

A meeting of the **CABINET** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **THURSDAY, 21 JANUARY 2016** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact
(01480)**

APOLOGIES

1. MINUTES (Pages 7 - 20)

To approve as a correct record the Minutes of the meeting held on 10th December 2015.

**M Sage
388169**

2. MEMBERS' INTERESTS

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

3. HINCHINGBROOKE COUNTRY PARK JOINT GROUP

Following the recent by-election, to vary the Membership of the Hinchingbrooke Country Park Joint Group.

**M Sage
388169**

Current membership comprises Councillors T H Hayward, B Hyland, T D Sanderson and R J West.

Following the by-election composition to be 3 Conservatives and 1 Liberal Democrat or Independent.

4. DEVELOPMENT PLAN POLICY ADVISORY GROUP

Following the recent by-election, to vary the Membership of the Development Plan Policy Advisory Group.

**M Sage
388169**

Current membership comprises Councillors Mrs B E Boddington, P L E Bucknell, E R Butler, D B Dew, B Farrer, J M Palmer and P D Reeve.

Following the by-election composition to be 5 Conservatives, 1 Liberal Democrat and 1 Independent.

5. SAFETY ADVISORY GROUP

Following the recent by-election, to vary the Membership of the Safety Advisory Group.

**M Sage
388169**

Current membership comprises Councillors Mrs B Boddington, J W Davies, A Hansard, R Harrison and Mrs P A Jordan.

Following the by-election composition to be 3 Conservatives, 1 Liberal Democrat and 1 Independent.

6. OXMOOR ACTION PLAN FOR OPEN SPACE - TREATMENT OF SECTION 106 MONIES (Pages 21 - 28)

To receive a report by the Interim Head of Service (Operations) regarding S106 monies.

**A Merrick
388635**

7. STREET CLEANSING - SERVICE SPECIFICATION (Pages 29 - 52)

To receive a report by the Interim Head of Service (Operations) regarding the Street Cleansing Service Specification.

**A Merrick
388635**

8. OPEN SPACES WATER SAFETY POLICY (Pages 53 - 76)

To receive a report by the Interim Head of Service (Operations) regarding the Open Spaces Water Safety Policy.

**A Merrick
388635**

9. VOLUNTARY SECTOR GRANT FUNDING 2016/17 TO 2019/2020 (Pages 77 - 118)

To consider a report by the Head of Community regarding the Council's grant funding agreements for the voluntary sector that cease on 31st March 2016 to consider how, or if, the funding should continue over a new four year term.

**C Stopford
388280**

10. DRAFT 2016/17 REVENUE BUDGET AND MEDIUM TERM FINANCIAL STRATEGY (2017/18 TO 2020/21) (Pages 119 - 168)

To receive an update report by the Head of Resources on the draft 2016/17 Revenue Budget and Medium Term Financial Strategy for the period 2017/18 to 2020/21.

**C Mason 388157
R Maxwell 388026
G Oliver 388604**

11. ANNUAL EQUALITY PROGRESS REPORT 2015 (Pages 169 - 176)

To receive a report by the Policy, Performance and Transformation Manager on progress with the Council's equality objectives.

**L Sboui
388032**

12. SAFETY ADVISORY GROUP REPORT (Pages 177 - 180)

To receive the report of the Safety Advisory Group meeting held on 25th November 2015.

**M Sage
388169**

13. EXCLUSION OF PRESS AND PUBLIC

To resolve:

that the press and public be excluded from the meeting because the business to be transacted contains information relating to any individual; information that is likely to reveal the identity of an individual; information relating to the financial or business affairs of any particular person (including the authority holding that information); and information relating to any consultations or negotiations, or contemplated

consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

14. FUTURE SERVICE PROVISION (Pages 181 - 190)

To consider a report by the Corporate Team Manager on future service provision.

A Dobbyne
388100

Dated this 13 day of January 2016



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 Mrs Melanie Sage, Democratic Services Team, Tel No. 01480 388169/e-mail Melanie.Sage@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.

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the Civic Suite 0.1A, Pathfinder House, St Mary's Street, Huntingdon, PE29 3TN on Thursday, 10 December 2015.

PRESENT: Councillor J D Ablewhite – Chairman.
Councillors R B Howe, R C Carter, S Cawley, D B Dew, J A Gray and D M Tysoe.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillor R Harrison.

57. MINUTES

The Minutes of the meeting held on 19th November 2015 were approved as a correct record and signed by the Chairman.

58. MEMBERS' INTERESTS

There were no declarations of disclosable pecuniary or other interests received at the meeting.

