00
Gambling Act 2005 licences	Gambling Act Gaming Matching two or less	S	N	50.00	0.00	50.00
Gambling Act 2005 licences	Gambling Act Gaming Machine Permit	S	N	200.00	0.00	200.00
Gambling Act 2005 licences	Gambling Act Adult Gaming Centre - new	S	N	2,000.00	0.00	2,000.00
Gambling Act 2005 licences	Gambling Act Adult Gaming Centre - renewal	S	N	1,000.00	0.00	1,000.00
Gambling Act 2005 licences	Gambling Act unlicensed FEC	S	N	300.00	0.00	300.00
Gambling Act 2005 licences	Gambling Act Other Gambling Premises- new	S	N	3,000.00	0.00	3,000.00
Gambling Act 2005 licences	Gambling Act Other Gambling Premises- renewal	S	N	600.00	0.00	600.00
Gambling Act 2005 licences	Lotteries(Small society)- new	S	N	40.00	0.00	40.00
Gambling Act 2005 licences	Lotteries(Small society)-renewal	S	N	20.00	0.00	20.00
Licensing Act 2003 licences	Club Premises - Change of relevant registered address of club	S	N	10.50	0.00	10.50
Licensing Act 2003 licences	Club Premises - Notification of change of name or alteration of club rules	S	N	10.50	0.00	10.50
Licensing Act 2003 licences	Club Premises - Theft, loss etc. of club certificate	S	N	10.50	0.00	10.50
Licensing Act 2003 licences	General - Application for a provisional statement where premises being built	S	N	315.00	0.00	315.00
Licensing Act 2003 licences	General - Duty to notify change of name or address	S	N	10.50	0.00	10.50
Licensing Act 2003 licences	General - Interim authority notice following death etc. of licence holder	S	N	23.00	0.00	23.00
Licensing Act 2003 licences	General - Minor Variation	S	N	89.00	0.00	89.00
Licensing Act 2003 licences	General - Notification of change of name or address	S	N	10.50	0.00	10.50
Licensing Act 2003 licences	General - Removal of DPS Community Premises	S	N	23.00	0.00	23.00
Licensing Act 2003 licences	General - Right of freeholder etc. to be notified of licensing matters	S	N	21.00	0.00	21.00
Miscellaneous Licences	One of Electrolysis, Ear Piercing, Acupuncture or Tattooing	S	N	119.00	0.00	119.00
Miscellaneous Licences	Two or more of Electrolysis, Ear Piercing, Acupuncture or Tattooing on a single premises	S	N	155.00	0.00	155.00
Licensing Act 2003 licences	Personal Licences - Initial Application	S	N	37.00	0.00	37.00
Licensing Act 2003 licences	Personal Licences - Renewal	S	N	0.00	0.00	0.00
Licensing Act 2003 licences	Personal Licences - Theft, Loss etc. Premises Licence - Application for Transfer	S	N	10.50	0.00	10.50
Licensing Act 2003 licences	Premises Licence - Application for Transfer	S	N	23.00	0.00	23.00
Licensing Act 2003 licences	Premises Licence - Application to vary licence to specify individual as designated premises supervisor (DPS)	S	N	23.00	0.00	23.00
Licensing Act 2003 licences	Premises Licence - Loss of Premises Summary	S	N	10.50	0.00	10.50
Licensing Act 2003 licences	Premises Licence - Theft, loss etc.	S	N	10.50	0.00	10.50
Licensing Act 2003 licences	Temporary Event Notices - Application	S	N	21.00	0.00	21.00
Licensing Act 2003 licences	Temporary Event Notices - Theft, loss etc.	S	N	10.50	0.00	10.50
Sex Establishment licences	Sex Establishment (initial issue)	S	N	2,824.00	0.00	2,824.00
Sex Establishment licences	Sex Establishment (renewal)	S	N	2,824.00	0.00	2,824.00

Taxi & Private Hire Licences	DBS		N	44.00	0.00	44.00
Taxi & Private Hire Licences	Digital Advertising	D	N	10.00	0.00	10.00
Taxi & Private Hire Licences	Private Hire Operator -New /Renewal	D	N	118.00	0.00	118.00
Taxi & Private Hire Licences	Hackney Carriage - Initial test for Wheelchair Accessibility	D	N	278.00	0.00	278.00
Taxi & Private Hire Licences	Hackney Carriage - Renewal for Wheelchair Accessibility	D	N	263.00	0.00	263.00
Taxi & Private Hire Licences	Hackney Carriage & Private Hire Vehicle - Driver Renewal	D	N	46.00	0.00	46.00
Taxi & Private Hire Licences	Hackney Carriage & Private Hire Vehicle - New Driver	D	N	81.00	0.00	81.00
Taxi & Private Hire Licences	Hackney Carriage & Private Hire Vehicle - replacement Drivers badge/Licence	D	N	7.00	0.00	7.00
Taxi & Private Hire Licences	Hackney Carriage New/Renewal Vehicle	D	N	263.00	0.00	263.00
Taxi & Private Hire Licences	Private Hire - New/Renewal Vehicle	D	N	246.00	0.00	246.00
Taxi & Private Hire Licences	Meter Test	D	N	15.00	0.00	15.00
Taxi & Private Hire Licences	Re-test (includes £6 admin fee)	D	N	45.50	0.00	45.50
Taxi & Private Hire Licences	Replacement Plate	D	N	15.00	0.00	15.00
Taxi & Private Hire Licences	Miscellaneous admin fee	D	N	7.00	0.00	7.00
Licensing Act 2003 licences	Additional fee for large venues and events (10,000 - 14,999 attendance at any one time)- new	S	N	2,000.00	0.00	2,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (15,000 - 19,999 attendance at any one time)-new	S	N	4,000.00	0.00	4,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (20,000 - 29,999 attendance at any one time)- new	S	N	8,000.00	0.00	8,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (30,000 - 39,999 attendance at any one time) - new	S	N	16,000.00	0.00	16,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (40,000 - 49,999 attendance at any one time) - new	S	N	24,000.00	0.00	24,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (5,000 - 9,999 attendance at any one time) - new	S	N	1,000.00	0.00	1,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (50,000 - 59,999 attendance at any one time)- new	S	N	32,000.00	0.00	32,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (60,000 - 69,999 attendance at any one time) - new	S	N	40,000.00	0.00	40,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (70,000 - 79,999 attendance at any one time) - new	S	N	48,000.00	0.00	48,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (80,000 - 89,999 attendance at any one time) - new	S	N	56,000.00	0.00	56,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (90,000 and over attendance at any one time) - new	S	N	64,000.00	0.00	64,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (5,000-9,999 attendance at any one time) - renewal	S	N	500.00	0.00	500.00
Licensing Act 2003 licences	Additional fee for large venues and events (10,000 - 14,999 attendance at any one time)- renewal	S	N	1,000.00	0.00	1,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (15,000 - 19,999 attendance at any one time)-renewal	S	N	2,000.00	0.00	2,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (20,000 - 29,999 attendance at any one time)- renewal	S	N	4,000.00	0.00	4,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (30,000 - 39,999 attendance at any one time) - renewal	S	N	8,000.00	0.00	8,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (40,000 - 49,999 attendance at any one time) - renewal	S	N	12,000.00	0.00	12,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (50,000 - 59,999 attendance at any one time)- renewal	S	N	16,000.00	0.00	16,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (60,000 - 69,999 attendance at any one time) - renewal	S	N	20,000.00	0.00	20,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (70,000 - 79,999 attendance at any one time) - renewal	S	N	24,000.00	0.00	24,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (80,000 - 89,999 attendance at any one time) - renewal	S	N	28,000.00	0.00	28,000.00
Licensing Act 2003 licences	Additional fee for large venues and events (90,000 and over attendance at any one time) - renewal	S	N	32,000.00	0.00	32,000.00
Licensing Act 2003 licences	Premise - A (£0 - £4300) (initial issue)	S	N	100.00	0.00	100.00
Licensing Act 2003 licences	Premise - A (£0 - £4300) (renewal)	S	N	70.00	0.00	70.00
Licensing Act 2003 licences	Premise - B (£4301 - £33,000) (initial issue)	S	N	190.00	0.00	190.00
Licensing Act 2003 licences	Premise - B (£4301 - £33,000) (renewal)	S	N	180.00	0.00	180.00
Licensing Act 2003 licences	Premise - C (£33,001 - £87,000) (initial issue)	S	N	315.00	0.00	315.00
Licensing Act 2003 licences	Premise - C (£33,001 - £87,000) (renewal)	S	N	295.00	0.00	295.00
Licensing Act 2003 licences	Premise - D (£87,000 - £125,000) (initial issue)	S	N	450.00	0.00	450.00
Licensing Act 2003 licences	Premise - D (£87,000 - £125,000) (renewal)	S	N	320.00	0.00	320.00

Licensing Act 2003 licences	Premise - D (£87,000 - £125,000) and primary business is Alcohol sales (initial issue)	S	N	900.00	0.00	900.00
Licensing Act 2003 licences	Premise - D (£87,000 - £125,000) and primary business is Alcohol sales (renewal)	S	N	640.00	0.00	640.00
Licensing Act 2003 licences	Premise - E (£125,000 and above) (initial issue)	S	N	635.00	0.00	635.00
Licensing Act 2003 licences	Premise - E (£125,000 and above) (renewal)	S	N	350.00	0.00	350.00
Licensing Act 2003 licences	Premise - E (£125,000 and above) and primary business is Alcohol sales (initial issue)	S	N	1,905.00	0.00	1,905.00
Licensing Act 2003 licences	Premise - E (£125,000 and above) and primary business is Alcohol sales (renewal)	S	N	1,905.00	0.00	1,905.00
Street Trading	Street Trading Consents - 1 Day	D	N	58.00	0.00	58.00
Street Trading	Street Trading Consents - 1 Month	D	N	215.00	0.00	215.00
Street Trading	Street Trading Consents - 6 Months	D	N	1,179.00	0.00	1,179.00
Street Trading	Street Trading Consents - Annual	D	N	1,927.00	0.00	1,927.00
Street Trading	Street Trading Consents - Seasonal	D	N	598.00	0.00	598.00
Street Trading	Street Trading Licences	D	N	1,725.00	0.00	1,725.00

Corporate

Land Charges

Land Charges	Basic search fee	S	N	76.00	0.00	76.00		
	Basic commercial search fee	S	N	110.50	0.00	110.50		
	LLC1	Several parcels of land	D	N	15.00	0.00	15.00	
		plus each additional parcel of land	D	N	3.30	0.00	3.30	
	Residential CON 29R	One parcel of land	D	N	95.50	0.00	95.50	
		Several parcels of land - each additional parcel	D	N	21.60	0.00	21.60	
	Commercial CON 29R	One parcel of land	D	N	61.00	0.00	61.00	
		Several parcels of land - each additional parcel	D	N	32.30	0.00	32.30	
	CON 290		N	N	6.00	0.00	6.00	
		Question 5	D	N	19.00	0.00	19.00	
		Question 9	D	N	8.00	0.00	8.00	
		Question 17	D	N	14.00	0.00	14.00	
	Solicitors own enquiry Copies of Section 106 Town & Country Planning Act 1990 documents or similar	Question 22	D	N	14.00	0.00	14.00	
		Each	D	N	11.00	0.00	11.00	
		Per document	D	N	10.00	0.00	10.00	
	Electoral Registration	Statutory fees	Open register - data	Admin	S	N	20.00	0.00
plus per thousand entries(or part)				S	N	1.50	0.00	1.50
Open register - paper		Admin	S	N	10.00	0.00	10.00	
		plus per thousand entries(or part)	S	N	5.00	0.00	5.00	
These rates of charge equally apply to the sale of monthly alterations to the electoral register.								
Overseas electors - data		Admin	S	N	20.00	0.00	20.00	
		plus per thousand entries(or part)	S	N	1.50	0.00	1.50	
Overseas electors - paper		Admin	S	N	10.00	0.00	10.00	
	plus per thousand entries(or part)	S	N	5.00	0.00	5.00		

Leisure

Swimming

PAY AS YOU GO	ONE CARD	FULL PRICE
Swim Session (under 3's)	£1.30	£2.30
Swim Session (3 to 15 years)	£2.80	£3.80
Swim Session (16+ years)	£3.80	£5.00
Family Swim Pass (2 adults and 2 children)	£12.00	£15.00
AquaFit and Aquanatal Classes	£5.00	£6.00

SWIM MEMBERSHIPS	ONE CARD	FULL PRICE
Monthly Swim Pass (all ages)	£23.50 per month	n/a
Annual Swim Pass (all ages)	£249.00 per year	n/a

Swimming Lessons

BABY/JUNIOR LESSONS	DIRECT DEBIT	CASH BLOCK
30 minute lessons	£21.40 per month	£80.25 per 15 weeks
45 minute lessons	£32.10 per month	£120.40 per 15 weeks
60 minute lessons	£42.80 per month	£160.50 per 15 weeks

Fitness Classes

	ONE CARD	FULL PRICE
Fitness Class Pass (10 fitness classes)	£44.00	n/a
All Fitness Classes (except below)	£5.00	£6.00
30 Minute Fitness Classes	£3.20	£4.20
Right Start Classes	£3.50	n/a

Memberships

ADVANTAGE MEMBERSHIP	Monthly	Annual
Single membership	£39.00 per month	£390.00 per year
Single membership (with use of Heat Experience Suites)	£46.50 per month	£480.00 per year
Joint membership	£61.00 per month	£610.00 per year
Joint membership (with use of Heat Experience Suites)	£76.00 per month	£790.00 per year

SILVER MEMBERSHIP	Monthly	Annual
Single membership	£30.00 per month	£300.00 per year
Single membership (with use of Heat Experience Suites)	£37.50 per month	£390.00 per year
Joint membership	£47.00 per month	£470.00 per year
Joint membership (with use of Heat Experience Suites)	£62.00 per month	£650.00 per year

GYM ONLY MEMBERSHIP	Monthly	Annual
Single membership	£35.00 per month	£350.00 per year
Single membership (with use of Heat Experience Suites)	£42.50 per month	£440.00 per year
Joint membership	£55.00 per month	£550.00 per year
Joint membership (with use of Heat Experience Suites)	£70.00 per month	£730.00 per year

STUDENT MEMBERSHIP	Monthly	Annual
Student membership	£20.00 per month	n/a

Impressions Casual Use

CASUAL USE	Monday to Friday (last entry 4.30pm)	Saturday & Sunday	Monday to Friday (after 4.30pm)
Adult (16+ years)	£5.00	£5.00	£7.00
Student (16+ years)	£3.00	£3.00	£7.00
Student (11 to 15 years)	£3.00	£3.00	n/a

Heat Experience Suites

PURE DAY SPA APPOINTMENTS

Treatments with a (H) symbol (It is recommended you only use the heat experience suites before your appointment)	FREE
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CASUAL USE

Casual Use	£7.50 per visit
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HEAT EXPERIENCE PASSES

Monthly Pass (with monthly prepaid membership)	£7.50 per month (direct debit)
Annual Pass (with annual prepaid membership)	£90.00 per year
Monthly Pass	£12.50 per month (direct debit)
Annual Pass	£120.00 per year

Sports Halls

HUNTINGDON	ONE CARD	FULL PRICE
Whole Sports Hall (3 courts)	£38.00	£42.00

RAMSEY	ONE CARD	FULL PRICE
Whole Sports Hall (3 courts)	£38.00	£42.00
Cricket Nets	POA	POA

SAWTRY	ONE CARD	FULL PRICE
Whole Sports Hall (3 courts)	£38.00	£42.00
Cricket Nets	POA	POA

ST IVES INDOOR	ONE CARD	FULL PRICE
Whole Sports Hall (6 courts)	£55.00	£59.00
Half Sports Hall (3 courts)	£38.00	£42.00
Cricket Nets	POA	POA

ST NEOTS	ONE CARD	FULL PRICE
Whole Sports Hall (5 courts)	£50.00	£54.00

Racquet Sports

BADMINTON	ONE CARD	FULL PRICE
Badminton Court (anytime)	£8.50	£9.50
Badminton Court (school holidays offer)	£3.00	n/a
Badminton Pass (block of five badminton courts)	£42.50	n/a

SQUASH / RACKETBALL	ONE CARD	FULL PRICE
Squash Court (anytime)	£6.20	£8.70
Squash Court (school holidays offer)	£3.00	n/a
Squash Pass (block of five squash courts)	£31.00	n/a

TABLE TENNIS	ONE CARD	FULL PRICE
Table Tennis (anytime)	£8.50	£9.50
Table Tennis (school holiday offer)	£3.00	n/a

TENNIS	ONE CARD	FULL PRICE
Tennis Court (anytime)	£6.00	£8.10
Tennis Court (school holidays offer)	£3.00	n/a

Basement Lanes (Tenpin Bowling)

	ONE CARD	FULL PRICE
One game of bowling	£4.50	n/a
Two games of bowling	£7.50	n/a
Three games of bowling	£10.00	n/a

	ONE CARD	FULL PRICE
One game of bowling for 4 people of any age	£12.00 per game	n/a

Leo's Funzone (Play & Party Centres)

HUNTINGDON	ONE CARD	FULL PRICE
Under 1's	FREE	£2.00
Monday to Friday (term time only)	£2.50	£3.50
Weekends and School Holidays	£4.20	£5.20

ST NEOTS	ONE CARD	FULL PRICE
Under 1's	FREE	£2.00
Monday to Friday (term time only)	£2.50	£3.50
Weekends and School Holidays	£3.80	£4.80

Roller Skating

	ONE CARD	FULL PRICE
Roller Skating	£4.00	£5.00

Outdoor Synthetic Pitches

HUNTINGDON	ONE CARD	FULL PRICE
3G 5-a-side Pitch (anytime)	£25.00	£30.00
3G 5-a-side Pitch (school holidays offer)	£5.00	n/a

RAMSEY	ONE CARD	FULL PRICE
Small Astro Pitch (anytime)	£30.00	£34.50
Small Astro Pitch (school holidays offer)	£5.00	n/a

SAWTRY	ONE CARD	FULL PRICE
Small Astro Pitch (anytime)	£42.00	£48.00
Small Astro Pitch (school holidays offer)	£5.00	n/a

ST IVES INDOOR	ONE CARD	FULL PRICE
3G Full Pitch (anytime)	£84.00	n/a
3G Third Pitch (anytime)	£30.00	n/a
Large Astro Pitch (anytime)	£55.00	£64.00
Half Large Astro Pitch (anytime)	£42.00	£48.00
Half Large Astro Pitch (school holidays offer)	£5.00	n/a

ST NEOTS	ONE CARD	FULL PRICE
Large Astro Pitch (anytime)	£55.00	£64.00
Third Large Astro Pitch (anytime)	£25.00	£30.00
Small Astro Pitch (anytime)	£30.00	£34.50
Small Astro Pitch (school holidays offer)	£5.00	n/a

Grass Pitches

	ONE CARD	FULL PRICE
Football Pitch - Mini Soccer	£25.00	n/a
Football Pitch - Colts	£33.00	n/a
Football Pitch - Seniors	£49.00	n/a
Rounders	£25.00	n/a
Kwik Cricket	£20.00	n/a

Netball Courts

HUNTINGDON	ONE CARD	FULL PRICE
Netball Court	£17.00	£22.00

ST IVES OUTDOOR	ONE CARD	FULL PRICE
Netball Court	£23.00	£28.00

ST NEOTS	ONE CARD	FULL PRICE
Netball Court	£23.00	£28.00

8.0 Robustness of the 2015/16 Budget and Medium Term Financial Strategy

8.1 The Local Government Act 2003 requires me, as the Council's Responsible Financial Officer, to report on the robustness of the 2015/16 budget and the adequacy of reserves to assist you in making your decisions on the Budget and the level of Council Tax. Further, this is an opportunity for me to provide some commentary in respect of the period covered by the Medium Term Financial Strategy (MTFS).

8.2 Robustness and Budget Setting

8.2.1 Over recent years the Council has tended to underspend its budget; this is a clear indication that managers have been prudent in the delivery of their services. However, a trend of underspending means that the cost of service delivery, even at current service standards, is below the level of spend that was budgeted for.

8.2.2 At the close of 2012/13, the Council's external auditors proposed that the Council should undertake a fundamental review of its budget, following the principles of Zero Based Budgeting (ZBB). In June 2014 Cabinet approved the development of the 2015/16 and subsequent year's budgets to be produced on this basis. In late August 2014 a ZBB review programme commenced, with 5 strategic services fundamentally reviewed (known as ZBB Heavy, these were Resources, Car Parking, Green Spaces, Community and One Leisure) in preparation for the 2015/16 budget.

8.2.3 Running in parallel with the ZBB Heavy reviews, all those services that had not been subject to a Heavy review have been subject to a desk-top or ZBB Light review. In so doing all services had been subject to budgetary oversight to ensure that the maximum value for money is achieved from each service.

8.2.4 With regard to the Heavy reviews, each has been subject to an internal officer review panel and then a Star Chamber review panel that was led by the Executive Councillor for Resources and supported by the Executive Leader and the Deputy Leader/Executive Councillor for Commercial Activities.

8.2.5 Over the next year, all remaining services will be subject to a ZBB Heavy review (with the other services being subject to a Light review). Thereby, by February 2016 and the setting of the 2016/17 budget, all services will have been subject to a comprehensive ZBB review. For the years that follow, the intention at this time is that there will be a rolling programme of ZBB reviews.

8.3 Challenges facing the Council

8.3.1 The challenges that the Council faces and is dealing with are similar to those of many Councils across the local government community. The principal challenges that the Council is tackling are illustrated below:

- **Public Sector Austerity – Cuts in grant funding**

8.3.2 The public sector has as a whole has faced the most significant austerity programme in a generation and as a consequence of the government’s ringfenced services, this has meant that local government has met a significant share of the austerity programme. It is fair to say that to date the Council has not been significantly challenged in “budgetary” terms as a result of austerity, this is mainly due to the fact that the council continually under-achieved its budget.

8.3.3 As part of the 2014/15 provisional settlement announced in December 2013, the government indicated that the Council would receive £11.332m for 2015/16; when the 2015/16 was actually announced in December 2014 the Council was notified that it would receive £11.746m; which was £0.414m ahead (excluding Council Tax Freeze Grant). However, the modelling that had been followed in respect of the 2014/15 budget setting process estimated that the total grant receivable would be £12.923m by 2019/20; whereas the modelling followed for the 2015/16 budget is £11.122m by the same year – a reduction of £1.801m (13.9%). Relevant analysis is shown in Table N below.

	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
2014/15 Budget & MTP						
NDR	4,218	4,245	4,351	4,460	4,572	4,686
RSG	4,562	3,074	2,400	1,800	1,500	1,100
NHB	3,344	4,013	4,993	5,628	6,340	7,137
Total	12,124	11,332	11,744	11,888	12,412	12,923
2015/16 Budget & MTFS						
NDR	4,218	4,160	4,661	4,868	5,084	5,308
RSG	4,562	3,183	1,900	921	442	0
NHB	3,344	4,403	5,126	5,342	5,537	5,814
Total	12,124	11,746	11,687	11,131	11,063	11,122
Variance between Grant Assumptions						
NDR	0	(85)	310	408	512	622
RSG	0	109	(500)	(879)	(1,058)	(1,100)
NHB	0	390	133	(286)	(803)	(1,323)
Total	0	414	(57)	(757)	(1,349)	(1,801)
	%	%	%	%	%	%
NDR	0.0	-2.0	7.1	9.1	11.2	13.3
RSG	0.0	3.5	-20.8	-48.8	-70.5	-100.0
NHB	0.0	9.7	2.7	-5.1	-12.7	-18.5
Total	0.0	3.7	-0.5	-6.4	-10.9	-13.9

- **Programme of Service Review**

8.3.4 It is probably fair to say that all Councils are undertaking some form of service review and seeking to ensure that services are provided with affordability and value for money at their core. As mentioned earlier, this Council is in the process of undertaking a ZBB review of all its services. In addition to this, the Council is also following:

- a project based approach to service change, entitled “Facing the Future”. Projects included within the Facing the Future programme are monitored on an ongoing basis and relative costs and savings are included in the proposed budget.
- a Shared Service programme with our strategic partners, Cambridge City and South Cambridgeshire District Councils. For 2015/16, savings estimates have been included in the base budget in respect of the Information Management Division (IMD), Legal and Building Control services. Future shared service programme savings are not included.

8.3.5 In addition, in late December 2014 the Portfolio Holder for Resources challenged his Cabinet colleagues to find further savings, this exercise generated a further £0.746m on a full year basis.

- **Performance Management**

8.3.6 Over the past 18 months, there has been a strategic change in management; including the recruitment of a new management team. One of the key processes that has been introduced is the start of a proactive performance management framework, including the publication of a new Corporate Plan, development of Service Plans and a new staff appraisal scheme. Coupled with new strategies in respect of internal and external communications this provides a new, emboldened framework for the Council to operate within.

8.4 Governance

8.4.1 As noted within the 2013/14 Annual Governance Statement both the Executive Leader and the Managing Director consider that they are:

“generally satisfied with the effectiveness of corporate governance arrangements and the internal control environment, and as part of continuing efforts to improve governance arrangements the following issues...have been identified for improvement:

- Develop the themes and aims of the Corporate Plan through service delivery plans, performance measures and service standards.
- Employee’s performance targets.
- Publicise the vision statement & strategic themes and outcomes to key stakeholders.
- Review partnership commitments with an emphasis on the benefits obtained and contribution towards the Corporate Plan.
- Continue to educate and train employees in good procurement and contracting practice to ensure that they understand how to act and comply with the requirements of the Code of Procurement.”

8.4.2 Further, the Councils Internal Audit and Risk Manager reported to the Corporate Governance Panel in May 2014, in respect of the control environment up to 31 March 2014, that

“the Council’s internal control environment and systems of internal control....provided limited assurance over key business processes and adequate assurance over financial systems”.

8.4.3 The past year has seen the introduction of a number of initiatives to improve governance, including:

- officer led governance boards,
- project management methodology,
- lean process review,
- golden thread approach to performance management,
- and further enhancements within budget monitoring and reporting to management and members.

8.4.4 There are also relatively mature plans to introduce and embed further management reporting and budget monitoring business systems.

8.5 Risks

8.5.1 Because of the nature of the macro and micro environment that the wider local government family and the Council operates within, there are a whole host of risks that the Council faces on a day-to-day basis. In such an environment, budget setting is not a science but more a guide on how financial resources will be allocated to services over the forthcoming year and an indication into the medium term. There will always be items that emerge after the budget has been approved and these can range from a programme under or over achieving or an unexpected event occurring. Where an event occurs that will potentially have a negative financial impact on the Council, the first call for funding will be from compensating savings from elsewhere within the Council's budget (service first, wider Council thereafter). If this is not possible, service reductions will then be considered and finally the use of General Fund reserves.

8.5.2 It is therefore essential that relevant risks are identified and appropriate sensitivity analysis applied to determine the impact on the Council. The most significant potential risks to the budget are:

- underachievement of savings
- higher inflation.
- further reductions in income (mainly from fees and charges).
- non-achievement of savings; including Shared Services
- failure of a borrower.
- an emergency.
- increased demand on services (e.g. benefits and homelessness).
- level of retained business rates.

8.5.3 Taking each of the above in turn:

- **Underachievement of savings**

The savings included within the budget total £2.810m (ZBB £1.847m; FtF £0.109m; Portfolio Challenge £0.653m; Other £0.201m). These savings cover a broad range of services and are heavily dependent on implementation as planned, which itself can be subject to market management and political conditions prevailing at the time. It is therefore prudent to assume that some of these savings may not be achieved; a fair assumption is that 30% underachievement which equates to £0.843m.

- **Higher Inflation**

Currently inflation stands at 0.5%, this is a drop of 0.5% from 1% that was reported in December 2014.

With regard to:

- **Pay**
The budget for 2015/16 includes an “across the board” pay increase of 1%. Taking into account employer oncosts (national insurance and pension) and the already included pay inflation, this equates to a total cost of £21.332m, a further 1% for sensitivity equates to £0.213m.
- **General Inflation**
No general inflation has been included in the 2015/16 budget except where there are contractual price increases; although for the Council this is minimal as most services are “contracted in”. For sensitivity, no inflation has been included.

There is at present economic commentary in respect of price stagnation and even deflation. Although these are recognised as issues they would generally have a positive impact on service costs. Considering that the Council is freezing Council Tax and over the medium term, the Council is therefore absorbing the impacts of all price adjustments. If price stagnation or deflation becomes a more serious issue, this will be addressed at the next budget round.

- **Investment Interest**
The budget for 2015/16 has assumed a “composite” investment interest rate of 2.1% this equates to income of £0.232m; the budget also includes a borrowing rate of 4.0% which equates to a borrowing cost (short) of £0.177m. For sensitivity purposes no additional investment interest has been modelled however for short-term borrowing, a rate rise of 1% would equate to £0.221m, an increase of £44,000.

- **Reduced income: Fees and Charges**

Total fees and charges are £14.5m, therefore for sensitivity analysis a 1% loss of income from fees and charges would amount to £0.145m. The largest income streams that are susceptible to variation include:

- Car Parks, £1.9m
- Leisure Centres, £6.13m
- Property, £1.9m
- Planning and Building Control Fees, £1.8m

- **Reduced income: New Homes Bonus**

In May 2015 there will be a General Election and at the Annual LGA Finance Conference held in early January 2015, the Conservative’s stated that their current intention is for central government support to local government to remain “incentive” led; in that New Homes Bonus is likely to continue.

However, Labour have stated that they will, quite quickly, remove New Homes Bonus but replace it with a “needs-based” system more akin to Revenue Support Grant; this would lead to a national redistribution of grant. The likely impact of this change will be that the Council will see a net reduction in its grant, so for sensitivity analysis purposes, a 10% reduction in New Homes Bonus has been assumed (£0.440m)

- **Government Grant: Non Domestic Rates**

Since the introduction of this new element of funding for authorities in April 2013 it has become increasingly clear that the levels that the authority will be able to retain are very difficult to forecast. Whilst there are some opportunities for estimating when new buildings will be completed once they have started it is very difficult to judge when development will commence on allocated land even if planning permission has been granted.

It is even more difficult to estimate the results of appeals against the valuation set by the Valuation Office Agency. These appeals sometimes take years to finalise and are often backdated for a number of years, drastically adding to the volatility. Other variations can result from a property being burnt down or demolished.

The revenue impact is limited by the existence of a safety net which limits our loss to around £0.350m, this is included as a block amount within the sensitivity analysis.

- **Failure of a Borrower**

The maximum permitted with one counterparty is £8.0m but this is only possible where £3.0m of the sum is held in a liquidity account with that body. Liquidity Accounts allow recovery of investments on the same working day which substantially reduces the risk. In most cases the limit is £5.0m which is restricted to bodies with a credit rating of F1+ or Building Societies with more than £2 billion in assets. The impact of a failure of borrower will be the loss of revenue cash flow and the potential costs involved of “making good” the lost investment. There are however, good governance arrangements around the Council’s Treasury activity and therefore the likelihood of loss is minimal, this has not been included in the sensitivity analysis.

- **Emergency**

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). The Council does reside within a flood risk area and there have been occasions where the Council has been required to meet the cost of local flooding incidents, however such costs have been met from within current resources. With the reduction in budgets it is anticipated that such ad-hoc spend will not be able to be as easily accommodated so it would be prudent to include an element within any sensitivity to meet this cost. The Code of Financial Management permits the Managing Director or the Responsible Financial Officer to incur “emergency spend” of up to £0.350m, with retrospective reporting to Cabinet. The £0.350m is included as a block amount within the sensitivity analysis.

- **Increased demands on services**

The services most susceptible to increased demand that would have a significant revenue

impact are homelessness and Council Tax Support.

With regard to homelessness, the budget for 2015/16 is £0.368m and that for Council Tax Support is £6.860m; if there was a 10% increase in demand for each this would require an additional £0.723m.

8.5.4 Considering the risks noted above and the stated assumptions, the accumulated total cash risk is £3.086m. However, it is highly unlikely that all these risks will occur at the same time, so it is fair to apply "sensitivity" to each risk and then model the impact over the likelihood of occurrence. Table P shows this detailed analysis and in summary the additional pressure within 2015/16 based on the likelihood of occurrence is as follows:

- Pessimistic view, additional pressure of: £1.467m
- Middle-View, additional pressure of: £0.983m
- Optimistic View, additional pressure of: £0.638m

Table P		Sensitivity of Risks to 2015/16 Budget & Funding Options									
Risk		Costs Included in 2015/16 budget £'000	New rate	Sensitivity Impact		Likelihood of Occurrence					
				+/-	Cost £'000	Pessimistic Factor	£'000	Middle-Way Factor	£'000	Optimistic Factor	£'000
Underachievement of Savings		2,810	Savings not achieved	30%	843	0.7	590	0.2	169	0.1	84
Inflation	Pay	21,332	Pay increase from 1% to 2%	1%	213	0.6	128	0.3	64	0.1	21
	Temporary Borrowing	44	Difference between Borrowing increased from 4% to 5%	50%	22	0.2	4	0.5	11	0.3	7
Reduced Income	Fees & Charges	(14,522)	Reduction in income.	1%	145	0.3	44	0.4	58	0.3	44
	New Homes Bonus	(4,403)	Reduction in NHB following change to "needs" system and consequential redistribution.	10%	440	0.3	132	0.4	176	0.3	132
Government Grant	Non-Domestic Rates	350	Loss of Modelled NDR, limited by Safety Net	100%	350	0.6	210	0.3	105	0.1	35
Emergency		350	Immediate use of funds in the event of a local emergency	100%	350	0.2	70	0.5	175	0.3	105
Increased Demand of Services	Homelessness	368	Increase in demand	10%	37	0.4	15	0.5	19	0.1	4
	Council Tax Support	6,860	Increase in demand	10%	686	0.4	274	0.3	206	0.3	206
Total Sensitivity					3,086	1,467		983		638	
Estimated Reserves at 31 March 2016 as per Proposed Budget						9,334		9,334		9,334	
Estimated Reserves at 31 March 2016 following Sensitivity						7,867		8,351		8,696	
Conclusion of Sensitivity											
- Do Reserves remain positive						Yes		Yes		Yes	
- Reduction in Reserves						15.7%		10.5%		6.8%	

8.6 Revenue Reserves

8.6.1 In previous budget rounds, the budgets that were included within the MTP included two sets of numbers that were significant estimates; namely “contingency items” (or risk provisions) and “savings yet to be identified”.

8.6.2 The objective of including these items was to indicate to members that reserves would be maintained at a fair level at the end of the MTP period because:

- calculated risks were included in service costs (contingency items), and
- a line identifying “future savings” was also included.

8.6.3 However the reality of this approach was that it introduced a significant risk of misinterpretation of the future financial plans of the Council because members would see that reserves (the bottom line) were maintained – hence they may have lost sight of the fact that the budget was not balanced in cash terms.

8.6.4 Therefore, to improve transparency and to ensure that members are focused on the key issue of ensuring “financial sustainability”, the approach of including the aforementioned estimates has not been adopted from this year onwards in the development of the MTFS. All budgets presented to members will be “cash” based and the budgetary risk posed by the MTFS not being balanced over the medium clearly identified.

- **Reserves for 2015/16 and the MTFS Period (2016/17 to 2019/20)**

8.6.5 There is no statutory minimum level of reserves; however Cabinet on the 22nd January 2015 have confirmed a minimum level of £3m. Based on the current budget for 2015/16, reserves are forecast to be £8.537m at April 2015 and increase to £9.334m by 31 March 2016.

8.6.6 As noted in para 8.5.4 above, it is theoretically possible but highly unlikely that all of the above risk items would occur next year, however it is critical that the Council has sufficient reserves to fund unavoidable additional costs pending the introduction of compensating service savings.

8.6.7 Therefore, by applying the estimated sensitivity costs noted from Table P above, it is considered, as shown in Table Q below that in respect of:

- 2015/16, regardless of the likelihood of occurrence, reserves are sufficient to meet all sensitivity costs.
- the MTFS period, regardless of the likelihood of occurrence, reserves are sufficient to meet all sensitivity costs. However, by 2019/20 it is shown that reserves will drop below the minimum level of £3.0m.

Table Q	Impact of 2015/16 Sensitivity of Risks on the MTF General Fund Reserves Profile														
	2015/16 £'000			2016/17 £'000			2017/18 £'000			2018/19 £'000			2019/20 £'000		
General Fund Reserves (as per 2015/16 Proposed Budget)	9,334			9,036			7,499			5,426			3,071		
	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic	Pessimistic	Middle-Way	Optimistic
Reduction in Reserves	1,467	983	638	1,467	983	638	1,467	983	638	1,467	983	638	1,467	983	638
Estimated Reserves	7,867	8,351	8,696	7,569	8,053	8,398	6,032	6,516	6,861	3,959	4,443	4,788	1,604	2,088	2,433
- Do Reserves remain positive	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No

8.6.9 Although such a position does demonstrate that the Council is “financially sustainable” over the medium term at the current level of net expenditure there is still considerable downward pressure from government funding as austerity continues to bite across the whole of the public sector. It is therefore considered prudent that the council continues to endeavour to be financially independent of government funding by the end of the medium term period (2019/20) which will mean that it must continue to drive down costs and increase income wherever possible – and the continuation of the ZBB and FtF programmes are key to achieving this.

- **Capital Investment**

8.6.10 However, another attribute to achieving “financial independence” is the development of the capital asset investment programme as this will provide an essential additional revenue stream.

8.6.11 With regard to the capital investment programme, only assets that will by their nature generate a revenue cash flow should be considered. In respect of commercial assets, it is currently modelled that to generate £1m revenue, capital investment of around £13m is required. However, the Council should not only look at commercial assets as there are opportunities within the housing sector that will generate a revenue stream and also continue to provide development finance for local organisations (such as that the Council has already done with Huntingdon Regional College and Huntingdon Gym).

8.6.12 Consequently, if the Council wished to:

- Continue with a Zero increase in Council Tax over the MTFs period, and
- Set aside government grant to fund future capital investment,

8.6.13 As shown in Table R below, if:

- **Option 1** (i.e. 100% RSG + 50% NHB) was followed it would take the council the full three years to achieve the required £13m funding, but if the Council chose to follow
- **Option 2** (i.e. 100% RSG + 100% NHB), the Council would achieve the required funding within 2 years. However, Option 1 would require cuts in net expenditure of around 24% whereas Option 2 would require cuts in the region of 38%.

8.6.14 Of course, the Council could borrow these funds from the market or the Public Works Loan Board to facilitate a faster asset investment programme.

Table R	Estimated Service Reductions									
	Option 1 - Council Tax held at Nil Increase - No use of Reserves - 100% RSG set-aside - 50% NHB set-aside					Option 2 - Council Tax held at Nil Increase - No use of Reserves - 100% RSG set-aside - 100% NHB set-aside				
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Net Expenditure (as per 2015/16 Proposed Budget)	18,881	19,870	20,671	21,259	21,721	18,881	19,870	20,671	21,259	21,721
Service reduction required:										
- no use of reserves	0	(298)	(1,537)	(2,073)	(2,355)	0	(298)	(1,537)	(2,073)	(2,355)
- RSG & NHB for capital investments	0	(4,463)	(3,592)	(3,211)	(2,907)	0	(7,026)	(6,263)	(5,979)	(5,814)
Total Service Reductions	0	(4,761)	(5,129)	(5,283)	(5,262)	0	(7,324)	(7,800)	(8,052)	(8,169)
Revised Net Expenditure	18,881	15,109	15,542	15,976	16,460	18,881	12,546	12,871	13,207	13,553
Cuts Required ----->		24.0%	24.8%	24.9%	24.2%		36.9%	37.7%	37.9%	37.6%
Financing										
Reserves	(797)	0	0	0	0	(797)	0	0	0	0
Non-Domestic Rates	4,160	4,661	4,868	5,084	5,308	4,160	4,661	4,868	5,084	5,308
Revenue Support Grant	3,183	0	0	0	0	3,183	0	0	0	0
New Homes Bonus	4,403	2,563	2,671	2,769	2,907	4,403	0	0	0	0
Council Tax Freeze Grant	82					82				
Collection Fund	82					82				
Total Government Grant	11,910	7,224	7,539	7,853	8,215	11,910	4,661	4,868	5,084	5,308
Council Tax	7,768	7,885	8,003	8,123	8,245	7,768	7,885	8,003	8,123	8,245
Balanced Budget if Nil	0	0	0	0	0	0	0	0	0	0
Council Tax Base	58,329	59,204	60,092	60,993	61,908	58,329	59,204	60,092	60,993	61,908
- per Band D	133.18	133.18	133.18	133.18	133.18	133.18	133.18	133.18	133.18	133.18

8.7 Conclusion

- 2015/16 Budget**

Considering all the factors noted within the “Robustness” statement in respect of 2015/16, I consider that the:

- combination of a new, robust approach to budget setting,
- the direction of travel in relation to governance,
- the further service and budget efficiency work to be undertaken during 2015/16, and
- that reserves are expected to increase by March 2016,

the budget proposed for 2015/16 should not give Members any significant concerns over the Council’s financial position.