59. PROCUREMENT POLICY

By way of a report from the Procurement Manager (a copy of which is appended in the Minute Book), and having considered the comments of the Overview and Scrutiny Panel (Economic Well-Being), the Cabinet received the Procurement Policy and recommended it to Council for approval.

The Procurement Policy outlined how the procurement function supported the Corporate Plan and Council's objectives, whilst minimising risks and seeking value for money.

The Policy described how the Council would manage procurement risk, the overarching EU principles, the Council's approach to delivering value for money, helping local businesses compete for public spend and the performance and governance of procurement.

The Policy provided the structure and organisation of procurement and created a foundation to develop detailed plans and objectives for procurement.

Following discussions by the Cabinet it was explained that financial thresholds determined the process of procurement. A value of £5,000 was able to be directly awarded whereas a value over £25,000 involved a formal process.

The Cabinet expressed preference for procuring from local businesses to assist the local economy. It was explained that the Council had to be impartial. However, local businesses were provided with information regarding how the Council advertised in

order that they could identify and bid for contracts and business opportunities. Whereupon, the Cabinet

RECOMMENDED

that the Council approve the Procurement Policy attached as Appendix 1 to the Officer's report.

60. CORPORATE FRAUD WORKPLAN AND PROSECUTION POLICY

The Cabinet received a report from the Benefits Manager, which was presented by the Head of Customer Service (a copy of which is appended in the Minute Book) regarding the Workplan for the Corporate Fraud Team following the transfer of Housing Benefit fraud investigations to the Department for Work and Pensions (DWP).

In May 2015 the responsibility for investigating allegations of Housing Benefit fraud transferred to the DWP. Three Investigating Officers transferred to the DWP and the in-house team now consisted of a Team Leader, one Investigating Officer and an Intelligence Officer.

Since then the Team had been completing the remaining residual work following the DWP transfer, including the preparation of a number of Housing Benefit cases for prosecution. The Workplan had been developed around the types of fraud that currently formed the majority of the work for the Team, as well as new and emerging threats, including Council Tax Support fraud; Council Tax discount fraud; Housing Tenancy fraud and Business Rates fraud.

Regarding the productivity of the Team it was explained that between April and October 2015 over 400 referrals were received and a significant value of fraud identified including the recovery of six social housing properties that had been re-allocated to families in genuine need. The value of the fraud identified outweighed the staffing costs of the Fraud Team and the related software costs. Having a Corporate Fraud Team was considered valuable in the deterrent against fraud.

In responding to questions regarding the success at recovering fraud once identified it was explained that Housing Benefit fraud was difficult to recover. However, responsibility for this had now transferred to the DWP. The Council was able to issue £70 penalty notices for Council Tax Discount Fraud. Although the Team no longer investigated Housing Benefit fraud, discrepancies identified whilst investigating Council Tax Support/Council Tax Discount fraud often resulted in the overpayment of Housing Benefit.

With different types of fraud being investigated, it had required the Fraud Prosecution Policy to be amended including reference to the legislation used in prosecuting these new areas. The Cabinet had approved the revised Fraud Prosecution Policy that established the legislation and process that Investigating Officers had to adhere to when considering the action to take following fraud investigation.

Having considered the comments of the Corporate Governance Panel and the Overview and Scrutiny Panel (Economic Well-Being) the Cabinet

RESOLVED

to

- i. approve the Corporate Fraud Team Workplan 2015/17, attached as Appendix 1 of the Officer's report.
- ii. approve the revised Fraud Prosecution Policy, attached as Appendix 2 of the Officer's report.
- iii. endorse that monitoring the delivery of the Workplan be overseen by the Executive Councillor for Customer Service alongside Annual Reports to the Corporate Governance Panel.

61. CAMBS HOME IMPROVEMENT AGENCY (CHIA) SHARED SERVICE REVIEW AND DISABLED FACILITIES GRANT BUDGET

The Cabinet received a progress review report by the Housing Strategy Manager on the Cambridgeshire Home Improvement Agency (CHIA) shared service following three years of operation (a copy of which is appended in the Minute Book) which was presented by the Head of Development.

The CHIA shared service, developed in partnership with Cambridge City Council (CCC) and South Cambridgeshire District Council (SCDC), went 'live' on 1st April 2012. Staff were employed by CCC with the main office located within SCDC.

It was reported that the shared Home Improvement Agency (HIA) service had been successful in meeting its initial aims and objectives and had the potential to achieve further efficiencies both internally and externally in the future. The performance data indicated high volumes of work for the three years the shared HIA had been in operation and that 2014/15 performance targets had been achieved.