- Medium Term Financial Strategy (2016/17 to 2019/20)**

With regard to the period covered by the MTFs, it is anticipated that there will be some significant cuts in government grant and if they materialise as planned they do pose a risk to the Council. However, current modelling is showing that the Council will remain above the £3.0m

minimum level of reserves; but this level will be breached if the costs included within the sensitivity analysis come to fruition.

However, as highlighted earlier in this statement, there are actions being followed to mitigate this scenario but it does remain critical that:

- all Council services remain under tight budgetary control,
- ZBB is embedded as the primary basis for budgeting setting,
- the “facing the future” programme is completed as planned,
- Affordability and Value for Money are at the core of the Councils decision making processes,
- savings are identified at the earliest opportunity,
- capital investment is commenced as soon as possible, and
- reliance on central government funding is continually assessed and removed wherever possible.

Clive Mason CPFA

Responsible Financial Officer (Section 151)

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HUNTINGDONSHIRE DISTRICT COUNCIL

Title: Budget Monitoring 2014/15 (Revenue & Capital)

Meeting/Date: Cabinet
12th February 2015

Executive Portfolio: Resources: Councillor J A Gray

Report by: Head of Resources

Ward(s) affected: All Wards

Executive Summary:

1. Budget Monitoring 2014/15

- **Revenue**

The net revenue budget approved in February 2014 was £20.870m. The variations forecast so far this year total a saving of £0.858m. The significant movements include staff related savings of £0.847m, transport savings of £0.195m and a reduction in supplies & services of £0.842m. This is offset by a shortfall in interest receipts of £0.513m and fees & charges income of £0.416m.

	£m
Approved Budget	20.870
Forecast Variation	(0.858)
Forecast	20.012

- **Capital**

The net capital budget approved in February 2014 was £4.623m in addition to which slippage added a further £1.945m giving a total updated budget of £6.568m. Currently the forecast out turn for this financial year is estimated to be £3.693m a reduction of £2.875m mainly due to (£0.401m) cost variations and (£2.486m) timing changes.

At this stage in the year variations have been reported for under/overspends totalling a net underspend of (£0.401m), including savings on bin purchases of (£0.233m), increased expenditure on the multi-storey car park of £50,000 and One Leisure St Ives Redevelopment £0.166m, housing grants (£0.100m), reduced staff recharges (£50,000), increased sale price of Green House (£25,000) and (£0.163m) saving on IMD schemes.

Slippage to future years of (£0.334m) for the CCTV Wireless scheme and camera replacements, vehicle replacements (£0.510m), purchase of small industrial units at Highlode Ramsey to rent out (£0.263m), Hunts West Development (£0.928m) and slippage from future years of (£0.180m) for the sale of the Greenhouse in St Neots.

	£ m	£ m
Approved Budget		4.623
Slippage from 2013/14		1.945
Forecast Variations:		
Cost	(0.401)	
Revenue to Capital Transfers	0.012	
Slippage to future years	(2.343)	
Slippage from future years	(0.143)	(2.875)
Forecast		3,693

- **New Homes Bonus**

The New Homes Bonus calculation is based on data collected over the twelve months between October and September each year and so we are in the early stages of the new NHB year. The target housing growth in the three months to the end of December 2014 was set at 67. Currently the position shows 187, an increase of 120 properties resulting in an estimated increase in New Homes Bonus of £0.144m.

Recommendation(s):

The Cabinet is requested to agree the:

- The Forecast Revenue Budget of £20.012m
- The Forecast Capital Budget of £3.693m

1. PURPOSE

- 1.1 To update members, in line with best practice and agreed budget monitoring reporting cycles, on the forecast outturn for 2014/15 for both capital and revenue budgets based on information available at the end of quarter three.

2. BACKGROUND

Budget Monitoring

- 2.1 Since December 2013, all members have been receiving the Financial Performance Monitoring Suite (FPMS), which incorporates the Financial Dashboard. This report formalises the reporting arrangements of the current forecast outturn for 2014/15 in respect of revenue and capital; this includes a forecast outturn for the General Fund.

3. FORECAST REVENUE ACTIVITY

Use of General Fund Balances

- 3.1 Members will be aware that the Medium Term Financial Strategy (MTFS) (formerly known as the Medium Term Plan) currently provides for a phased reduction in the general fund balance to £3.071m by 2019/20; the general fund balance as at the end of 2013/14 was £8.7m with a further £12.2m in Earmarked Reserves.
- 3.2 All Heads of Service have reviewed their forecasts and the "Forecast Performance" *tabulation (Appendix 1a)* shows that the forecast net spend for 2014/15 is expected to be £20.012m; this means that the forecast use of reserves for the year is £0.147m some £0.858m less than originally planned (this is net of carry-forwards to 2015/16).
- 3.3 This has a consequential impact on the expected use of general fund reserves by:
- reducing the amount needed to balance the 2014/15 budget.
 - providing flexibility to spread the level of future savings over a longer period.
- 3.4 The Original Budget of £20.870m, approved in February 2014, has been adjusted to take into account of:
- approved budget carry-forwards from last year, which are funded from an earmarked reserve, and
 - additional capitalised expenditure.

This results in an updated budget of £21.097m and when this is compared to the 2014/15 Forecast, this shows that the forecast is £1.085m less than the updated budget.

Variations in Revenue Spend

- 3.5 As noted above, Heads of Service have provided an extensive commentary on the reasons for variations in their forecast outturn to the updated budget; this is in the "2014/15 Head of Service Corporate Budget Monitoring" *analysis* (**Appendix 1b**). The table below shows a subjective breakdown of the forecast variations:-

Summary	£'000
Approved Budget	20,870
Delayed Spending from Previous Year	246
Expenditure Variations	
Employee Costs (Including training)	(847)
Premises Costs	(6)
Supplies and Services	(842)
Transport	(195)
Use of R&R Balances to fund expenditure	(97)
Other	(46)
	(2,033)
Income Variations	
Interest Receipts	513
Fees, Charges and Grants	416
	929
Forecast Net Spending	20,012

- 3.6 The current fiscal tightening within the Council is ensuring that Managers are being more robust in the control of their budgets which is beginning to ensure more accurate forecasting.

4. FORECAST CAPITAL ACTIVITY

- 4.1 The table below shows the forecast variations to the approved capital programme, based on the evidence of expenditure to the end of December 2014. The variations include slippage to and from future years and variations to the cost of schemes.

CAPITAL BUDGETARY CONTROL 2014/15	Original Budget £000	Forecast outturn £000	Variation £000
Approved budget	4,623	4,623	0
Delayed spending from previous year	0	1,945	1,945
Cost Variations;			
Multi-Storey Car Park			50

CAPITAL BUDGETARY CONTROL 2014/15	Original Budget	Forecast outturn	Variation
	£000	£000	£000
Changes to specification to increase the usability of the car park including installing LED lighting.			
One Leisure St Ives Redevelopment Cost overruns due to additional work that emerged during the project.			166
Wheeled Bins Increased developer contributions and savings from reusing issued bins.			(233)
Green Bin Charging System Software The software needed to charge for wheeled bins has been introduced at a cost lower than estimated.			(21)
Housing Grants Increased grant awarded by government and fewer private sector grants issued.			(100)
IMD Schemes Due to lack of resources it has been decided not to proceed with some schemes and savings have been found by delivering projects in different ways.			(163)
Alconbury Enterprise Zone This scheme, to support capital investment in the Alconbury Enterprise Zone totals £5m. The scheme is being fully funded by grant from central government and so is net nil to the council.			0
Other Savings Printing and document centre equipment, and pool vehicles, community infrastructure levy software, increased sale proceeds from the sale of the GreenHouse.			(100)
Total Cost Variations		(401)	
Slippage to Future Years;			
CCTV Wireless and Camera Replacements The conversion of CCTV to wireless operation, is now subject to further review before the project commences., and changes to monitor specifications have delayed expenditure			(334)
Vehicle Replacements Extending vehicle life has delayed replacement			(510)

CAPITAL BUDGETARY CONTROL 2014/15	Original Budget	Forecast outturn	Variation
	£000	£000	£000
Highlode Ramsey This scheme is subject to further review before it commences.			(263)
Huntingdon West Development The process of working through the land development negotiations has taken longer than anticipated			(928)
Play Equipment Extending the usable life of the existing equipment has delayed the need to replace this equipment			(115)
Pathfinder House The life of operational plant has exceeded that expected so it has not been replaced			(50)
Other Slippage Including play equipment, leisure centre maintenance and Pedals scheme.			(143)
Total Slippage to Future Years		(2,343)	
Slippage From Future Years			
Green-House The tenancy at the Green-House in St Neots will end in September, as a result the sale of the property has been brought forward from 2015/16.			(180)
Building Efficiency Savings Saving from existing projects have been received earlier than expected resulting in an increased budget allocation			37
Total Slippage From Future Years		(143)	
Revenue to Capital Transfer			
Mobile Home Park Contribution from revenue to the extra ground work and higher cost of the mobile units			12
		12	
Forecast net spending	4,623	3,693	(930)

6. LEGAL IMPLICATIONS

6.1 No direct, material legal implications arise out of this report.

7. RESOURCE IMPLICATIONS

7.1 The resource implications are noted within this report.

LIST OF APPENDICES INCLUDED

Appendix 1 – Financial Performance Monitoring Suite
Appendix 1a – Forecast Performance
Appendix 1b – Head of Service Corporate Budget Monitoring
Appendix 1c – Financial Dashboard (December)

BACKGROUND PAPERS

Working papers in Accountancy

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FINANCIAL PERFORMANCE MONITORING SUITE

December 2014

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3. 2014/15 Head of Service Corporate Budget Monitoring.....	5
4. Financial Dashboard.....	7

Clive Mason
Head of Resources

Prepared By:
Rebecca Maxwell
Accountancy Manager

Headlines – Financial Performance

The 2014/15 financial performance of the Council, based on December 2014 actual income and expenditure, is as follows:

- Page 3
 - The forecast net spending is estimated to be £20.012m against the original budget of £20.870m an underspending of some £0.858m.
 - The proposed use of reserves now stands at £0.147m which is an improvement on the original budget of £0.858m.

- Page 4
 - If the year-end adjustments from 2013-14 had not proceeded the forecast budget would be £20.593 and the use of reserves would be £0.393m.

- Page 5 to page 6
 - Details of One Leisure St Ives income is lower than anticipated after the redevelopment programme
 - Savings continue to be identified across the Council services.

Huntingdonshire District Council

- Forecast against Original & Updated Budget
- Impact on General Fund Balance

	December 2014						
	Original Budget £000	Updated Budget £000	Forecast £000	Forecast Variation Compared to			
				Original Budget £000 %		Updated Budget £000 %	
Forecast Outturn							
Budget Total (Net Expenditure)	20,870	21,097	20,012	(858)	(4.1)	(1,085)	(5.1)
Use of Reserves	(1,005)	(1,232)	(147)	858	(85.4)	1,085	(88.1)
Budget Requirement	19,865	19,865	19,865				
Financing:							
- Collection Fund	(21)	(21)	(21)				
- Government Grant (Non-Specific)	(12,206)	(12,206)	(12,206)				
Council Tax for Huntingdonshire DC	7,638	7,638	7,638				
Impact on Reserves							
General Fund Reserves							
- 31st March 2014	9,027	9,027	8,684 (A)	(343)	(3.8)	(343)	(3.8)
Use of Reserves	(1,005)	(1,232)	(147)				
Outturn General Fund Reserve	8,022	7,795	8,537	515	6.4	742	9.5
- 31st March 2015							

Definitions

- Original Budget
- Updated Budget
- (A)

As approved by Council, February 2014.

The Original Budget, updated for brought forward projects from 2013/14.

Actual General Fund Balance as at 31 March 2014.

Memorandum Item - to show impact on the General Fund Balance if currently approved 2013/14 Carried Forward expenditure was not carried forward to 2014/15

	December 2014					
	Original Budget	Updated Budget	Forecast	Forecast Variation Compared to Original Budget		
Forecast Outturn	£000	£000	£000	£000	%	
Budget Total (Net Expenditure)	20,870	21,097	20,012			
Expenditure that has been carried-forward		246	246 (B)			
Budget Total if Expenditure not c/f	20,870	21,343	20,258	(612)	(2.9)	
Use of Reserves	(1,005)	(1,478)	(393)	612	(60.9)	
Budget Requirement	19,865	19,865	19,865			
Financing:						
- Collection Fund	(21)	(21)	(21)			
- Government Grant (Non-Specific)	(12,206)	(12,206)	(12,206)			
Council Tax for Huntingdonshire DC	7,638	7,638	7,638			

Impact on Reserves					
- 31st March 2014	9,027		8,684 (A)		
Use of Reserves	(1,005)		(393)		
Adjusted Outturn General Fund Balance - 31st March 2015	8,022		8,291	269	3.4

Definitions

- Original Budget As approved by Council, February 2014.
- Updated Budget The Original Budget, updated for brought forward projects from 2013/14.
- (A) Actual General Fund Balance as at 31 March 2014.
- (B) Carried Forward Expenditure to 2014/15

HEAD OF SERVICE SUMMARY

December 2014

Service	Original Budget	Updated Budget	Forecast	Variation Forecast to Updated Budget	Summary Comments (the following are "consolidated" comments for each service)	Saving or Overspend Attributable to				
	£000	£000	£000	£000		2014/15			2015/16	
						Delayed spend	Savings	Over spend	Targeted Savings	Other
	£000	£000	£000	£000		£000	£000	£000	£000	
Leisure & Health	(28)	236	398	162	Overspend One Leisure income down but off-set by savings on employees and supplies and services.	0	(6)	168	0	0
Community	2,798	2,919	2,807	(112)	Savings Voluntary redundancy and vacant posts Licensing increased fees & reduced costs Overspend Wireless camera saving deferred pending technical review and CCTV shared service set up costs	0	(287)	175	0	0
Development	1,785	1,863	1,547	(316)	Savings Staff vacancies Use of revenue reserve to fund capital expenditure at Mobile Home Park	0	(331)	15	0	0
Operations	5,455	5,353	5,155	(198)	Savings Transport maintenance and running costs Pathfinder House business rates saving and refund Cash collection from car parks Staff vacancies Overspend Pensions costs Hinchingbrooke Cafe income shortfall	0	(294)	96	0	0

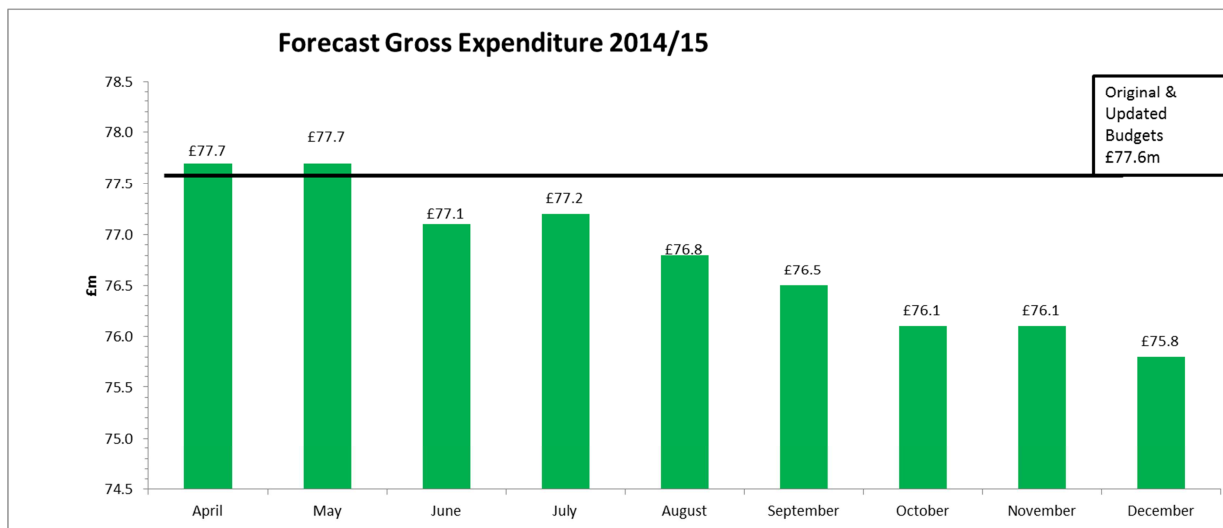
December 2014

Service	Original Budget	Updated Budget	Forecast	Variation Forecast to Updated Budget	Summary Comments (the following are "consolidated" comments for each service)	Saving or Overspend Attributable to				
						2014/15			2015/16	
	£000	£000	£000	£000		Delayed spend	Savings	Over spend	Targeted Savings	Other
	£000	£000	£000	£000		£000	£000	£000	£000	
Customer Services	4,935	5,093	4,850	(243)	Saving Agency staff funded form additional grant (see Resources) Staff savings Lower Homelessness costs Overspend Lower Government grant (Council Tax) ICT Shared service savings delayed	(59)	(309)	125	0	0
Resources	4,279	3,042	2,785	(257)	Saving Additional grants (partially offset by expenditure see Customer Services) Training and overtime underspend Overspend Interest receipts/payments Estates income down and expenditure slightly higher	0	(420)	163	0	0
Corporate Team	2,258	3,203	3,054	(149)	Savings Reduced payment for historic pension increases Member expenses for travel and phones under budget Increased volume of Land Charges fees Overspend Land charges litigation settlement	0	(182)	33	0	0
Service Total	21,482	21,709	20,596	(1,113)		(59)	(1,829)	775	0	0
Technical adjustments	(612)	(612)	(584)	28	Revenue expenditure charged to capital and recharges to Controllable Expenditure					
Budget Net Expen	20,870	21,097	20,012	(1,085)						