The CHIA previously agreed in principle to include East Cambridgeshire District Council (ECDC) in the shared service, subject to a detailed Business Case being developed. However, having been appraised of the Business Case for service expansion, ECDC had decided not to join the shared service as they were content that their in-house service was fit for purpose and they did not foresee significant benefits from disrupting their current arrangement.

It had been noted that performance in Quarter 1 and Quarter 2 of 2015/16 had decreased for a number of reasons including an increase in volumes of work, loss of a surveyor and the necessary introduction of new procedures to ensure regulatory compliance. Reasons for this and potential options were being explored by the CHIA Management Board.

The original three-year CHIA Agreement was extended in 2014 and expired in March 2016. The Cabinet agreed to delegate authority to the Head of Development in consultation with the Executive Councillor for Strategic Planning and Housing to sign a new Partnership Agreement for a further two years with provision for an extension for a further three years by agreement.

Disabled Facilities Grants (DFG) were part funded through the

Council's Capital fund and the remainder was Government funded via the Better Care Fund. Officers continued to influence the strategic direction of the Better Care Fund towards preventative services, demonstrating the value of the DFG programme to the health and social care agenda.

The maximum DFG that was able to be awarded was £30,000 and DFGs for adults were subject to a means test. It was suggested that in the current economic climate and when other budgets were being reduced, if possible the maximum amount awarded should be reduced, particularly if the applicant had assets available to fund the adaptations.

Having considered the comments of the Overview and Scrutiny Panel, the Cabinet

RESOLVED

to

- i. note the position following three years of the shared Cambridgeshire Home Improvement Agency service; and
- i. agree to delegate authority to the Head of Development in consultation with the Executive Councillor for Strategic Planning and Housing to sign a new Partnership Agreement for a further two years with provision for an extension for a further three years by agreement.

At the conclusion of the above item, at 7.35pm, Councillor D Dew left the meeting.

62. CUSTOMER SERVICE STRATEGY

By way of a report from the Head of Customer Service (a copy of which is appended in the Minute Book), the Cabinet recommended the revised Customer Service Strategy to Council for approval.

Members of the Overview and Scrutiny Panel and the Cabinet had previously reviewed and commented on a summary 'on a page' document. In light of Member feedback, the summary document had been developed into a wider and more comprehensive document, taking the foundation of the previous Strategy and updating the content to reflect other Council Strategies and Policies. The document also took into account customer feedback and had passed through a number of Officer groups.

The Customer Service Strategy included a section of how the Council would measure the outcomes the Strategy was expected to deliver. It was noted that a number of measures included targets with 'TBA' and it was explained that as these were new measures targets were still being established.

At 7.37pm Councillor D Dew returned to the meeting.

The Strategy was a document that was intended to be owned by all Officers and linked through the Corporate Plan, Service Plans and to individual key performance indicators. The Cabinet was informed that

there were various events scheduled to promote the Strategy to Officers starting with the imminent 'Meet Senior Management Team' meetings.

During discussions it was requested that the Cabinet be presented with a future report that contained an overall summary of how Service Plans were being monitored and contributing to the Customer Service Strategy.

The Cabinet was informed that to be able to effectively measure and compare customer satisfaction a series of consistent questions were being introduced and that it was intended to refresh the Customer Feedback Policy.

The Cabinet agreed with the comment made by the Overview and Scrutiny Panel that a facility should be introduced on the Council's website to enable a resident to search for their local Councillor by postcode. It was further noted that the customer experience within this area of the Council's website was noticeably different to that on the main website.

The Cabinet was informed that once 'TBA' targets had been replaced with numerical targets, the Strategy would be refreshed on the Council's website.

The Cabinet expressed appreciation to the Head of Customer Service and Executive Councillor for Customer Services as having produced a summary of the new Strategy the revised Customer Service Strategy was now complete and the Cabinet

RECOMMENDED

that the Council approve the revised Customer Service Strategy attached as Appendix 1 to the Officer's report.

63. COMMUNITY INFRASTRUCTURE LEVY GOVERNANCE STRUCTURE

The Cabinet received a report by the Head of Development (a copy of which is appended in the Minute Book) regarding a revised governance structure for the management and operation of the Council's Community Infrastructure Levy and the continued Community Infrastructure Levy funding towards the costs of the Huntingdon West Link Road.

The Cabinet approved a funding profile for Community Infrastructure Levy (CIL) expenditure relating to the Huntingdon West Link Road (Edison Bell Way) to enable the regeneration and development of that area. The Link Road was currently the only CIL funded project that had been approved by the Cabinet.

As it was important that CIL funding was invested wisely to ensure the timely delivery of community infrastructure projects that supported the Council's development and growth agenda, the scale of CIL funding that would be generated in future years, and the need to prioritise the investment of CIL funds to key projects, it was necessary to review the governance arrangements for the investment of CIL funds.

The initial CIL governance structure was approved by the Cabinet in October 2012. However, the partnership between the Growth and Infrastructure Group and the Huntingdonshire Strategic Partnership had not worked as effectively as initially envisaged. To work effectively the Growth and Infrastructure Group needed to meet regularly to make progress with its business and to contribute appropriate management information to the Council. Reporting to the Huntingdonshire Strategic Partnership Board, which met infrequently, hindered the level of progress and action that was likely to be required as the CIL fund increased in line with the amount of new development in future years.

The Cabinet agreed that the Growth and Infrastructure Group would continue subject to three key changes:

- i. that the membership be strengthened to enable the Group to have more direct input from elected Members from both the District Council and Cambridgeshire County Council.
- ii. the Officer membership and representation from infrastructure related bodies, in particular the importance of the representation from the Local Enterprise Partnership, should remain and be strengthened.
- iii. that the Group would not be linked to the Huntingdonshire Strategic Partnership and would report via the Overview and Scrutiny process and to the Cabinet.

Having considered the comments of the Overview and Scrutiny Panel (Environmental Well-Being) the Cabinet appointed the following District Councillors to the Growth and Infrastructure Group:

- Executive Councillor for Strategic Planning and Housing (Chairman);
- Chairman of the Development Management Panel;
- Chairman of the Overview and Scrutiny Panel (Social Well-Being); and
- Chairman of the Overview and Scrutiny Panel (Economic Well-Being)

The Cabinet requested that Town and Parish Councils be reminded of the reporting requirements if awarded CIL funding. Whereupon the Cabinet

RESOLVED

to

- i. approve the revised Community Infrastructure Levy governance structure and the revised Terms and Conditions and Membership of the Growth and Infrastructure Group.
- ii. that the following District Councillors be appointed to serve on the Growth and Infrastructure Group for the remainder of the Municipal Year:

- Executive Councillor for Strategic Planning and Housing (Chairman);
 - Chairman of the Development Management Panel;
 - Chairman of the Overview and Scrutiny Panel (Social Well-Being); and
 - Chairman of the Overview and Scrutiny Panel (Economic Well-Being)
- iii. approve the further investment of Community Infrastructure Levy towards the Huntingdon West Link Road.

64. HUNTINGDONSHIRE INFRASTRUCTURE PLANNING UPDATE

The Cabinet received an update report by the Head of Development (a copy of which is appended in the Minute Book) as to the current position with infrastructure planning across the Council.

Given the importance of the issue, it was intended that further update reports would be presented to the Cabinet in June and December of each year to keep Members fully informed of progress with emerging infrastructure strategies, projects and delivery mechanisms.

There was a significant amount of Member and Officer activity on a range of different types of infrastructure planning and the report specifically summarised the following areas of current work:

Infrastructure Delivery Plan; Highways and Transport Infrastructure Projects; A14 Trunk Road; A428; A1; Oxford to Cambridge Expressway and East West Rail; A141 Huntingdon/St Ives; Rail investment; County-wide Infrastructure Planning; Growth and Infrastructure Group; District and County Council Working relationship; District and Local Enterprise Partnership working relationship; Potential opportunities from Government initiatives; and Community Infrastructure Levy.

Having considered the comments of the Overview and Scrutiny Panel (Environmental Well-Being) the Cabinet

RESOLVED

to note the update on the current position with infrastructure planning in Huntingdonshire and that future update reports be presented annually in June and December.

65. NEIGHBOURHOOD AND COMMUNITY PLANNING GUIDE

The Cabinet received a report by the Head of Development (a copy of which is appended in the Minute Book) regarding approval of a Neighbourhood and Community Planning Guide document which clarified how the Council would interact with local communities and Town and Parish Councils if they wished to pursue community planning initiatives.

The purpose of the 'Neighbourhood and Community Planning Guide' was to manage the expectations of local communities and to enable the Council to offer a consistent and deliverable level of service to

those local communities.

A number of local communities within Huntingdonshire had commenced the development of Neighbourhood Plans. These included St Neots Town Council, Godmanchester Town Council, Huntingdon Town Council, Bury Parish Council and Houghton and Wyton Parish Council.

Following a local referendum and once approved a Neighbourhood Plan formed part of the statutory Development Plan for the District, meaning that it was a material consideration with significant weight in the decision making process for planning applications.