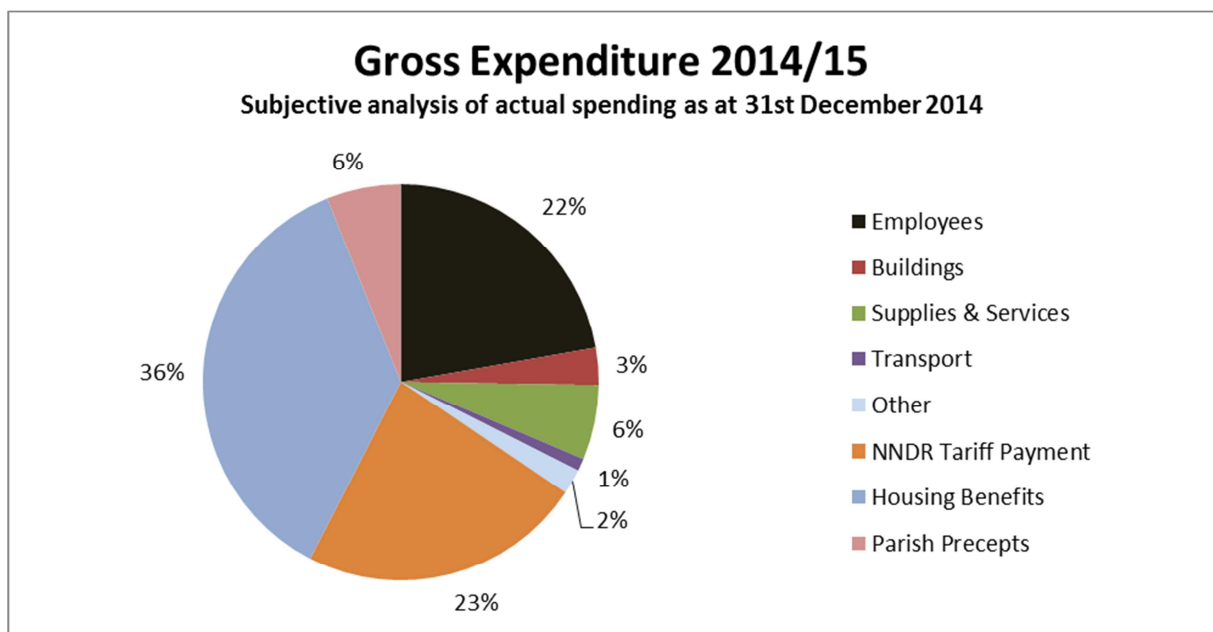


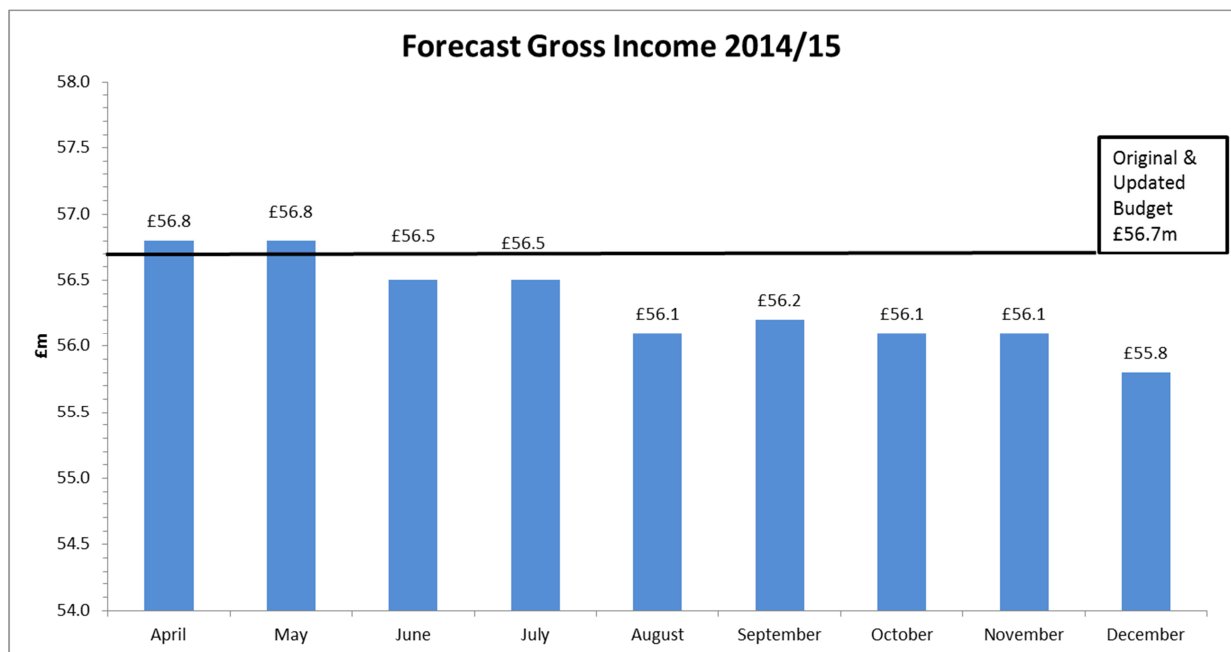
Financial Dashboard (December 2014)

Revenue Income & Expenditure

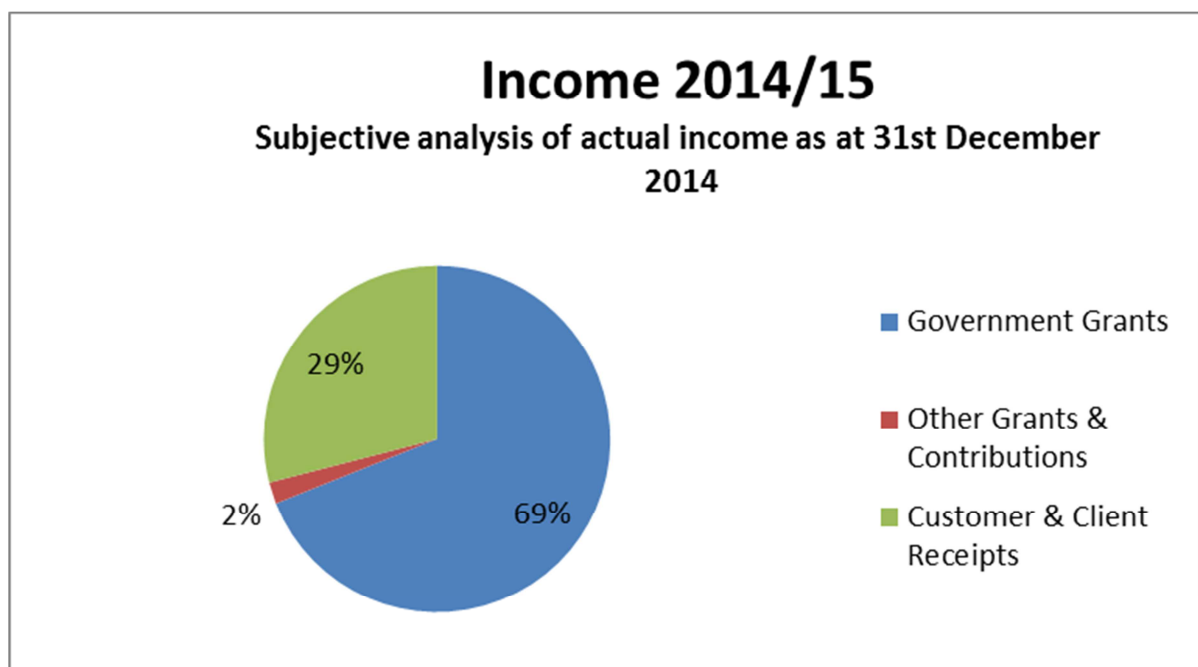


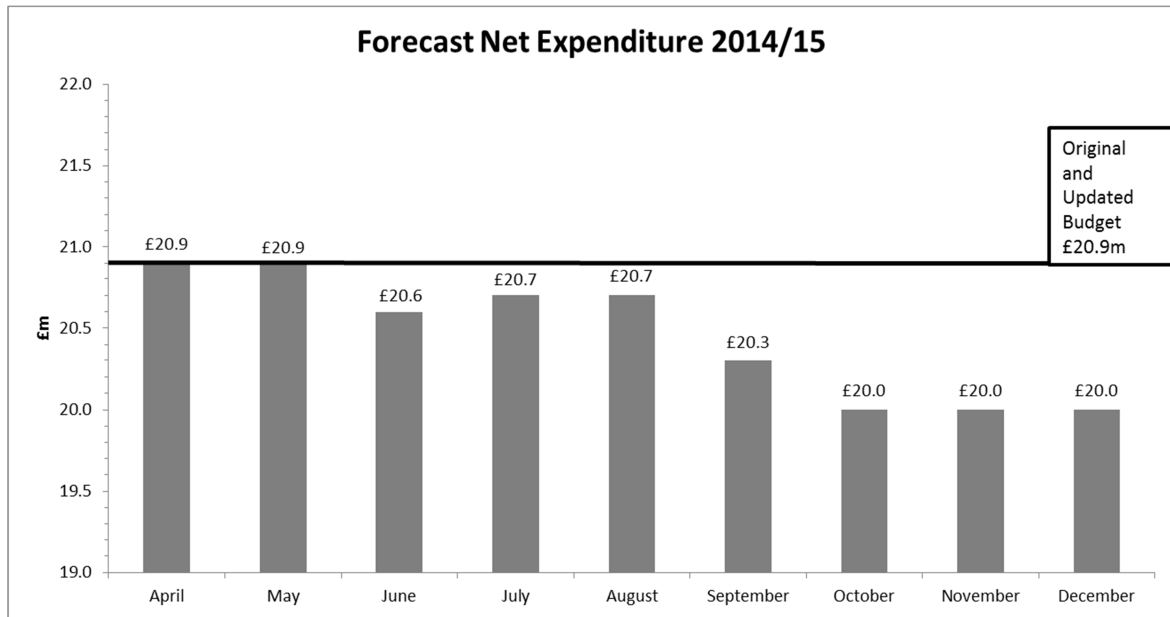
Since November the main reduction in expenditure has been on One Leisure staff and supplies & services costs identified during the ZBB process. There have also been minor reductions in the homelessness costs, these have been marginally offset by the increase in HDC's share of the CCTV additional set up costs.



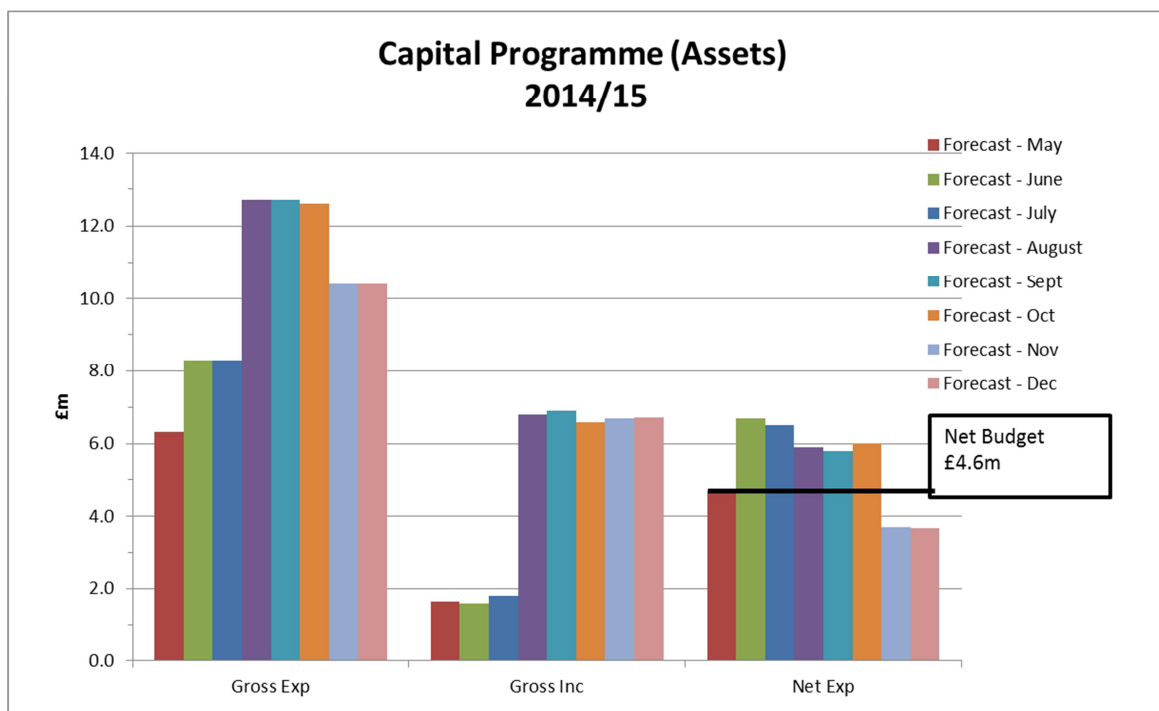


The One Leisure income forecast has been reduced (as well as the expenditure) during the ZBB process. The CCTV shared service income from Cambridge City has now been included.





Capital Programme (Property, Plant & Equipment)



The increase in August reflects the receipt of £5m funding from DCLG for Alconbury Weald that will then be “passported” by way of Capital Grant to the Enterprise Zone.

Highlights Of Budget Changes From Last Month	
	£000
Gross Budget November	10,416
Remove Capital Inflation	0
Changes in Forecast Expenditure	0
Slippage to Next Year	0
Slippage From Next Year	0
Revenue to capital transfers (revenue benefit)	0
New Scheme Funded From Contributions	0
Gross Budget - December	10,416
Contributions and Grants - November	(6,723)
Slippage	0
Slippage From Next Year	0
New Scheme Funding/Extra Contribution	0
Contributions and Grants - December	(6,723)
Net Capital Programme	3,693

The table below shows that the biggest single item that will be used to finance the 2014/15 capital expenditure continues to be working capital (a mix of loans, investments, debtors, creditors and cash).

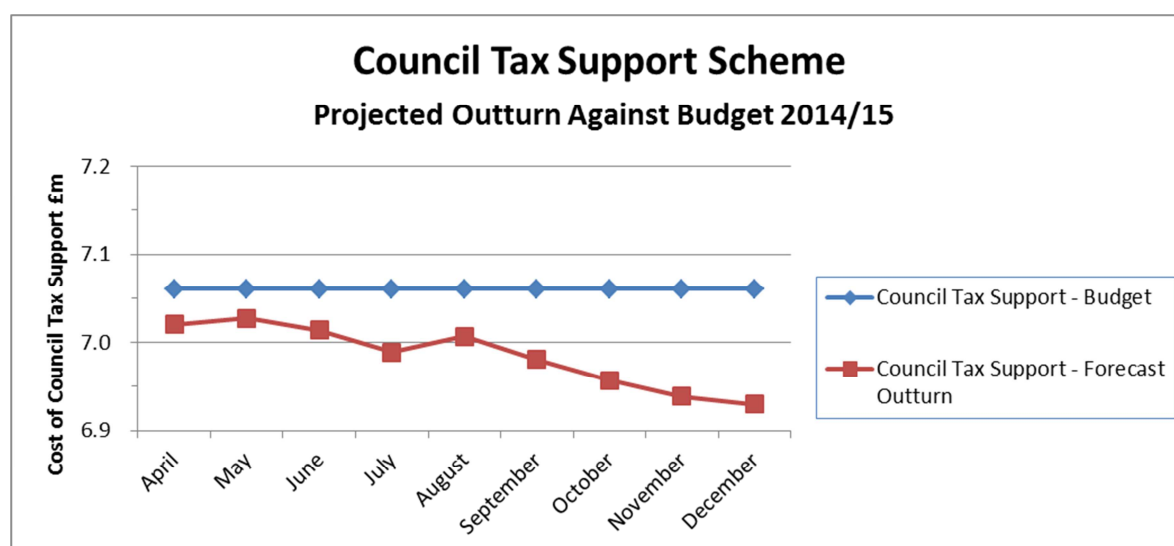
How the 2014/15 Forecast Capital Programme is expected to be financed	
	£000
Gross Expenditure	10,416
Capital Programme: Source of Finance	
- Grants and Contributions	(6,723)
Net Capital Programme	3,693
Other Sources of Finance	
Capital Receipts (Right To Buy Clawback)	(600)
Capital Receipts Land Sales	(200)
Minimum Revenue Provision	(1,331)
Capital Grants Unapplied Reserve	0
Borrowing (Working Capital) - December	1,562

Movement in Capital Financing	
	£000
Borrowing (Working Capital) - November	1,562
Capital Receipts	0
Revenue to Capital	0
MRP Change	0
Slippage from next year	0
Slippage to next year	0
Changes in forecast expenditure	0
Borrowing (Working Capital) - December	1,562

What Has Changed from Net Budget to Net Forecast		£000
Original Net Budget		4,691
Remove Capital Inflation		(68)
Slippage From 2013/14		1,945
Scheme Savings		(378)
Additional Scheme Costs		169
Revenue to Capital Transfers		(38)
Slippage to Future Years		(2,448)
Slippage from Future Years		(180)
Net Forecast		3,693

Council Tax Support Scheme

Currently the take up of the Council Tax Support Scheme is less than envisaged and continues to fluctuate at about £6.9m reflecting a more buoyant local economy. Any 2014/15 saving due to the Support Scheme will impact in 2015/16 as part of the Collection Fund year end surplus or deficit position.



The benefit to HDC will be proportionate to all Council Tax precepts (13.8% for HDC including parishes).

NDR

Forecast variation to the original budget is an increase of £0.4m.

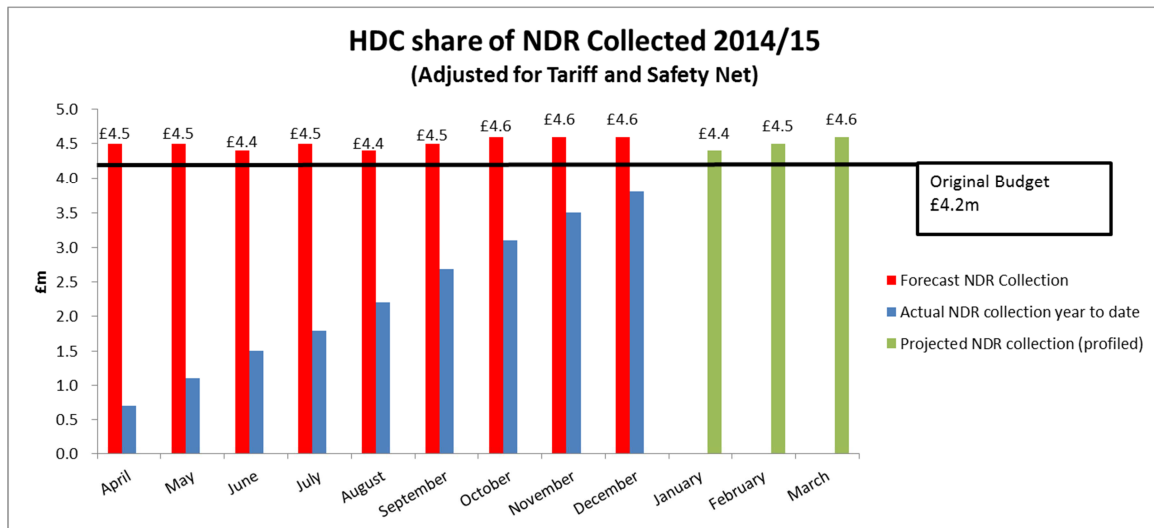
It should be noted that:

- any variance from the budget will impact in 2015/16 as part of the Collection Fund year end surplus or deficit position.
- the localisation of NDR has made the modelling of collectable NDR problematic; this is due to the fact that the Valuation Office has a backlog of appeals which

means the position is extremely volatile and further appeals will of necessity result in an amended forecast,

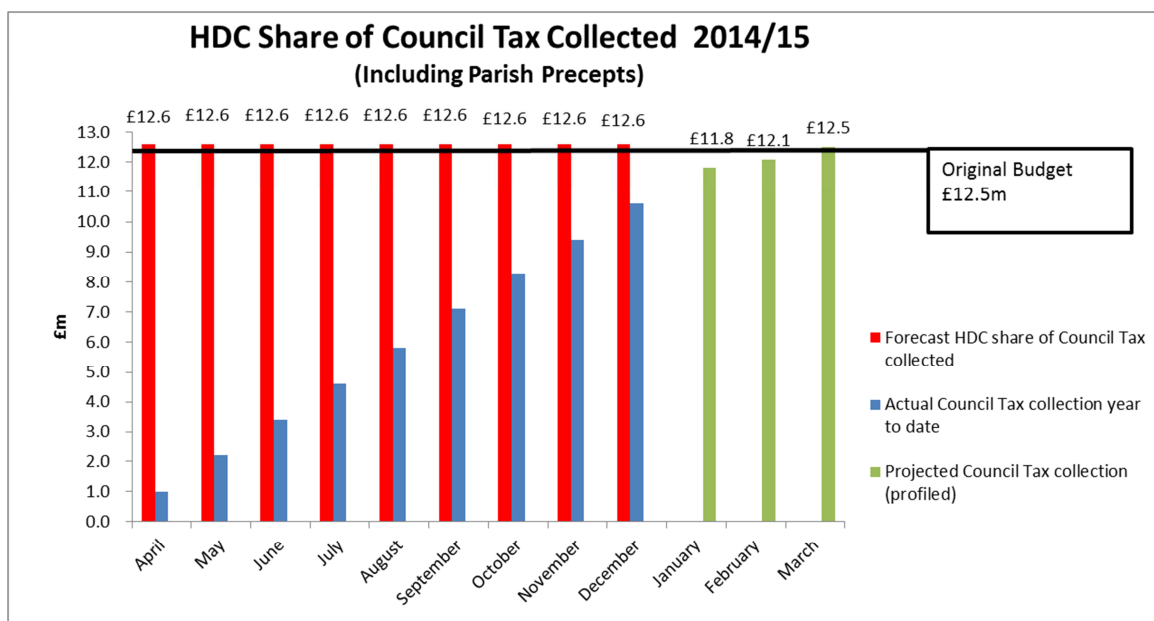
- the uncertainty as to when new premises will come into the valuation list further increases this volatility,

In addition to the forecast above, the Council will receive a grant estimated to be £0.660m for new burdens not allowed for in the central government’s assumptions for sharing NDR.



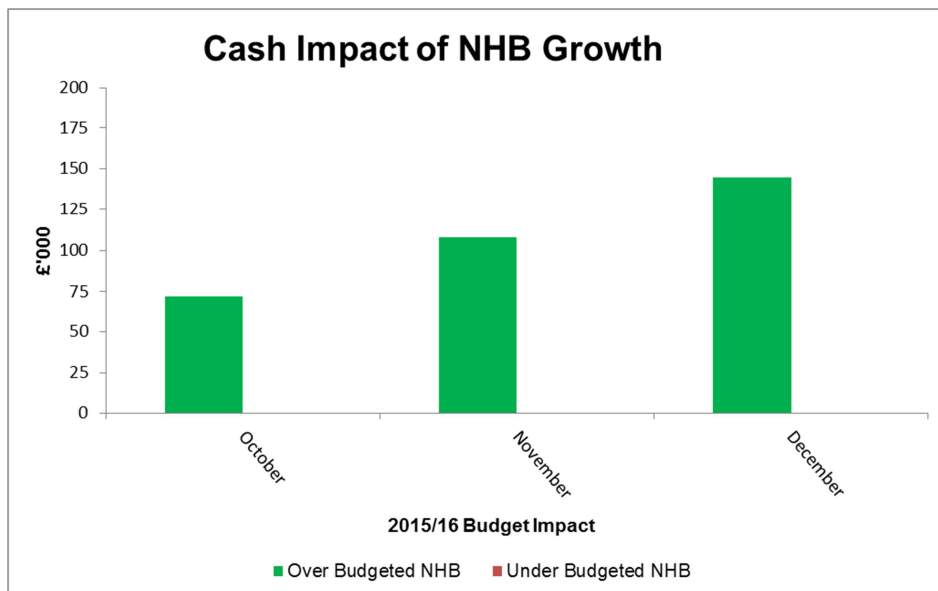
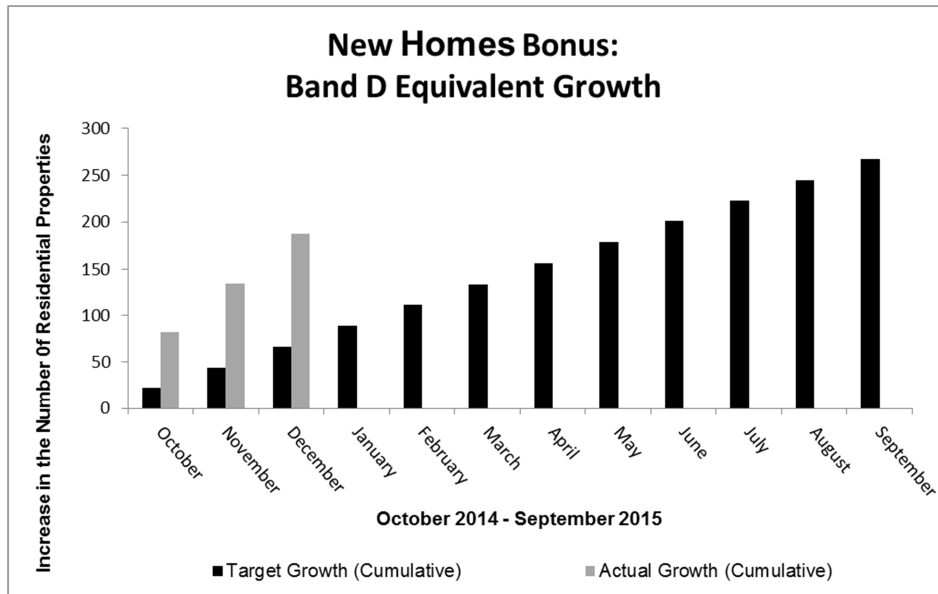
Council Tax

The forecast reflects the actual liability for tax at the time of annual billing compared to the assumptions made at the time the tax base was set. The projection assumes 1% of tax due for 2014/15 will be collected during 2015/16.



New Homes Bonus

The New Homes Bonus reporting cycle is October to September and thus entered a new reporting period in October 2014, any income will be attributable to 2016/17. The following forecasts exclude adjustments for long-term empty properties and affordable homes.



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HUNTINGDONSHIRE DISTRICT COUNCIL

Title:	2015/16 Treasury Management Strategy
Meeting/Date:	Cabinet 12 February 2015
Executive Portfolio:	Resources: Councillor J A Gray
Report by:	Head of Resources
Ward(s) affected:	All Wards

Executive Summary:

The Council is required by law to approve, on an annual basis a Treasury Management Strategy; this requirement is enshrined within relevant Codes of Practice issued by the Chartered Institute of Public Finance and Accountancy and other guidance issued by central government.

The aim of the Treasury Management Strategy is to manage the Council's investments, cash flows, banking, money market and capital market transactions within the requirements of an effective control environment but coupling this with the pursuit of optimum performance consistent with those risks.

The approval of the Treasury Management Strategy rests with Full Council, with oversight being undertaken by the Cabinet. To support the Cabinet, the Leader, Deputy Leader, Portfolio Holder for Resources and the Chairman of the Overview & Scrutiny Panel (Economic Well-Being), as well as relevant officers, attend the Treasury Management Advisory Group (TMAG). The role of TMAG is to comment on current and future Treasury Management activity.

Highlights of the 2015/16 Treasury Management Strategy include:

- The operation of the strategy within an economic climate that is starting to show signs of growth but where the likelihood is that interest rates will remain low into the medium term.
- An increase in net borrowing costs due to the Council no longer holding investments at advantageous rates of interests.
- The continuation of the Councils policy to:
 - use mainly of short-term investments, which are highly liquid and as a consequence are lower risk. This includes the use of call accounts and money market funds
 - the provision of loans to organisations that meet either service objectives or to support local organisations in their development where risk is mitigated by appropriate financial security and a business case for proceeding can be demonstrated.
- The method by which the Minimum Revenue Provision (the charge to revenue for the repayment of debt) is calculated.

Recommendation(s):

It is recommended that Cabinet agrees the report and recommends to Council the approval of:

- The Treasury Management Policy, Annex B.
- The Treasury Management Strategy, Annex C.
- The Annual Minimum Revenue Provision Policy 2015/16, Annex D

1. PURPOSE

1.1 The aim of the Treasury Management Strategy is to provide strategic guidance on how the Council shall conduct its Treasury Management activity. The Strategy shall:

- Include relevant policies, objectives and treasury/prudential indicators; as well as illustrating its approach to risk management.
- Comply with the Code or Practice for Treasury Management and the Prudential Code for Capital Finance (as issued by the Chartered Institute of Public Finance and Accountancy, CIPFA) and reflect published Government advice.
- Approve the way in which the minimum revenue provision is calculated.

1.2 The Strategy is an key element of the Councils Code of Financial Management, Annex A shows what is included in the Code of Financial Management in respect of Treasury Management.

2. TREASURY MANAGEMENT POLICY STATEMENT AND STRATEGY

2.1 The proposed Treasury Management Policy and 2015/16 Strategy is attached as Annex B and C respectively.

2.2 The investment strategy is to invest any surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest. The Council's borrowing strategy permits borrowing for cash flow purposes and funding current and future capital expenditure over whatever periods are in the Council's best interests.

2.3 The proposed Annual Minimum Revenue Provision Policy 2015/16 is attached as Annex D. This policy outlines the way in which the charges to revenue for repayment of debt will be calculated.

3. LEGAL IMPLICATIONS

3.1 No direct, material legal implications arise out of this report.

4. RESOURCE IMPLICATIONS

4.1 The resource implications are noted within this report.

5. REASONS FOR THE RECOMMENDED DECISIONS

5.1 It is recommended that Overview and Scrutiny notes the report and recommends to Cabinet and then to Council the approval of:

- The Treasury Management Policy, Annex B.
- The Treasury Management Strategy, Annex C
- Minimum Revenue Provision Policy 2015/16, Annex D

6 LIST OF APPENDICES INCLUDED

- Annex A: Code of Financial Management (extract)
 Annex B Treasury Management Policy Statement
 Annex C Treasury Management Strategy 2015/16
 The Strategy also includes the following attachments:
 A - Definition of Credit Ratings
 B - Fund Management (If no further advance borrowing)
 C - CIPFA Prudential Code For Capital Finance In Local Authorities; Prudential Indicators And Treasury Management Indicators For 2015/16
 Annex D Annual Minimum Revenue Provision Policy 2015/16

BACKGROUND PAPERS

Working papers in Financial Services

CONTACT OFFICER

Clive Mason, Head of Resources
 (01480 388157

Rebecca Maxwell, Accountancy Manager
 (01480 388117

Code of Financial Management (extract)

Treasury Management

All Treasury Management activities will be undertaken in accordance with the Council's annual Treasury Management Strategy, which includes its policies, objectives, approach to risk management and its prudential indicators. The Strategy will comply with the Code of Practice for Treasury Management and the Prudential Code for Capital Finance, both published by the Chartered Institute of Public Finance and Accountancy (CIPFA), and reflect any published Government advice.

The Council shall have overall responsibility for Treasury Management and will formally approve the annual Treasury Management Strategy and receive an annual and mid-year report on treasury management activities.

The Cabinet will be responsible for the implementation and regular monitoring of treasury management activity. The Treasury Management Advisory Group will include:

- the Executive and Deputy Leaders, the Executive Councillor responsible for resources and the Chairman of the Overview and Scrutiny (Economic Well-being) Panel. Other members can be co-opted onto the group at the discretion of the Executive Leader.
- The Managing Director, the Responsible Financial Officer and the Deputy Responsible Financial Officer. Other officers can be co-opted onto the group at the discretion of the Managing Director or the Responsible Financial Officer.

The Overview and Scrutiny (Economic Well-being) Panel will be responsible for the scrutiny of treasury management.

The execution and administration of treasury management is delegated to the Deputy Responsible Financial Officer who will establish treasury management practices for the operation of the function which will ensure compliance with the Strategy and create appropriate systems of monitoring and control.

Definition

The Council defines its treasury management activities as:

- the management of the Council's investments, cash flows, banking, money market and capital market transactions.
- the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks.

Risk management

The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.

Value for money

The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

Borrowing policy

The Council needs to balance a number of elements in its borrowing policy for funding capital expenditure:

- Utilising a mixture of borrowing periods to reduce the overall impact of changes in interest rates.
- Creating certainty by fixing borrowing for longer periods.
- Minimising the long term cost of any borrowing.
- Ensuring that short term costs are as low as possible.
- Using the Council's own reserves on a temporary basis

Clearly some of these elements can give contradictory answers and the decision on each borrowing decision will need to be based on balancing these elements, taking account of existing borrowing.

The Council will set an affordable borrowing limit each year in compliance with the *Local Government Act 2003*, and will have regard to the *CIPFA Prudential Code for Capital Finance in Local Authorities* when setting that limit. It will also set limits on its exposure to changes in interest rates and limits on the maturity structure of its borrowing in the treasury management strategy report each year.

Investment policy

All investment decisions need to follow a risk assessment which takes account of the need to protect the principal sums invested from loss, ensuring adequate liquidity so that funds are available to fund expenditure when needed, and the generation of investment income to support the provision of

local authority services. Adequate weighting must be given to data reflecting the security of the investment.

Loans to Organisations

The Council may make loans to:

- local organisations, if this will allow the organisation to provide services that will further the Council's own objectives, and where the business case makes this appropriate the earning of a margin on the amounts loaned.
- organisations where no service benefits are involved, but with the objective of earning a margin on the amounts loaned.

In either case loans will only be made where all risks have been considered, appropriate safeguards are in place, and that

Governance

The Council will have regard to the Communities and Local Government Guidance on Local Government Investments and will approve an investment strategy each year as part of the treasury management strategy. The strategy will set criteria to determine suitable organisations with which cash may be invested, limits on the maximum duration of such investments and limits on the amount of cash that may be invested with any one organisation.

Treasury Management is:

- **Ensuring the Council has sufficient cash to meet its day-to-day obligations**
- **Borrowing when necessary to fund capital expenditure, including borrowing in anticipation when rates are considered to be low**
- **Investing any surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest.**

This Strategy explains how Treasury Management will be carried out in Huntingdonshire. It meets the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA's) Code of Practice (2011) and the Government's Guidance on Local Government Investments (2010)

BACKGROUND**Economic background**

There is momentum in the UK economy, with a continued period of growth through domestically-driven activity and strong household consumption. There are signs that growth is becoming more balanced. The greater contribution from business investment should support continued, albeit slower, expansion of GDP. However, inflationary pressure is benign and is likely to remain low in the short-term. There have been large falls in unemployment but levels of part-time working, self-employment and underemployment are significant and nominal earnings growth remains weak and below inflation.

The Monetary Policy Committee's focus is on both the degree of spare capacity in the economy and the rate at which this will be used up, factors prompting some debate on the Committee. Despite two MPC members having voted for an 0.25% increase in rates at each of the meetings August 2014 onwards, some Committee members have become more concerned that the economic outlook is less optimistic than at the time of the August *Inflation Report*.

Credit outlook

The transposition of two European Union directives into UK legislation in the coming months will place the burden of rescuing failing EU banks disproportionately onto unsecured local authority investors. The Bank Recovery and Resolution Directive promotes the interests of individual and small businesses covered by the Financial Services Compensation Scheme and similar European schemes, while the recast Deposit Guarantee Schemes Directive includes large companies into these schemes. The combined effect of these two changes is to leave public authorities and financial organisations (including pension funds) as the only senior creditors likely to incur losses in a failing bank after July 2015.

The continued global economic recovery has led to a general improvement in credit conditions since last year. This is evidenced by a fall in the credit default swap spreads of banks and companies around the world. However, due to the above legislative changes, the credit risk associated with making unsecured bank deposits will increase relative to the risk of other investment options available to the Authority.

Interest rate forecast

The Authority's treasury management advisor Arlingclose forecasts the first rise in official interest rates in August 2015 and a gradual pace of increases thereafter, with the average for 2015/16 being around 0.75%. Arlingclose believes the normalised level of the Bank Rate post-crisis to range between 2.5% and 3.5%. The risk to the upside (i.e. interest rates being higher) is weighted more towards the end of the forecast horizon. On the downside, Eurozone weakness and the threat of deflation have increased the risks to the durability of UK growth. If the negative indicators from the Eurozone become more entrenched, the Bank of England will likely defer rate rises to later in the year. Arlingclose projects gilt yields on an upward path in the medium term, taking the forecast average 10 year PWLB loan rate for 2015/16 to 3.40%.

For the purpose of the Council's Medium Term Financial Strategy the following interest rates have been assumed but it is recognised that all assumptions about the speed with which rates will begin to rise is problematic.

	2015/16	2016/17	2017/18	2018/19	2019/20
	%	%	%	%	%
Temporary investments	0.25	0.75	1.00	1.25	1.50
PWLB 20 year borrowing (EOY)	2.75	3.05	3.25	3.50	4.00
Temporary borrowing	0.45	0.50	0.50	0.75	1.00

Against the background of low interest rates and reducing revenue and capital balances the Council has sought to maximise the returns from its investments whilst minimising the risks of investing with a borrower that is, or may become, unable to repay. It therefore adopted a strategy for 2014/15 that did not concentrate its investments with the Government's Debt Management Office which are effectively risk-free, as they are backed by the Government, but with a significantly below base interest rate, and instead concentrated on highly rated institutions and the larger Building Societies. At the same time investments in "liquidity accounts" which offer repayment the same day were maximised to further reduce risk.

The 2014/15 Strategy allowed for borrowing in anticipation of need to fund capital expenditure although that option has not so far been used this year. It is envisaged that a similar allowance is included in the 2015/16 Strategy.

CURRENT POSITION AND EXPECTED TREASURY PORTFOLIOS

The Council's position as at 31 December 2014 was:

INVESTMENTS & BORROWING		Principal Amount £m	Average Interest Rate %
Investments			
Short Term	- maturing by 31 st March 2015	1.9	0.41%
	- maturing 2014/15	0.0	0.00%
Long Term	- maturing later	1.5	3.41%
Total		3.4	0.83%
Borrowing			
Short term	- maturing by 31 st March 2015	0	0.00%
	- maturing 2014/15	0	0.00%
Long term	- maturing later	(11.4)	3.68%
Total		(11.4)	3.68%
Net Investments		(8.0)	

Expected changes in portfolio

According to current cash flow forecasts, net borrowing is expected to increase to £16.3m by 31st March 2015.

Budget implications

The budget for net interest in 2014/15 was £0.294m; the forecast outturn is £0.358m, a cost of £64,000. The small cost is attributable to a reduction in the rate of interest earned on short-term investments.

The budget for net interest in 2015/16 is £0.467m.

THE COUNCIL'S FINANCIAL STRATEGY

BORROWING STRATEGY

As noted above, the Council currently holds £11.4m of long-term loans; this is all borrowed from the Public Works Loans Board (PWLB).

Planned borrowing strategy for 2015/16 and future years

The table below shows the expected levels of reserves and the need for borrowing to fund capital expenditure over the MTP period.

	2015/ 2016 £m	2016/ 2017 £m	2017/ 2018 £m	2018/ 2019 £m	2019/ 2020 £m
Existing long term borrowing <i>available long term</i>	11.1	11.0	10.9	10.7	10.6
Revenue Reserves (EOY)	8.9	9.0	8.0	5.1	6.1
Earmarked Reserves (EOY)	9.5	9.5	9.5	9.5	9.5
<i>available on a year by year basis</i>	18.4	18.5	17.5	14.6	15.6
Cash Flow benefit average <i>fluctuates from day to day</i>	6.0	6.0	6.0	6.0	6.0
FUNDING REQUIRED					
Capital Expenditure					
Brought Forward	(36.1)	(45.0)	(47.1)	(47.5)	(47.1)
Capital Expenditure in Year	(8.9)	(2.1)	(0.4)	(0.4)	(0.2)
Carried Forward	(45.0)	(47.1)	(47.5)	(47.1)	(47.3)
Fixed Term Investment (EOY)	(1.2)	(1.1)	(0.9)	(0.8)	(0.7)
Total Required Funding	(46.2)	(48.2)	(48.4)	(47.9)	(48.0)
<i>Excluding Use of Reserves</i>					
MAY BORROW	(35.1)	(37.2)	(37.6)	(37.2)	(37.4)
<i>Including Use of Reserves</i>					
MUST BORROW	(16.7)	(18.7)	(20.1)	(22.6)	(21.8)
NEED FOR FURTHER BORROWING – FUNDING IN ADVANCE					
MAY BORROW A FURTHER	(1.3)	0.0	0.0	0.0	(0.7)
NEED FOR FURTHER BORROWING – LOANS TO ORGANISATIONS AND INVESTMENTS YIELDING COMMERCIAL RETURNS					
MAY BORROW A FURTHER	(75.0)	(75.0)	(75.0)	(75.0)	(75.0)

Notes

includes specific earmarked reserves (e.g. Special Reserve, Repairs & Renewals Funds)

Borrowing – Cash Flow

In addition to the fundamental movements described above there are day-to-day impacts due to the flow of funds into and out of the Council. For instance, the dates on which the County Council is paid its portion of the council tax and Business Rate receipts will be different to the days the money is

physically received from Council Tax and Business payers. These cash flows will sometimes leave the Council with several million pounds to borrow, or invest, either overnight or for a few weeks depending on the next precept date.