It was explained to the Cabinet that the Guide was an evolving document that mainly focused on the Neighbourhood Plan process, as this was the area where most local communities currently wished to engage with the Council. However, the guide would be amended as required to identify how the Council engaged with local communities on other community planning initiatives and with regard to any future changes in the regulatory framework.

Other options were available to local communities seeking to achieve different community planning objectives. These included the ability to promote local affordable housing projects through the 'rural exceptions' process; a range of community facilities and amenities (for example, new village halls and playing fields) through the 'enabled exceptions' process; and more general Community Action Plans or Parish Plans that focused on specific community needs identified by the communities themselves.

The Cabinet agreed that Neighbourhood Plans were not appropriate to all Towns and Parish Councils and that other community planning initiatives might be more suitable. It was important for the Council to enable and provide advice to those local communities that wished to proceed with a community planning initiative. However, the Council was not responsible for undertaking the work as there should be local ownership.

In response to concerns expressed, it was explained that the level of interest at any one time from local communities wishing to proceed with a community planning initiative would determine whether the Council had sufficient resource to offer the support.

The Cabinet was reminded that the Department for Communities and Local Government had made grants of up to £30,000 available to local planning authorities for each Neighbourhood Plan.

Having considered the comments of the Overview and Scrutiny Panel (Environmental Well-Being) the Cabinet agreed that the Guide needed to clarify that the relevant Town or Parish Council was responsible for producing a clean copy of a Neighbourhood Plan following receipt of the Examiner's report. Whereupon the Cabinet

RESOLVED

to approve the Neighbourhood and Community Planning Guide document attached as Appendix A of the Officer's report.

66. RESERVES REVIEW

The Cabinet received a report by the Head of Resources (a copy of which is appended in the Minute Book) regarding the Reserves Strategy. The main purpose of the Reserves Strategy was to provide a framework through which the Council was able to effectively manage and govern its use of Reserves.

In January 2015 the Cabinet agreed that the minimum level of General Fund Reserves would be £3m. However, as the Council was expecting to have a reducing, or near static, Net Expenditure over the forthcoming years it was preferable to have a level of reserves that was a percentage of any years' Net Expenditure. For 2015/16 the £3m equated to marginally over 15% of the Net Expenditure and it was therefore agreed that 15% was set as the minimum level of reserves.

The Council would receive capital receipts as a consequence of the sale of capital assets that supported either general service activity or the Commercial Investment Strategy. As assets that support general service activity had primarily been financed without external borrowing, in the interests of equity, such assets would finance either new future capital spend of a similar nature or reduce the Council's internal debt burden.

Those assets that had been acquired as part of the Commercial Investment Strategy would have been financed from a mix of either direct revenue financing or external borrowing. It was therefore considered that when assets were sold that the associated capital receipt were ringfenced. If a capital receipt resulted from the sale of an asset from:

- general service activity the related capital receipt would be applied to acquire/enhance other general service activity assets or pay down related debt; or from
- the Commercial Investment Strategy the related capital receipt would be applied to acquire/enhance other CIS assets or pay down CIS related debt.

If it was considered that capital receipts were exempt from being ringfenced, this would only occur if approved by the Cabinet.

It was emphasised to the Cabinet that the minimum level of reserves of 15% referred only to the General Fund Balance. Whereupon the Cabinet

RESOLVED

to approve the Reserves Strategy, as attached as Appendix 1 of the Officer's report, specifically endorsing:

- i. a minimum level of Reserves at 15% of the Council's 'Net Expenditure'; and
- ii. the governance arrangements pertaining to each Reserve, specifically the ring-fencing of capital receipts that are generated

from either 'general service activity' or from the Commercial Investment Strategy.

67. COMMERCIAL INVESTMENT STRATEGY: BUSINESS PLAN

By way of a report from the Head of Resources (a copy of which is appended in the Minute Book) the Cabinet noted and recommended the Minimum Revenue Provisions (MRP) Policy for the Commercial Investment Strategy (CIS) to Council for approval.

The capital propositions included within the Business Plan that were to be financed from external borrowing were modelled on being financed by repayment loans. Consequently the annual principal repayment would equate to the MRP requirement. As this was a new approach to MRP a new Policy was required to be approved by Council.

It was noted that through the operation of the CIS, there might be occasions when investment assets were sold. Within the Reserve Review Report, Minute No. 66 of these Minutes refer, the Cabinet approved that such capital receipts would be ringfenced for future CIS reinvestment in line with the Reserves Strategy.

The CIS was approved in October 2015 and the Cabinet had now needed to approve the CIS Business Plan. Although the CIS covered a 9 year period with three distinct phases of development, the approved Business Plan related to Phase 1 and the period from now until the 31st March 2019.