Authorities are permitted to borrow short term for this purpose and all borrowing decisions will be made on the most economically advantageous rates for the period that is required to be covered. If rates are particularly high on a particular day then the sum may be borrowed overnight to see if rates are lower the following day for the remainder of the period.

Borrowing – No Funding Activity

The amount of capital borrowing up until March 2016 (i.e. up to an estimated £35.1M, “may borrow”) will be dependent upon the actual levels of revenue spending which will determine the level of the Council’s own reserves that can be used and the level of capital spending which will determine the total sum required. The period of borrowing will reflect the current and anticipated interest rate profile. If short term interest rates began to rise consideration would be given to whether long term rates were attractive enough to support long term borrowing. If rates remain low it is much more difficult to justify long term borrowing.

The “**MUST borrow**” amount represents the minimum amount that it is estimated that the Council will have to borrow if it uses its own reserves to fund part of the borrowing. The “**MAY borrow**” limit is based on using no internal funds for this purpose.

Borrowing – Funding in Advance

This additional limit is based on the agreement with our previous external auditors that it would be legitimate to borrow in advance to fund our 5 year published capital programme if market circumstances indicated that this was likely to be in the long term interests of the Council. This would require longer term borrowing rates to be at levels that appeared to be attractive when compared with rates that were expected over the remainder of that period. It would also need to take account of the difference between the borrowing rates and the currently, much lower, investment rates that would be received pending the use of the money for funding capital from sufficiently secure counterparties. A risk assessment will be carried out before undertaking any advance borrowing.

For example, if long term rates fell to 3.5% we would seriously consider increasing borrowing whilst if long term rates were 5.5% this would be extremely unlikely.

Currently low short-term rates reduce the likelihood of advance borrowing as the revenue budget would have to ‘take the hit’ of the borrowing rates being higher than the temporary investment rate in the short to medium term.

However, history has shown that violent fluctuations can happen and so there needs to be the freedom to act if circumstances significantly change.

Borrowing – Loans to Organisations

The amounts shown are indicative at this stage and any such loans to organisations would be subject to separate approval by Cabinet.

Borrowing - Profile

It is best practice to pool all funds and model future cash flow before determining the amounts that should be borrowed or invested and for how long. In doing this account will be taken of the provision that the Council is required to build up to fund the repayment of debt

The Council will be balancing two different aspects when deciding on the period it will borrow for:

- **Stability.**
Avoid the risk of adverse market movements affecting the cost of borrowing. To do this the logical option is to borrow the money for as long as needed.
- **Lowest Cost.**
Minimise the overall cost of borrowing which, at the present time, might result in very short borrowing because of the very low interest rates available. However, future rates may rise significantly meaning that it was better to have paid more initially and borrowed longer.

The logical result is to spread the risk by borrowing for a range of periods. However, given the Council's current financial position it may be that, until interest rates have returned to normal relativities or there is sufficient certainty that they will do so, the Council should use its revenue reserves and/or borrow short term for rates that are currently under 1%.

Any long term borrowing will tend to be from the Public Works Loans Board (PWLB) which is a Government Agency providing funds to local authorities at interest rates linked to the cost of central government borrowing. Commercial bodies have become less involved since the financial crisis and their products were generally for shorter periods and often include embedded options. The most common was a "Lender's Option Borrower's Option" deal, better known as a LOBO, where the lender retains an option to increase the interest rate after a number of years and the borrower has the right to repay if the new rate is not acceptable.

The Council will need to approve a prudential indicator for the 'authorised limit for external debt'. This will include forward funding of the MTP and Loans to Organisations but the three elements will be kept separate. With regard to 2015/16:

1. £69m No Forward Funding Activity
 - temporary borrowing for cash flow purposes (£18m)
 - borrowing to fund the forecast capital programme (£46m)
 - an allowance for other long-term liabilities, such as finance leases (£5m)

2. £1m Long term based on maximum borrowing in advance
3. £15m Long term borrowing to finance long term loans to other organisations
4. £60m Long term borrowing to finance long term loans for capital investments delivering a commercial yield

INVESTMENT STRATEGY INVESTMENTS - CATEGORIES

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

Specified investments are expected to offer relatively high security and/or liquidity. They must be:

- in sterling (avoiding exchange rate fluctuations) **and**,
- due to be repaid within 12 months (minimising capital value fluctuations on gilts and CDs and minimising the period within which a counterparty might get into difficulty) **and**,
- **not** defined as capital expenditure in the capital finance regulations 2003 (e.g. equities and corporate bonds though there is current consultation on removing bonds from the capital constraint)) **and**,
- with a body that the Council considers is of high credit quality or with the UK Government or a local authority. (minimising the counterparty risk), this includes Money Market Funds where the Council has set minimum criteria.

These include time-deposits for up to 1 year with building societies and banks which the Council deems to have a high credit quality (see below), but it should be noted that early repayment, before the due date is rarely possible and may require a release fee.

No investment that counts as Capital expenditure will be undertaken, without Cabinet approval, as it effectively transfers revenue funds into capital when the investment is repaid which has significant impacts on the Council's financial flexibility.

Non-specified investments include longer deposits and other types of investment e.g. corporate bonds and equities.

The Council may use the following non-specified investments:

- Time Deposits of longer than 12 months with banks and building societies
- UK government bonds, supranational bank bonds
- loans to other local authorities and other organisations (further definition of the latter is shown below) over 12 months to maturity
- Corporate Bonds over 12 months to maturity, if returns are clearly better than time deposits, but such investments will only be made following a risk assessment and consultation on the proposed limits, procedures and credit ratings with the Treasury Management Advisory Group. Use would be limited to Bonds that could be held to maturity thus avoiding

- fluctuations in capital value.
- Pooled Property Funds
This was a new investment opportunity for the Council for 2014/15, but has not been used yet. It is intended to be a longer term vehicle (i.e. 5 years or longer), as withdrawals will be dependent on liquid assets being available within the fund. These types of investments are not “credit rated” because the investment is not in “cash”, it is in a non-liquidity asset. Before any money is invested, this will be discussed and agreed at TMAG.

INVESTMENTS – HIGH CREDIT QUALITY

The term ‘high credit quality’ is used in the CLG guidance to encourage local authorities to monitor other measures of an institution’s credit worthiness rather than just relying on credit ratings

CIPFA has issued guidance on possible sources of additional information in order to assess the credit worthiness of counterparties which are referred to below.

Whilst the Council will take some account of such additional information the main criteria for judging credit quality will be:

- Short term credit ratings (Definitions in Attachment A)
- Long-term credit ratings for any investment over 1 year. (Attachment A)
- The top 25 Building Societies by asset size irrespective of any credit rating they may hold subject to the comments below. Building societies have a much higher proportion of their funds covered by retail savings so are less at the risk of market volatility and their regulatory framework and insolvency regime means that the Council’s deposits would be paid out before retail depositors. Experience in recent years includes a number of examples of the takeovers of weak societies by strong ones. However any Building Society with a rating of less than BBB will not be used and use will be suspended of Building Society with a “rating watch” warning pending consideration of further information of the potential impact.
- Reacting immediately to any “rating watch” warnings or informal comments from our advisors in relation to market concerns. Use of counterparties subject to such warnings/advice will be suspended pending consideration of further information of the potential impact.
- Credit Default Swap prices obtained from our advisors.
- The credit rating of the country of the institution. This must be AA or above (the exception being in respect of the domicile of Money Market Funds, see later section).

Financial statements and the financial press will not be systematically reviewed because the resources required are not available and it is expected that our advisors will make informal comments if they become aware of any significant items that affect our counterparty list. They also review our counterparty list every month.

Current account bank

Following a competitive tender exercise, in April 2010 the Royal Bank of Scotland Group (NatWest) was appointed to provide Banking Services in respect of the Council's current accounts. With a long term rating of "A" (January 2014) the bank is close to the bottom of the above credit rating criteria for this type of institution.

INVESTMENTS – SPREADING THE RISK

Credit quality can never be absolutely guaranteed so to further mitigate risks there is a need to spread investments in a number of ways:

- By counterparty, including any institutions that are linked in the same group.
- By country.

These limits need to be a practical balance between safety and administrative efficiency and need to cope with the uncertainty of the amount of borrowing in anticipation. A table is therefore included in Attachment B which shows the limits for different levels of forward borrowing.

INVESTMENTS – PERIODS

Once a time deposit is made there is no requirement for the borrower to repay until the end of the agreed period. Thus a borrower who has a high credit rating on the investment day could be in serious financial difficulties in the future. As a result significant use is made of liquidity accounts which currently give an attractive interest rate but also allow repayment of our investment the same day.

The Council will register with a selection of money market funds with AAA ratings which also allow same-day withdrawal of funds. The domicile for some of these funds can be in a low rated country; however as it is stipulated that the fund itself has to be Triple A, this is acceptable.

These funds will be used as appropriate taking account of comparative security and yields. During 2014/15, the Council used the following money market funds:

- Public Sector Deposit Fund, operated by Church's, Charities and Local Authorities, and
- Ignis Liquidity Fund, operated by Ignis Asset Management.
- Blackrock Sterling Liquidity Fund, operated by BlackRock Investment Management

If during 2015/16, where it becomes advantageous, further funds may be used.

INVESTMENTS - MANAGEMENT

Taking account of the Credit Quality and Spreading the Risk sections above, Attachment B outlines the criteria and limits for making investments.

There may be limited occasions, based on detailed cash flow forecasts, where some investments of more than a year might be made that do not relate to borrowing in anticipation.

Risk of counterparty failure can also be minimised by shortening the period of any time deposit. At the current time, partly reflecting the current interest rate structure, time deposits are generally kept below one month. The criteria also differentiates the duration of investments based on credit rating e.g. the maximum duration of investments with building societies with no rating will be 1 month.

Advantage is also being taken of liquidity accounts which are offering competitive rates for money on call i.e. it can be called back the same or next day if there was any concern about the institution.

LOANS TO SUPPORT THE ACHIEVEMENT OF SERVICE OBJECTIVES

Opportunities will arise from time to time for the Council to further its objectives by making loans to local organisations or businesses. Such loans are considered to be investments as defined in this strategy. All such loans would require Cabinet approval and details of any risks pertaining to the loan would be included in the relevant Cabinet report. These loans would not be subject to the 5 year investment limit.

LOANS WITH SECURITY

The Localism Act potentially enables the Council to benefit from its low cost of borrowing to earn a margin by providing a loan to other bodies where no service benefits are involved. This option will be investigated but would only be implemented following legal and external audit confirmation of the statutory power, including consideration of the impact of the state aid regulations, and where security of the investment can be made through a legal charge on an adequate value of asset(s) to protect the Council from the possibility of default. If it is proposed to make such a loan, the Cabinet report requesting approval will include appropriate legal and valuation advice. These loans would not be subject to the 5 year investment limit.

POLICY ON USING FINANCIAL DERIVATIVES

Local authorities have previously made use of financial derivatives embedded in loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. lenders option/borrowers option (LOBO) loans).

The Localism Bill 2011 includes a general power competence that removes the uncertain legal position over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment). The latest Code requires authorities to clearly detail their policy on the use of derivatives in the annual strategy.

The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. It is unlikely that the Council will utilise standalone financial derivatives.

Embedded derivatives will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy. The Council is only likely to make limited use of embedded derivatives e.g. LOBOs

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

ADVISORS

Arlingclose are the Councils appointed advisors. The Advisor carries out the following role:

- advice on investment decisions,
- notification of credit ratings and changes,
- general information on credit quality and informal comment on particular institutions,
- advice on borrowing and opportunities to borrow early
- economic data and interest rate forecasts
- advice and guidance on relevant policies, strategies and reports,
- accounting advice,
- reports on treasury performance,
- training courses.

The quality of the service is controlled by regular contact between the Advisors and officers. It should be noted that having external advisors does not negate the responsibility for Treasury Management decisions from the Council and its officers.

MANAGEMENT

The Responsible Financial Officer and his staff will manage and monitor investments and borrowing.

The Treasury Management Advisory Group consists of four members and relevant officers. Members are kept informed of relevant issues and consulted on any significant issues.

The Council uses a cash flow model which is updated daily to forecast future cash flow movements to determine the maximum length for which any investment or borrowing shall be considered. The length of any investment would take account of actual and forecast interest rates over the loan period to ensure it optimises the Council's position. At this time the Council is unlikely to invest for more than a year unless:

- further advance borrowing is undertaken, or
- “back-to-back” financing of a Loan to Other Organisation (this would be subject to separate Cabinet approval).

REPORTING AND SCRUTINY

The CIPFA Code requires that the body responsible for approving the budget also receives at least two reports during the year on treasury management. Therefore the Council will receive a six month report on the performance of the funds and an annual report on the performance for the year.

The Code also requires the Council to identify the body that will be responsible for the scrutiny of treasury management to ensure that it receives the appropriate focus. This is the Overview & Scrutiny (Economic Well-being) Panel.

TRAINING

The needs of the Council's treasury management staff for training are assessed every six months as part of the staff appraisal process and additionally when the responsibilities of individual staff change.

The Code requires that Members charged with the governance of Treasury Management and those responsible for scrutiny have the necessary skills relevant to their responsibilities. Member training will be provided as necessary.

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 the return on its net investments. Any changes that are:

- broadly consistent with this Strategy, and/or
- reduce or only minimally increase the level of risk, and/or
- supported by the Council's Treasury Management Advisors,

are delegated to the Responsible Financial Officer, after consultation with the Treasury Management Advisory Group. All other changes to the strategy must be approved by the full Council.

TREASURY MANAGEMENT AND PRUDENTIAL INDICATORS

The Council's Treasury Management and Prudential Indicators are attached at Attachment 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.

The indicators are based on allowing the ability to borrow in advance if this becomes attractive. If it does not, the Council is likely to be significantly within many of the limits.

ATTACHMENT A

DEFINITION OF CREDIT RATINGS

	Rating	Definition	Examples of counterparties
Short term (Fitch)	F1	Indicates the strongest intrinsic capacity for timely payment of financial commitments; may have an added "+" to denote any exceptionally strong credit feature.	Royal Bank of Scotland/NatWest Nationwide Building Society
	F2	Good rated intrinsic capacity for timely payment of financial commitments.	Ulster Bank Ireland Skipton Building Society
	F3	Fair rated intrinsic capacity for timely payment of financial commitments.	
Long-term (Fitch)	AAA	Highest credit quality organisations, reliable and stable. 'AAA' ratings denote the lowest expectation of default risk . They are assigned only in cases of exceptionally strong capacity for payment of financial commitments.	Germany, Sweden, Switzerland, USA
	AA	Very high credit quality. 'AA' ratings denote expectations of very low default risk . They indicate very strong capacity for payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.	United Kingdom AA+, France AA+
	AA-		Standard Chartered Bank, HSBC Bank
	A	High credit quality. 'A' ratings denote expectations of low default risk . The capacity for payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to adverse business or economic conditions than is the case for higher ratings.	Bank of Scotland, Lloyds Bank, Barclays Bank.
	A-		Leeds Building Society, Yorkshire Building Society.

	BBB	Good credit quality. BBB ratings indicate expectations of low default risk . The capacity for payment of financial commitments is considered adequate, but adverse business or economic conditions are more likely to impair this capacity.	Spain (BBB+)
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The modifiers “+” or “-“ may be appended to a rating to denote relative status within major rating categories.

ATTACHMENT B

FUND MANAGEMENT (IF NO FURTHER ADVANCE BORROWING)

Duration of investments	No investment shall be longer than 5 years. Maximum duration for a Building Society with no rating is 1 month.
Types of investments	Fixed term Deposits Deposits at call, two or seven day notice Corporate bonds Money market funds UK Government bonds and Supranational Bank bonds Loans to Organisations Pooled Property Funds
Credit Ratings	<p>Building Societies All Building Societies with ratings of BBB or above. Building Societies with no ratings. (maximum duration 1 month)</p> <p>Money Market Funds AAA credit rating</p> <p>Pooled Property Funds (such funds are not credit rated as they are investments in non-liquid assets)</p> <p>Local Authorities or UK Government No rating required</p> <p>Non-Building Societies Short term rating F2 by Fitch or equivalent. Long-term rating of AA- by Fitch or equivalent if the investment is longer than 1 year.</p> <p>Loans to Organisations These will not require a specific credit rating but will be subject to individual approval by Cabinet.</p>
Maximum limits per counterparty (group), country or non-specified category	<p>F1+ or have a legal position that guarantees repayment for the period of the investment £5M</p> <p>F1 £4M</p> <p>Building Society with assets over £2bn in top 25 (Currently 10) £5M</p> <p>Building Society with assets over £1bn if in top 25 (Currently 3) £4M</p> <p>Building Society with assets under £1bn in top 25 £3M</p> <p>Liquidity (Call) Account with a credit rating of F2 or with a legal position that guarantees repayment or a Building Society. £5M</p> <p>BUT total invested with counterparty/group shall not exceed £8M</p> <p>Money market fund AAA Credit rating £4m</p> <p>Limit for Non-specified investments – £10M in time deposits more than one year</p>

	<ul style="list-style-type: none"> – £5M in corporate bonds – £10M in any other types. – £10M Pooled Property funds – £15M in total <p>Country limits</p> <ul style="list-style-type: none"> – UK - unlimited – £5M in a country outside the EU – £10M in a country within the EU (excluding UK) – £20M in EU countries combined (excluding UK) – Country of Domicile for Money Market Funds – unlimited, providing the fund is AAA. <p>Except for Money Market Funds, no investment will be made in country with a sovereign rating of less than AA.</p> <p>These limits will be applied when considering any new investment from 25 February 2015. Lower limits may be set during the course of the year or for later years to avoid too high a proportion of the Council’s funds being with any counterparty.</p> <p>Loans to Organisations</p> <p>No limit in value or period but will be subject to approval by Cabinet of a detailed business case.</p>
Benchmark	LGC 7 day rate

INVESTMENT LIMITS FOR INCREASES IN ADVANCE BORROWING			
	Level of Borrowing in Anticipation		Rating Constraints
	from	£5M	£11M
	to	£10M	£20M
BUILDING SOCIETIES			
Assets over £2bn	£5M	£5M	
Assets over £1bn	£4M	£4M	
Rest of top 25 by assets	£3M	£3M	
BANKS & OTHER INSTITUTIONS			
F2+ or legal status	£5M	£5M	AA- if more than 1 year
F2	£4M	£4M	AA- if more than 1 year
LIQUIDITY ACCOUNTS			
Limit in liquidity account	£5M	£6M	F2 or legal status
Limit with any other investments in institution	£8M	£9M	
POOLED PROPERTY FUND			
	£10M	£10M	
NON-SPECIFIED INVESTMENTS			
Time Deposits over 1 year in total	£20M	£30M	
Corporate Bonds in total	£5M	£8M	Not yet determined
TERRITORIAL LIMITS			
UK	Unlimited		
EU (excluding UK)	£20M	£20M	
EU Country (other than UK)	£10M	£10M	
Any other Country	£5M	£5M	

**CIPFA PRUDENTIAL CODE FOR CAPITAL FINANCE IN LOCAL
AUTHORITIES
PRUDENTIAL INDICATORS AND TREASURY MANAGEMENT INDICATORS
FOR 2013/14**

The relevant Prudential and Treasury Management indicators that need to reflect the potential borrowing to finance funding in advance and loans to organisations have been amended. Where no requirement is shown, the indicator only reflects what is included in the Council's Medium Term Plan.

All decisions relating to loans to organisations will be subject to approval by the Cabinet. Where these decisions will affect the relevant prudential or treasury indicators noted below, other than Item 7: "the authorised limit for external debt, retrospective approval will sought of Council at either the mid-year or full year reporting periods.

PRUDENTIAL INDICATORS

1. Actual and Estimated Capital Expenditure

	2013/14 Actual £m	2014/15 Forecast £m	2015/16 Estimate £m	2016/17 Estimate £m	2017/18 Estimate £m
Gross	15.5	10.3	12.2	4.8	4.0
Net	10.1	3.5	11.1	4.4	3.1

Where it is determined that loans to organisations are for capital purposes, this will be treated as capital expenditure and would be in addition to the current capital programme.