The Council currently had existing investment assets (property) totalling £20.9m and it was proposed to invest a further £50m in commercial assets. The primary aim of the CIS was to generate a future income stream with a secondary objective of capital growth. After the payment of £2.2m in asset completion costs, the Councils total commercial asset portfolio at the end of the Business Plan period would be £68.7m, divided as follows:

Type 1: Existing Assets:

£20.9m

Type 2 and 3: Investment Fund and Property Shares:

£14.7m

Type 4: Direct Assets (Local Acquisitions):

£18.9m

Type 4: Direct Assets (National Acquisitions):

£14.2m

Regarding investments up to the end of the current financial year, it was proposed that these should not be financed from external borrowing. Therefore the Cabinet approved the transfer of £6.8m from the Council's General Fund to the Capital Investment Earmarked Reserve. By making investments directly from in-house resources meant that the Council could maximise returns and would not need to set-aside revenue funding in respect of the Minimum Revenue Provision.

In subsequent years the Council intended to borrow externally and the Cabinet approved the potential to borrow up to £35m from

2016/17 onwards to support the CIS. However, there would be 'head-room' to borrow a further £25m if commercial opportunities arose.

It was noted that local government was only permitted to invest in one revenue property investment fund. This was operated by CCLA Investment Management Limited and the CIS Business Plan included the investment of a total of £4.7m by the end of 2016/17.

The intention of the Council was to reduce reliance on Central Government funding and to create a sustainable financial platform. This would negate the need for discussions about funding the Council was likely to obtain and the resulting impact on the Budget and its services. In order for the Council to produce a yield at the earliest opportunity, to achieve its aspirations, the Cabinet agreed to instruct Officers as follows:

- that the revenue investment of £2.5m, detailed in the Investment Schedule (attached as Appendix 3 of the Officer's Report) for Quarter 3 of 2015/16 Financial Year, be invested without delay;
- that the capital investment of £5m in respect of capital property shares and/or Real Estate Investment Trusts (REITS), subject to relevant due diligence, be invested without delay;
- that an Action Plan be developed to ensure that the capital investments of £5m in respect of Direct Assets (Local Area) are acquired by the end of Quarter 4, 2015/16;
- that Table 1, as contained within the Officer's Report titled 'Estimated Revenue Returns from the Commercial Investment Strategy', be included in the Medium Term Financial Strategy; and
- that, without delay, to complete a review of the Estates Service to enable the requirements of the Commercial Investment Strategy to be achieved.

The Cabinet was mindful of wanting to provide the best service for the residents of the District whilst at the same time mitigating risks in investing Council Tax money. The Cabinet was informed that borrowing was expected to be from the Public Works Loans Board and the investments within the CIS Business Plan repayment loans were expected to be the preferred form of loan finance. If loan rates were found to be cheaper at other financial institutions the Council would take appropriate advantage, providing that the institutions were included within the Council's Treasury Management Strategy. It was noted that investments had been developed around a medium term financial return.

Having expressed appreciation to the Executive Councillor for Resources, Corporate Director (Services) and Head of Resources, the Cabinet

RESOLVED

to approve the:

- i. Commercial Investment Strategy Business Plan attached as Appendix 2 of the Officer's Report;
- ii. transfer of £6.8m from the Council's General Fund balance to the Capital Investment Earmarked Reserve;

- iii. potential to borrow up to £35m from 2016/17 onwards to support the Commercial Investment Strategy. However, there will be 'head-room' to borrow a further £25m if commercial opportunities arise; and
- iv. That the Cabinet notes the Minimum Revenue Provisions Policy.

The Cabinet further instructed Officers as follows:

- that the revenue investment of £2.5m, detailed in the Investment Schedule (attached as Appendix 3 of the Officer's Report) for Quarter 3 of 2015/16 Financial Year, be invested without delay;
- that the capital investment of £5m in respect of capital property shares and/or Real Estate Investment Trusts (REITS), subject to relevant due diligence, be invested without delay;
- that an Action Plan be developed to ensure that the capital investments of £5m in respect of Direct Assets (Local Area) are acquired by the end of Quarter 4, 2015/16;
- that Table 1, as contained within the Officer's Report titled 'Estimated Revenue Returns from the Commercial Investment Strategy', be included in the Medium Term Financial Strategy; and
- that, without delay, to complete a review of the Estates Service to enable the requirements of the Commercial Investment Strategy to be achieved.

The Cabinet also RECOMMENDED

that Council approve the Minimum Revenue Provisions Policy for the Commercial Investment Strategy as detailed below:

'For each capital investment undertaken under the requirements of the Council's Commercial Investment Strategy, Minimum Revenue Provision will be made that is equal to the principal repayment for any loan finance supporting the investment'.

68. ZERO BASED BUDGETING UPDATE: PREPARATION FOR THE 2016/17 BUDGET AND MEDIUM TERM FINANCIAL STRATEGY

The Cabinet received a report by the Head of Resources (a copy of which is appended in the Minute Book) regarding the Zero Based Budgeting (ZBB) exercise and the inclusion of the Tranche 3 savings proposals in the forthcoming 2016/17 budget and Medium Term Financial Strategy.

As part of the budget setting cycle for 2016/17, the Council was continuing the Zero Based Budgeting (ZBB) exercise that started during the last financial year in preparation for the 2015/16 budget. The ZBB process was divided into a number of Tranches, with Tranche 1 having been undertaken during Autumn 2014 (in which £1.8m was removed from the Council's 2015/16 budget) and Tranches 2 and 3 being undertaken during 2015/16.

In preparation for 2016/17 budget setting, Tranche 2 commenced in April 2015 and concluded with a Cabinet led Star Chamber in mid-July 2015 that was reported to the Cabinet in September 2015. Tranche 3 commenced in August 2015 and concluded with a Cabinet

led Star Chamber in late November 2015; the estimated savings totalled in excess of £2.6m.

The services that had been subject to a 'heavy' review during Tranche 3 were:

- Community: CCTV
- Customer Services: Local Taxation and Benefits
- Operations: all services
- Leisure & Health: Sports and Active Lifestyle Team
- Corporate Team and Directors

In addition to the savings identified, the CCTV and Sports and Active Lifestyle Teams had been requested to investigate a number of additional opportunities for savings. If any additional savings were identified as a result of this further work it would be reported as part of the overall Budget Setting 2016/17 report.

In February 2016 the Council would be presented with the proposed Budget for 2016/17 and the Medium Term Financial Strategy and would set the Council Tax for the forthcoming year. During discussions the Cabinet indicated a preference for a further freeze on Council Tax for 2016/17.

The Cabinet commended all those involved in the ZBB process. The Cabinet has accepted that some of the savings identified via the Facing the Future programme had been included in the ZBB process. However, in order to identify further savings the Cabinet requested that those proposals not included in the ZBB process should be progressed.

Having considered the comments of the Overview and Scrutiny Panel (Economic Well-Being) the Cabinet

RESOLVED

- i. to note the progress of the Zero Based Budgeting exercise to date; and
- ii. agree the Tranche 3 savings proposals, as detailed in Appendix 1 of the Officer's report, for inclusion in the forthcoming 2016/17 Budget and Medium Term Financial Strategy.

Chairman

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Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Oxmoor Action Plan for Open Space – Treatment of Section 106 Monies

Meeting/Date: Overview and Scrutiny Panel (Finance and Performance) – 7 January 2016
Cabinet – 21 January 2016

Executive Portfolio: Councillor Robin Carter – Operations & the Environment

Report by: Interim Head of Service (Operations)

Ward(s) affected: All Wards in Huntingdon

Executive Summary:

1. The report sets out the background to a long standing dispute between Huntingdon Town Council (HTC) and this Council (HDC) over the treatment of Section 106 monies received from the sale of land for housing development at California Road. This highlights an inconsistency between the Cabinet report that approved HDC's commitment to the Oxmoor Action Plan for Open Space; the Supplementary Planning Agreement for California Road; and the capital scheme implemented to create Coneygear Park.
2. The report also includes a proposed way forward, see Section 3, to bring the dispute to a conclusion taking into account the financial commitments already made through the capital scheme implemented to create Coneygear Park. Based on the following allocation of Section 106 monies realised (£1.405m):
 - a) HDC is allocated £823k to meet the construction costs incurred on the construction of Coneygear Park subject to auditable records of expenditure.
 - b) HDC is allocated £100k in accordance with the supplementary planning agreement to work with HTC to create neighbourhood gardens that have been identified as a priority in the Needs Analysis of Open Space and Play for Huntingdon.
 - c) The balance from the Section 106 monies realised (£482k) is allocated £200k to HDC to support the continued employment of the Ranger approved as part of the January 2003 Cabinet report and £282k to HTC for the ongoing maintenance of Coneygear Park. The reduced sum for maintenance of Coneygear Park is proposed on the basis that £413k of additional resources have been invested in creating the park.

Recommendation(s):

1. Overview and Scrutiny are asked to consider and comment on the proposals set out in this report and to endorse the proposed way forward to Cabinet.
2. Cabinet is recommended to approve in principle the proposed way forward as detailed in Section 3 of the report to enable final negotiations with HTC to reach a settlement of this matter in order to bring it to a conclusion.