2. The proportion of the budget financed from government grants and council tax that is spent on interest and the provision for debt repayment.

2013/14 Actual	2014/15 Forecast	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
6%	8%	10%	12%	15%

Assuming no borrowing in advance.

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 changes from the previously approved MTP due to capital schemes (including their associated revenue implications).

The actual change in Council Tax will be significantly different due to revenue variations, spending adjustments and the use of revenue reserves.

	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
Variation	£0.61	(£2.35)	(£0.94)
Cumulative	£0.61	(£1.74)	(£2.68)

4. The capital financing requirement.

This represents the estimated need for the Authority to borrow to finance capital expenditure less the estimated provision for redemption of debt (the MRP).

	31/3/14 Actual £m	2014/15 Forecast £m	2015/16 Estimate £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
No Funding Activity	34.7	36.0	44.9	47.0	47.4	47.0	47.2

In addition, this strategy makes provision for loans which may need to be treated as capital expenditure:

Loans to Organisations	1.6	0.0	75.0	75.0	75.0	75.0	75.0
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5. Net borrowing and the capital financing requirement

In order to ensure that, over the medium term, net borrowing will only be for a capital purpose, the Authority should make sure that net external borrowing (borrowing less investments) does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current year and any specific decisions to borrow in advance or make loans to organisations.

The Council will explain the degree of borrowing and investment in its half-year and annual reports together with the reason for the movements so that Members can be assured that there is no borrowing for revenue purposes other than in the short term (cash flow).

5a. Gross and Net Debt

This indicator is intended to highlight the level of advance borrowing by limiting the variation between gross debt (borrowing) and net debt (borrowing less investments). The more borrowing in advance the higher the gross debt but there is no change in net debt because the borrowed

sums will be invested pending them being needed to finance capital expenditure. Thus net debt as a proportion of gross debt falls as borrowing in advance occurs.

Unfortunately the position is complicated by the significant variations that the Council has to contend with relating to day-to-day cash flow which can cause major fluctuations in this proportion.

To achieve the equivalent result all advance borrowing will be reported to the Treasury Management Advisory Group and highlighted in the mid-year and end of year reports.

6. The actual external long-term borrowing at 31 March 2014.

£11.4m (PWLB)

7. **The authorised limit for external debt.**

This is the maximum limit for borrowing and is based on a worst-case scenario. It reflects borrowing to fund capital rather than using reserves and the three elements (No activity, borrowing in advance and loans) will be controlled separately.

	2014/15 Limit £m	2015/16 Estimate £m	2016/17 Estimate £m	2017/18 Estimate £m
Short term	18	18	18	18
Long term	37	46	48	48
Other long-term liabilities (leases)	5	5	5	5
Total - No Funding Activity	60	69	71	72
Long Term based on the maximum borrowing in advance	10	1	0	0
Plus long term borrowing to finance long term loans to organisations	15	15	15	15
Plus long term borrowing to finance loans for capital investments delivering a commercial yield	35	60	60	60

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.

	2014/15 Limit £m	2015/16 Limit £m	2016/17 Limit £m	2017/18 Limit £m
Short term	13	13	13	13
Long term	37	46	48	48
Other long-term liabilities (leases)	5	5	5	5
Total – No Funding Activity	55	64	66	67
Plus long term borrowing in advance	10	1	0	0
Plus long term borrowing to finance long term loans to organisations	15	15	15	15
Plus long term borrowing to finance loans for capital investments delivering a commercial yield	35	60	60	60

9. Adoption of the CIPFA Code

The Council has adopted the 2011 edition of the CIPFA Treasury Management Code of Practice.

TREASURY MANAGEMENT INDICATORS

10. Exposure to interest rate risk as a proportion of net investments.

This indicator is set to control the Council's exposure to interest rate risk. Investments of less than 12 months count as variable rate.

If the Council does not borrow in advance it is quite possible that all investments will be of less than a year's duration and hence count as "variable rate".

		2015/16		2016/17		2017/18	
		Limits		Limits		Limits	
		Max	Min	Max	Min	Max	Min
Borrowing Longer than 1 year	Fixed	100%	75%	100%	75%	100%	75%
	Variable	25%	0%	25%	0%	25%	0%
Investments Longer than 1 year	Fixed	100%	100%	100%	100%	100%	100%
	Variable	0%	0%	0%	0%	0%	0%

11. Borrowing Repayment Profile

The proportion of borrowing in place during 2015/16 that will mature in successive periods. This indicator is set to control the Council's exposure to refinancing risk.

The Council has £11.4M long term borrowing but the uncertainty on whether any forward borrowing will take place and the potential for short term borrowing to be the most attractive option results in the limits set out below.

Funding capital schemes	Upper limit	Lower limit
Under 12 months	90%	0%
12 months and within 24 months	90%	0%
24 months and within 5 years	90%	0%
5 years and within 10 years	91%	1%
10 years and above	100%	9%

This may be affected by any Funding in Advance or Loans to Organisations.

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. The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. These limits need to allow for borrowing in advance.

The uncertainty about borrowing in advance results in higher limits than would otherwise be required.

	2015/16 £m	2016/17 £m	2017/18 £m
Limit on investments over 364 days as at 31 March each year.	33.8	37.2	37.6

This may be affected by any Funding in Advance or Loans to Organisations.

Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to the Department for Communities and Local Government's Guidance on Minimum Revenue Provision (the DCLG Guidance) most recently issued in 2012.

The broad aim of the DCLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

The DCLG Guidance requires the Authority to approve an Annual MRP Statement each year, and recommends a number of options for calculating a prudent amount of MRP. The following statement incorporates options recommended in the Guidance;

For capital expenditure incurred after 31st March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant assets as the principal repayment on an annuity with an annual interest rate based on long-term borrowing rates, starting in the year after the asset becomes operational. MRP on purchases of freehold land will be charged over 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction will be charged over 20 years.

For assets acquired by finance leases or the Private Finance Initiative, MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.

Where loans are made to other bodies for their capital expenditure, and the principal repayments are received at least on an annual basis, no MRP will be charged. The capital receipts generated by the annual repayments will replace the need to make a provision for MRP.

Capital expenditure incurred during 2015/16 will not be subject to a MRP charge until 2016/17

Based on the Authority's latest estimate of its Capital Financing Requirement on 31st March 2015, the budget for MRP has been set as follows:

	31.03.2015 Estimated CFR £m	2015/16 Estimated MRP £m
Capital Expenditure	34.9	1.6
Loans to other bodies	1.2	Nil
Total	36.1	1.6

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Corporate Plan – Performance Report

Meeting/Date: O&S Social Well-being, 3 February 2015
O&S Environmental Well-being 4 February 2015
O&S Economic Well-being, 5 February 2015
Cabinet, 12 February 2015

Executive Portfolio: Executive Leader and all other relevant Portfolio Holders

Report by: Corporate Team Manager

Ward(s) affected: All

Executive Summary:

The purpose of this report is to brief Members on progress against the key activities identified in the Council's Corporate Plan for 2014/15 for the period 1st October to 31st December 2014.

Each of the Corporate Plan's strategic themes have been allocated to an Overview and Scrutiny Panel, as follows:

Social Well-being	1. Working with our communities
Economic Well-being	1. A strong local economy 2. Ensuring we are a customer focused and service-led Council
Environmental Well-being	1. Enable sustainable growth

Recommendation(s):

Members are recommended to consider and comment on progress made against key activities and performance data in the Corporate Plan.

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1. PURPOSE

- 1.1 The purpose of this report is to present performance management information on the Council's Corporate Plan for 2014/15.

2. BACKGROUND

- 2.1 The Council's Corporate Plan was adopted by Council in April 2014. This is a two year plan and outlines its own priorities and its role in supporting the shared ambition for Huntingdonshire. The plan sets out what the Council aims to achieve in addition to our core statutory services.

3. PERFORMANCE MANAGEMENT

- 3.1 Members of the Overview & Scrutiny Panels have an important role in the Council's Performance Management Framework and the process of regular review of performance data has been established. It is intended that Members should concentrate their monitoring on the strategic themes and associated objectives to enable them to adopt a strategic overview while building confidence that the Council's priorities are being achieved
- 3.2 Progress against Corporate Plan objectives is reported to Chief Officers Management Team quarterly on a service by service basis. A progress report from each Division includes performance data in the form of a narrative of achievement against each Key Action in the Corporate Plan and progress for each Performance Indicator those services contribute towards.
- 3.3 Overview and Scrutiny Panels will receive the appropriate quarterly performance reports, ordered by strategic theme. These will include performance data in the form of a narrative of achievement against each Key Action in the Corporate Plan and progress for each relevant Performance Indicator within each theme.
- 3.4 The Performance Indicator data has been collected in accordance with the procedures identified in the service area data measure template.
- 3.5 Cabinet will receive a quarterly performance report for each of the Corporate Plan strategic themes including all performance indicator data.

BACKGROUND INFORMATION

Corporate Plan 2014/15

CONTACT OFFICER

Adrian Dobbyne, Corporate Team Manager

((01480) 388100

CORPORATE PLAN – PERFORMANCE REPORT
STRATEGIC THEME - A STRONG LOCAL ECONOMY

Period October to December 2014

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting update	progress	n/a	Not applicable to state progress
	5		2		0		0			0

Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.

Summary of progress for Corporate Indicators

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting update	progress	n/a	Not applicable to state progress
	n/a		n/a		n/a		n/a			n/a

WE WANT TO: Accelerate business growth and investment

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
G	Review the Council's business growth and inward investment role	April 2015	Cllr Sanderson	Andy Moffat	Q3 Economic Development Countywide review/rewiring still ongoing. Agreed with Corporate Director (Delivery) to proceed with review on the basis of the current context and position. Initial planning meetings have been held, project scope complete. Review scheduled for completion by end of April 2015. Q2 Economic Development: Outcomes of countywide review/rewiring still unknown so review of HDC role is on hold. Service activities continuing as normal.
G	Deliver a programme of themed business information events, and measure their impact.	Ongoing	Cllr Sanderson	Andy Moffat	Q3 Economic Development Innovation and taxation event held in December hosted 45 attendees. Evaluation forms returned demonstrated 76.5% registered a good or excellent evaluation score for Content & 88.2% for Organisation. Planning for March 2015 event started and on target – Theme (as identified by evaluation): Access to

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
					finance Q2 Economic Development: Successful Accessing Funding event hosted showcasing HDC's funding portal www.Huntingdonshire4Business.org . 64 business representatives attended of which 96.8% registered a good or excellent evaluation score for Content & 90.3% for Organisation. Planning for December event started and on target – Theme: Innovation & Taxation
A	Fast track pre-application advice to potential growing businesses and report on its effectiveness	Dec 2014	Cllr Dew	Andy Moffat	Q3 Development Management Meetings have taken place with Economic Development colleagues and, for this type of advice, enquiries will be dealt with in 2 weeks less than standard pre-application enquiries. DM officers will amend the existing pre-application guidance notes by the end of week ending 23 rd January 2015 and publish them on the website. A website release is planned within the same timescale and a press release in the local paper is planned for week ending 30 th January 2015. A nominated case officer has been made responsible for this process. Once it goes live as of week commencing 26 th January 2015, the performance of the team will be monitored and reported as part of subsequent quarterly Performance Reports. Q2 Development Management: As Q1 report – Target date of Dec 2014.

WE WANT TO: Remove infrastructure barriers to growth

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
A	Develop Community Infrastructure Levy (CIL) governance structure	Jan 2015	Cllr Dew	Andy Moffat	Q3 Planning Policy: As Q1 Q2 Planning Policy: As Q1 <i>The CIL governance structure is currently tied to the HSP and options for reviewing this will be considered in January 2015.</i>
G	Influence the Local Enterprise Partnership (LEP) Strategic Economic Plan (SEP) and supporting documents to reflect the impact of new housing and associated infrastructure in driving and supporting economic growth		Cllr Dew and Cllr Sanderson	Andy Moffat	Q3 Economic Development SEP 2 submission made on time. LEP currently negotiating with government over modelling of different allocation outcomes. Process and mechanism for local authority contribution (under HDC lead) to continue to develop pipeline of projects and identify alternative funding streams. Next meeting 21/1/2015.

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
					Q2 Economic Development and Planning Policy: Outcomes for the LEP overall were disappointing but the two projects mentioned above have been awarded funding. LEP Leaders agreed that more local authority input should be involved in subsequent rounds of funding applications. HDC is leading this input. Next submission for funding due to Government in November.

WE WANT TO: Develop a flexible and skilled local workforce

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
G	Commit resources to the Enterprise Zone (EZ) skills strategy group		Cllr Sanderson	Andy Moffat	Q3 Economic Development Memorandum Of Understanding with all partners committing resource to hub signed in December 2014. Business plan (3yr) and activity schedule including collective targets and costings agreed by all partners. Successful Apprenticeship promotion event held. 75 businesses attended, c.600 Year 8 students visited the exhibition and engaged with companies. Q2 Economic Development: <ul style="list-style-type: none"> • Further commitment by SFA to fund 0.5FTE for support and coordination of Enterprise Zone skills group activities. • Skills Hub - partner commitment received, awaiting signing of Partnership agreement, which includes:- Business plan (3yr) and an activity schedule detailing yearly targets, activities and costings. • Event for 16th December (promoting apprenticeship) in early days of planning.
G	Support the development of stronger links between businesses and education through Huntingdonshire Academies Secondary Partnership (HASP) with a focus on local employability		Cllr Sanderson	Andy Moffat	Q3 Economic Development Continued contribution to the development of Skills Hub (to be branded as 'EDGE sharper skills for enterprise'). Key members of EDGE are HASP, the Local Enterprise Partnership (business rep) and Economic Development (business contact). An outcome has been successful engagement of all schools and business in the Apprenticeship promotion event. Q2 Economic Development: <ul style="list-style-type: none"> • Further commitment by HASP to fund 0.5FTE for 2014/15 • HASP 1.5 FTE commitment to the Skills Hub • Involvement with apprenticeship event in December

STRATEGIC THEME - ENSURING WE ARE A CUSTOMER FOCUSED AND SERVICE LED COUNCIL

Period October to December 2014

Summary of progress for Key Actions

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting update	progress	n/a	Not applicable to state progress
	7		0		0		0			0

Target dates do not necessarily reflect the final completion date. The date given may reflect the next milestone to be reached.

Summary of progress for Corporate Indicators

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting update	progress	n/a	Not applicable to state progress
	6		5		2		0			3

WE WANT TO: Become more business-like and efficient in the way we deliver services

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
G	Introduce zero base budgeting for 2015/16 including a service challenge process	Dec 2014	Cllr Gray	Clive Mason	Q3 First draft budget presented to O&S (Economic) early Jan 15; goes to Cabinet on 22 Jan 15. Includes £1.8m savings in respect of ZBB Phase 1. The plan for the Phase 2 programme is completed and has been through CMT. HoS are working on "outcome" measures as part of their 2015/16 Service Planning. Q2 Interim Resources recruited; including use of specialist "strategic finance" specialists. Programme of work identified, reported to members and staff/managers consulted.
G	Deliver 'Facing the Future' (FtF)	Various	Cllr Gray for programme Various for themes / activities	Adrian Dobbyne	Q3 The programme was subject to a review by Portfolio Holders and Senior Management Team in November. This included confirming the status of activities as pending, withdrawn, underway etc. The Programme and Project Manager now been allocated responsibility for managing the FtF programme and a number of tasks are proceeding. These include identification of cashable financial savings and further work to merge some activities so that the list is more manageable. Savings identified are being reflected in budget preparation for 2015/16. Q2 Facing the Future continues to be subject to revision and updates from Officers in discussion and agreement with Cabinet

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
					<p>Members. The status of all identified activities is now much clearer and further work is being undertaken to quantify financial saving to activities. With the new Senior Management Team in place, the prioritisation of activities can be firmed up with Portfolio Holders. This will then help allocate resources to those activities that need them to progress (e.g. Project Management, Lean Processes) where some activities just need to happen within existing resources (e.g. stop the service).</p> <p>Further work is being undertaken to help make the list more manageable by removing those activities that are on hold, to be deferred, to stop or have been completed. A full record will be maintained but we need to make the list usable. Cabinet and the Senior Management Team meet on 10 November to review the list, so that we will have a definitive and agreed list fully updated next month.</p> <p>Additional project management training has been undertaken by 12 Officers and a further 19 Officers have been selected to receive training in Lean in October and November.</p>
G	Develop full business case for previously identified energy reduction projects across the Council estate	Dec 2014	Cllr Gray	Eric Kendall	<p>Q3 Progress report submitted to CMT and then to Overview and Scrutiny (Environmental Wellbeing) in December 2014. Approval gained to proceed with Desktop assessment on the Councils 9 main sites and to bring results back to CMT to seek agreement to proceed to preparing full investment grade proposals.</p> <p>Q2 Work to develop investment grade proposals for a package of energy saving measures at each of the councils 9 main sites is ongoing. A progress report will be presented to Scrutiny in the 3rd quarter, proposals finalised by 31st March 2015 for implementation in 2015/16.</p>
G	Review internal communications	May 2014	Cllr Ablewhite	Adrian Dobbyne	<p>Q3 A new Communications Strategy has been prepared and is now out for comment and will be circulated to Members. This has built on reviewing various methods of communications and identifying the advantages and disadvantages of each along with being clearer on what our communications principles are. The Strategy will then be publicised so that the roles and responsibilities outlined are known by all respective parties.</p> <p>Q2 Appointment of a Graduate Trainee has been made and they start 22 October. The Marketing Officer has now moved into the team. The evidence gathering on marketing and branding is now complete and a review of a draft Communications Strategy</p>

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
					has been made with the Senior Manager Team and will be updated and issued in November. All activities will be assessed and where relevant new processes put in place to support the strategy.
G	Carry out staff satisfaction survey	Aug 2014	Cllr Ablewhite	Jo Lancaster	Q3 An Action Plan was endorsed by Employment Panel and the actions are being delivered to help address the issues raised. Q2 The Employee Survey was undertaken in August with the results analysed in September. Around 50% of employees completed the survey. The results have been shared with all staff and there were three simultaneous feedback sessions arranged for October. Focus Groups are being arranged, which will help formulate an action plan, which will be monitored by the Senior Managers Team. This will be presented to Employment Panel in November. Although in many areas the results were understandable, this wasn't a surprise and it is clear that we can identify some very positive actions to take.

WE WANT TO: Ensure customer engagement drives service priorities and improvement

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
A	Develop use of the website for consultation and engagement		Cllr Chapman	John Taylor	Q3 Corporate Team and IMD working on some fixes to issues at present. In addition a business case to rebuild the HDC website is being prepared, and this will contain new tools and techniques for consultation. Q2 This is now resolved. Corporate Team have a SharePoint 2010 list that they can enter the required data to that is then visible on the website.
G	Implement a consultation exercise with residents to inform 2015/2016 budget planning	Aug 2014	Cllr Gray	Adrian Dobbyne	Q3 No action due in this quarter. Q2 The survey was completed on 7 September with 705 replies. The key findings have been identified and will be reported to the Overview and Scrutiny Panel (Social Well Being) and to Cabinet in November. The Senior Managers Team have been briefed on the findings. This will now help inform the budget setting process and be particularly useful as we undertake zero based budgeting in many areas.
G	Prepare for Universal Credit (UC) and the move to a Single Fraud Investigation Service (SFIS)	SFIS – May 2015 UC –	Cllr Chapman	John Taylor	Q3. Watching Developments nationally with respect to Universal Credit and attending seminars regularly for updates on progress. Significant work underway on the move to SFIS involving staff in

Status	Key Actions for 2014/15	Target date	Portfolio Holder	Head of Service	Progress Update
		between Aug 2015 and Spring 2016 (new claims for single people)			<p>the service, HR specialists and the DWP. HDC will move to SFIS on 1st May 2015.</p> <p>Govt announcement: National roll out of UC to take place during 2015/16 for single people only initially. Migration of existing claims expected to start at some point in 2016. This is for working age customers only; pensioner HB expected to remain with local authorities until around 2020. Trials starting on delivering support locally including local authority involvement.</p>

Corporate Performance and Contextual Indicators

Key to status

G	Progress is on track	A	Progress is within acceptable variance	R	Progress is behind schedule	?	Awaiting update	progress	n/a	Not applicable to state progress
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Performance Indicator	Full Year 2013/14 Performance	Quarter 3 2013/14 Cumulative Performance	Quarter 3 2014/15 Cumulative Target	Quarter 3 2014/15 Cumulative Performance	Quarter 3 2014/15 Cumulative Status	Annual 2014/15 Target	Forecast Outturn 2014/15 Performance	Predicted Outturn 2014/15 Status
Growth in Business rates	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Aim to maximise								
Comments: <i>No data available.</i>								
Number of days to process new benefits claims	25 days	23 days	27 days	27.1 days	A	27 days	c. 27 days	G
Aim to minimise								
Comments: (Customer Services) <i>Significant improvement in performance in Q3 compared to Q2 as expected as performance improves throughout the year. Performance is now back on track to meet full year target.</i>								
Number of days to process changes of circumstances	6.2 days	7.7 days	8 days	8.01 days	A	8 days	c. 8 days	G
Aim to minimise								
Comments (Customer Services) <i>Significant improvement in performance in Q3 compared to Q2 as expected as performance improves throughout the year. Performance is now back on track to meet full year target.</i>								
Number of days to process new council tax support claims	21 days	21 days	27 days	26.73 days	G	27 days	c. 27 days	G
Aim to minimise								
Comment: (Customer Services) <i>Significant improvement in performance in Q3 compared to Q2 as expected as performance improves throughout the year. Performance is now back on track to meet full year target.</i>								

Performance Indicator	Full Year 2013/14 Performance	Quarter 3 2013/14 Cumulative Performance	Quarter 3 2014/15 Cumulative Target	Quarter 3 2014/15 Cumulative Performance	Quarter 3 2014/15 Cumulative Status	Annual 2014/15 Target	Forecast Outturn 2014/15 Performance	Predicted Outturn 2014/15 Status
Number of days to process council tax support change events Aim to minimise	5 days	5.6 days	8 days	7.51 days	G	8 days	c 8 days	G
Comments: (Customer Services) <i>Significant improvement in performance in Q3 compared to Q2 as expected as performance improves throughout the year. Performance is now back on track to meet full year target.</i>								
% of Council Tax collected against target Aim to maximise	98.3%	57.3%	85.2%	85.5%	G	98.5%	98.5%	G
Comments: (Customer Services) <i>Challenges continue in current financial climate particularly on some caseloads (CTS, Premiums, Empty Property) where officers face litigious arguments and avoidance but overall collection rates are pleasing given the technical and welfare changes in 2013, and recently some backdated Banding Appeals.</i>								
% of Business Rates collected against target Aim to maximise	98.8%	57.8%	87%	84.4%	A	98.5%	98.5%	G
Comments: (Customer Services) <i>Business Rates overall collection continues to be adversely affected by large backdated valuation appeals but the In year collection at 31/3/15 will show collection in a better/more accurate light</i>								
Telephone satisfaction rates Aim to maximise	98.6%	99.3%	95%	N/A%	n/a	95%	95%	G
Comments: (Customer Services) <i>The Call Centre and Customer Service Centre survey customers twice a year by post. We randomly select 10% of customers over the course of a month and send them paper surveys. The advisors will not know whether they are going to be surveyed, and the customer will have time to assess whether the service delivery has met their expectations. The next bi-annual satisfaction survey will be sent out in February 2015.</i>								
Customer service centre satisfaction rates Aim to maximise	98.7%	98.2%	95%	N/A%	n/a	95%	95%	G
Comments: (Customer Services) <i>Customer Service Centre customers are surveyed at the same time as the Call Centre. The next bi-annual survey will be in February 2015.</i>								

Performance Indicator	Full Year 2013/14 Performance	Quarter 3 2013/14 Cumulative Performance	Quarter 3 2014/15 Cumulative Target	Quarter 3 2014/15 Cumulative Performance	Quarter 3 2014/15 Cumulative Status	Annual 2014/15 Target	Forecast Outturn 2014/15 Performance	Predicted Outturn 2014/15 Status
Staff sickness (working days lost per FTE) Aim to minimise	7.6	5.4	No target set	9.1	R	No target set	12+	R
Comments: (Corporate Office) <i>This is the highest figure that HDC has ever reported for cumulative to Quarter 3. Over 60% of all days lost this quarter were due to long-term sickness absence (high). The cumulative total to December is already higher than the whole year figure reported for 2013/14 and is higher than the whole year averages reported by the East of England LGS (7.4) and the CIPD public sector average (7.9). Managers continue to implement the sickness absence policy to mitigate against sickness absence but sickness reported in Q4 is traditionally above average so the year-end figure is expected to be over 12 working days lost per FTE. Further details are included in a report to February's Employment Panel, although this reports standalone quarterly and rolling annual figures rather than cumulative data.</i>								
Subsidy per visit to council owned leisure facilities Aim to minimise	n/a	n/a	n/a	-£0.21	G	-£0.01	-£0.05	G
Comments: (Leisure and Health) <i>Ongoing management actions agreed by the Leisure Board and Zero Based Budgeting which are reducing expenditure costs, along with tracked income and projected Q4 income, are expected to result in improved outturn.</i>								
% of rent achievable on estates portfolio Aim to maximise	96%	96%	100%	97%	A	100%	99%	G
Comments: (Resources) <i>Target set at 100% as aim is to maximise the rental income by rent and lease reviews (increase the achievable income). The % rent received for the quarter is calculated from the total budgeted potential income for the commercial estate – less lost income from vacant units and rent arrears for the quarter. Note - Several units are due to complete on new leases in July – therefore this performance should improve (reduce void rent losses). The forecast outturn for 2014/15 Performance is estimated at 99% as there are currently 4 leases instructed on the vacant properties (will reduce soon from 6 to 2) and rental increases achieved by rent reviews and lease renewals that offsetting arrears / losses.</i>								
% of space let on estates portfolio Aim to maximise	92%	92%	92%	95%	G	95%	96%	G
Comments: (Resources) <i>Target - set at 95% as there is allowance for turnover of units and void periods of 3-6 months. % space let calculated by total number of industrial, retail and office premises available minus the number of vacant units in the quarter (note the full year is calculated by an average of the quarters).</i>								
% of rent arrears on estates portfolio Aim to minimise	<1%	<1%	<1%	1.2%	R	<1%	1%	A
Comments: (Resources) <i>Ongoing target is to keep the rent arrears below 1% of the total budgeted gross income. There has been an increase in the rent arrears in Q2</i>								

Performance Indicator	Full Year 2013/14 Performance	Quarter 3 2013/14 Cumulative Performance	Quarter 3 2014/15 Cumulative Target	Quarter 3 2014/15 Cumulative Performance	Quarter 3 2014/15 Cumulative Status	Annual 2014/15 Target	Forecast Outturn 2014/15 Performance	Predicted Outturn 2014/15 Status
<i>and Q3 2014/15. Estates have re-instigated monthly rent arrears meetings with Income and are pursuing repayment plans and forfeiture of leases where appropriate. It is envisaged that the arrears level will decrease by Q4 and further decrease into 15/16.</i>								
Total amount of energy used in Council buildings	12,025,230 (kWh)	8,203,050 (kWh)	8,038,989 (kWh)	8,452,672 (kWh)	A	11,784,725 (kWh)	11,784,725 (kWh)	A
Aim to minimise								
Comments: (Operations) <i>Target is a 2% reduction in energy used.</i>								
Total diesel fuel used from Council's fleet of vehicles	577,778 (Litres)	444,940 (Litres)	444,940 (Litres)	426,462 (Litres)	G	566,222 (Litres)	559,300 (Litres)	G
Aim to minimise								
Comments: (Operations) <i>Target is a 1% reduction in diesel fuel used.</i>								

CURRENT ACTIVITIES

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

Litter Policies and Practices (to include graffiti removal)	To consider and make recommendations on future litter and graffiti service scope and standards and on public appetite for changes.	Environmental Well-Being	Scoping report received. Working Group appointed. First Meeting to be arranged.
Affordable Housing	To make recommendations for the next Housing Strategy 2016-19 by considering and making recommendations on ways to deliver affordable housing, including through the rural and enabled exceptions policy of the Local Plan and through the Community Land Trust.	Social Well-Being	<p>Second meeting held. Relevant potential policies in new Local Plan reviewed and recommendations made. Study programme agreed.</p> <p>Next meeting to be held to review:</p> <ul style="list-style-type: none"> • Rural housing programme – past and future • Community Land Trust model • Ways to increase awareness / take up • Work of Foundation East
The Health Economy	To establish priorities for future work on the local health economy.	Social Well-Being	<p>Scoping paper considered. Further reports requested on:</p> <ul style="list-style-type: none"> • on the current state of Neighbourhood Planning within the Council and how it was likely to develop and how it might promote community resilience; • on community engagement, including examples of good practice; • on the impact of Welfare Reforms, including fuel poverty and how it was defined; • reviewing the Council's Equalities Impact Assessment arrangements, and • on the impact of growth on GP surgeries, school places and hospital capacity.

Progress Report

<u>Panel Date</u>	<u>Decision</u>	<u>Response</u>	<u>Date for future action</u>
04/06/14	<p><u>Corporate Plan</u> Councillors R Harrison and D Harty were appointed to the Corporate Plan Working Group.</p>	See item elsewhere on the Agenda.	05/02/15
02/11/11	<p><u>Scrutiny of Partnerships</u> Following a review of the Strategic Partnership, the Overview & Scrutiny Chairmen and Vice Chairman agreed that responsibilities should be divided as follows:- Social Well Being: <ul style="list-style-type: none"> ∨ Community Safety ∨ Children & Young People ∨ Health & Well-Being Environmental Well Being: <ul style="list-style-type: none"> ∨ Growth & Infrastructure Economic Well Being: <ul style="list-style-type: none"> ∨ Local Enterprise Partnership </p>	<p>The Panel has already received two presentations on the Local Enterprise Partnership. A presentation on the Local Enterprise Zone was given to the Panel's meeting in November 2011.</p> <p>The Panel has invited the Chairman and the Chief Executive of the Local Enterprise Partnership to a future meeting to give a presentation on their business plan. The Panel will pursue this request with the new Chief Executive on their appointment after the Council's Budget setting process.</p>	05/03/15
05/07/13	<p><u>Economic Development</u> The Huntingdonshire Economic Growth Plan 2013 to 23 was considered by the Panel. The Economic Development Manager was asked to give a further update on the marketing and implementation plans in due course.</p> <p>Presentation requested on 'Preparing Town Centres and High Streets for the 21st Century'</p>	<p>An update on the Economic Growth Plan will be given to the Panel's April meeting.</p> <p>Presentation will be given to the Panel's meeting in March / April.</p>	05/03/15 09/04/15
06/11/14	<p>The SEP 2 LEP Executive Summary Submission to Government was presented. The Panel requested a further update following the announcement of the outcome of the bidding process for Growth Deal Round</p>	Outcome of bid to be submitted to the Panel.	TBC

Progress Report

	2 projects.		
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<u>Panel Date</u>	<u>Decision</u>	<u>Response</u>	<u>Date for future action</u>
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12/06/14	<u>Project Management</u> Reiterated a request for the post project appraisals for the development of the Huntingdon multi-storey car park and One Leisure, St Ives.	A project closure report for the Huntingdon Multi-Storey Car Park and One Leisure St Ives was presented to the Panel's November meeting.	06/11/14
10/07/14	With a view to undertaking a review of the Project Management Arrangements within the Authority, the Panel has been updated on the progress which has been made by the Council's Project Management Board to improve the project management arrangements within the Authority.		
06/11/14	The Panel agreed to establish a Project Management Select Committee in February 2015 to give further consideration to the issue of project management within the Authority. It is envisaged that the Select Committee will report its findings to the full Council in April 2015.	Members considered a study template which identifies the Select Committees terms of reference and other parameters of the investigation. The Panel also received a demonstration of the Council's programme and project management toolkit and an update from the Corporate Office Manager on Project Management. A further informal meeting was held before the Panel's January meeting.	08/01/14
		Select Committee to meet.	17/02/15

04/12/14	<u>Facing the Future</u> An update on the status of the ideas identified through Facing the Future was provided to Panel Members at the December meeting.	See item elsewhere on the Agenda.	17/02/15
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Progress Report

<u>Panel Date</u>	<u>Decision</u>	<u>Response</u>	<u>Date for future action</u>
10/07/14	<p><u>Great Fen</u> Having noted that Councillor P G Mitchell had been recently been appointed to the Great Fen Project Steering Committee, it was suggested that he should provide a report on the Project as a future meeting.</p> <p>Councillor Mitchell provided the Panel with an update. Suggested the Panel should see the Business Plan. Members alerted to a potential future bill from the Internal Drainage Board.</p>		TBC

ACTION LOG

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

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

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Decision Digest

Edition 152

Monthly summary of the decisions taken at meetings of the Council, Cabinet, Overview & Scrutiny and other Panels for the period 1st January to 30th January 2015.

2015/16 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY (MTFS)

and Scrutiny will be involved in assessing their impact on residents.

The Economic Well-Being Scrutiny Panel has welcomed the new format of the report and has supported the Executive Councillor for Resources' expression of gratitude for the work of the Resources section in preparing the Budget. Members have further recognised the significant milestone that producing a Budget surplus represents.

The aim is for the Council to produce a surplus each year and capital investments are a key way that this will be achieved. Generally, it is expected that for every £13m invested, £1m of income will be produced. The Council could potentially borrow £60m and it is planned to introduce a framework to enable investment decisions to be made. The Economic Scrutiny Panel has supported this approach and has asked for regular monitoring reports on progress.

The Panel has questioned the Executive Councillors about the saving they have made, what their plans are for the future and what impact any changes will have on the public. They have noted:

The Panel has been made aware that future government grant is likely to change if there is a change in Government. There is a possibility that the eligibility criteria will change from a performance basis to a needs basis. The Panel has noted that the District would still qualify for grant if the latter is introduced. The other way that income from the Government might vary is through changes to the New Homes Bonus. However, it is likely that if it is removed, this income will be received in another form.

- the portfolio for Customer Services has identified in the order of £500k in savings. This is in addition to £2m in savings in recent years. Further areas of potential savings are being investigated;
- the portfolio for Resources has identified approximately £450k in savings. This portfolio will make significant investments in the next few years to generate income, and
- the Executive Leader has referred to his intention to pursue an overall strategy of investment in assets to produce income coupled with a more commercial approach to appropriate services. He will challenge Officers to achieve savings targets earlier than indicated in the report and has stressed that, where changes are to be made to services, Overview

All areas of the Council will be defining their service standards and levels over the next year. The Panel is of the view that the impact of any changes should be assessed. The comment has been made that benchmarking should take place; in which case, some areas could potentially experience an increase in their standards.

On the question of Council Tax, the Panel has noted that increasing it over the period of the MTFs would not achieve the order of savings the Council will have to make. Members have supported the alternative approach of investing in capital assets to produce a surplus so that the Council is self-reliant.

In summary, the Scrutiny Panel has:

- noted the information presented in the report by the Head of Resources;
- supported the general intention not to use reserves. Given future uncertainty, it is recommended that the position should be reviewed next year but that reserves should not fall below £3m. Their use should be justified by the value they achieve for the Council;
- endorsed the proposal to freeze Council Tax for 2015/16 and the intention to freeze Council Tax over the period of the MTFs, and
- recommended that the work to be undertaken over the coming year to define service levels and standards is subject to an assessment of the impact of any changes on the public

The Cabinet were advised of the conclusions of the Economic Well-Being Scrutiny Panel, as outlined above, and the Executive Councillor for Resources also reiterated the views expressed at their meeting. Members welcomed the new format of the budget and reporting style. An addendum to the report was circulated which contained details of a further proposed £650k reductions in the overall budget, largely attributable to the deletion of vacant posts and reduction in management costs. The Cabinet supported the general intention not to use reserves, together with the proposal to freeze Council Tax for 2015/16 and freeze over the period of the MTFs. Given the future uncertainty with Central Government funding, the Cabinet

endorsed the views of the Scrutiny Panel that reserves should not fall below £3m. The final draft budget will be presented to their next meeting prior to Council in February.

THE OCTAGON, STATION ROAD, ST IVES

Following receipt of a petition at the previous meeting the Social Well-Being Scrutiny Panel has received information on the options for the future use of the Octagon, Station Road, St Ives and on the issues raised by the petition relating to the building.

The Council is in the process of reviewing its estate and three proposals have been received relating to the Octagon but no decision has yet been made. The decision will be based on the business cases submitted. The Council will have to be satisfied that the successful bidder's proposal is financially viable.

A comment has been made that the building should be brought back into use but the Council should decide what is in the interests of the whole District. St Ives already has a number of community facilities. It has been confirmed that the Council is not seeking to dispose of the freehold of the building. The potential areas for negotiation and terms for an agreement have been noted.

Following consideration of a report, the Panel is satisfied with the process that the Council had established to determine the use to which the Octagon will be put in the future. Members have stressed that they support bringing the building into public use and the principle that it should provide good value for the tax-payer. In the circumstances, it has been that no further action needs to be taken in respect of the petition relating to the Octagon.

THE HEALTH ECONOMY

The Social Well-Being Scrutiny Panel has reviewed the potential priorities and scope of its work on the local health economy. The deliberations will inform the forthcoming Away Day.

The aim is to make Overview and Scrutiny more effective by broadening the debate on health matters. A primary concern is the way health related services respond to the growth in the population. Various themes have been put forward for investigation. The Panel discussed extensively community engagement and the role of Members. Financial austerity is expected to continue with local government having to accept a significant proportion of the cuts. The District Council will have to cease some of its activities and it is hoped to establish a new relationship with residents to enable them to identify what is important for them and how they will respond. Councillors will be integral to this process, which will promote community resilience. In order to encourage public participation, it will be necessary to make the process relevant to residents. The Communications section is in the process of carrying out research on the best ways of engaging communities. Comment has been made that the District Council's activities should form part of a single conversation involving all levels of local government.

Having considered other suggestions for inclusion in the Panel's work programme, it has been agreed to receive reports:

- on the current state of Neighbourhood Planning within the Council and how it was likely to develop and how it might promote community resilience;
- on community engagement, including examples of good practice;

- on the impact of Welfare Reforms, including fuel poverty and how it was defined;
- reviewing the Council's Equalities Impact Assessment arrangements, and
- on the impact of growth on GP surgeries, school places and hospital capacity.

The Panel has agreed to continue the discussion on the future work programme at the Away Day.

WORK PROGRAMME

The Social Well-Being Scrutiny Panel has agreed to undertake some preparatory work in advance of the visit by representatives of Hinchingsbrooke Hospital in April. With this in mind, Members have requested copies of the Care Quality Commission report following its recent inspection of the Hospital.

DEVELOPMENT MANAGEMENT APPLICATIONS

At its January meeting, the Development Management Panel considered five applications, all which were approved.

AMENDMENTS TO THE CONSTITUTION IN RELATION TO THE PLANNING SCHEME OF DELEGATION

The Development Management Panel has approved an amendment to the Constitution to delegate to Officers the determination of proposals for 10 or fewer dwellings in the smaller settlements where there is a conflict between national and local affordable housing policy.

DEVELOPMENT MANAGEMENT PROGRESS REPORT: 1ST JULY TO 30TH SEPTEMBER 2014

The Development Management Panel has received information on the performance of the Development Manager section and on measures being introduced to improve performance.

PUBLIC SPACE PROTECTION ORDER

Following a request from Cambridgeshire Constabulary and to address an increasing number of complaints about individual's street drinking and acting in an anti-social manner in the area, the Licensing & Protection Panel has approved a Public Space Protection Order for Huntingdon Town Centre for a three year period.

The Order will enable Police Officers, Police Community Support Officers and designated Local Authority Officers to have more powers to deal with the issues arising where individuals are in possession of open containers of alcohol and acting in a manner that causes alarm, harassment or distress.

Breaches of the Order will be a criminal offence and enforcement officers will be able to choose to issue a fixed penalty notice (FPN) or proceed with prosecution. Any income obtained, will be awarded to Huntingdonshire District Council.

Odd page