1. PURPOSE

- 1.1 The report sets out the background to a long standing dispute between Huntingdon Town Council (HTC) and this Council (HDC) over the treatment of Section 106 monies received from the sale of land for housing development at California Road. This highlights an inconsistency between the Cabinet report that approved HDC's commitment to the Oxmoor Action Plan for Open Space; the Supplementary Planning Agreement for California Road; and the capital scheme implemented to create Coneygear Park.
- 1.2 The report also includes a proposed way forward in Section 3 of the report to bring the dispute to a conclusion taking into account the financial commitments already made through the capital scheme implemented to create Coneygear Park.

2. BACKGROUND

- 2.1 **Cabinet Report:** The Oxmoor Action Plan was adopted as Interim Planning Guidance by the Cabinet on 9 January 2003. This followed an extensive programme of community involvement through a Planning for Real Exercise funded as part of the wider Single Regeneration Budget project for the area. This enabled the development of an action plan that as an essential component included for the provision of additional and improved play and recreational facilities, using the benefits gained from the development of new housing.
- 2.2 This action plan identified specifically for a new park on the open space at Coneygear Road; and proposed a network of neighbourhood gardens which are larger open spaces surrounded usually on more than two sides by housing; and doorstep greens which are the linear greens that typically front on to houses. These green spaces were to be developed in response to local needs and be the subject of negotiation with the local community. The sites were to be subsequently managed and maintained jointly by the community and local authority.
- 2.3 Consequently the report to the Cabinet additionally recommended the creation of a Ranger post to facilitate the development of the neighbourhood gardens and the doorstep greens.
- 2.4 The Cabinet were also recommended to progress the action plan before the proposed housing development to meet the aspirations of Oxmoor residents to include the following on a phased basis:
 - Creation of the basic infrastructure in to which various specific facilities could be inserted: pavements to the perimeter of the proposed park; safe crossing points into the park; gated fencing along the road boundaries to the park; surfaced footpaths with lighting; CCTV; drainage to prevent flooding; enclosed dog walking facilities; hedge maintenance works and tree planting; litter/dog bins and seats; and toilets.
 - Creation of the Ranger posts to facilitate the delivery of the action plan.
- 2.5 The financial implications reported to the Cabinet were that a sum of £755k would be available for the development of Coneygear Park, neighbourhood gardens and doorstep greens from the sale and development of open space in the area for housing and non-recreational usages. In addition, a sum of £46k was available for the Coneygear Park development as a result of a section 106

payment from the Kings Ripton Road housing development. It was recommended to the Cabinet that £300k of the total £801k be allocated for the development of Coneygear Park. The remaining £501k would be used as a fund to generate an annual revenue sum of £33.4k for a period of seventeen years, including for the funding of the Ranger post.

- 2.6 **Supplemental Planning Agreement:** The Planning Agreement and the Supplemental Planning Agreement (both dated 7 December 2009) are for the development of housing on land at California Road that was in the ownership of Cambridgeshire County Council and Huntingdonshire Regional College. This confirms the development of the Coneygear Park, neighbourhood gardens and doorstep greens in accordance with the Interim Policy Guidance approved by the Cabinet in January 2003 and the action plan approved by the Cabinet on 22 April 2005. Specifically the Supplemental Planning Agreement requires Section 106 payments from the landowners (Cambridgeshire County Council and Huntingdonshire Regional College) of £1.035m against the following profile of expenditure:

	2003/04	2004/05	2005/06	2006/07	Total
Coneygear Park - Construction	10,000		390,000	10,000	410,000
Coneygear Park - Maintenance			501,000		501,000
Doorstep Greens & Neighbourhood Gardens				100,000	100,000
Total					1,011,000

Note: the Supplementary Planning Agreement include an inconsistency between the stated Section 106 sum of £1.035m and the profile of expenditure in the document of £1.011m.

- 2.7 The Planning Agreement and the Supplemental Planning Agreement (both dated 7 December 2009) are inconsistent with the Cabinet report approved in January 2003, and the consequence is that Huntingdon Town Council have robustly challenged that the £501k for maintenance should be paid over to the Town Council. This it is argued is in accordance with the Planning Agreement.
- 2.8 However, reverting solely back to the Supplementary Planning Agreement would be inconsistent with the Cabinet report of January 2003 that approved a Ranger post to be funded as part of the Section 106 payments realised from the sale of the land for housing at California Road. From a further report to Cabinet in February 2005 it can be confirmed that this Ranger Post was approved for recruitment to be temporarily funded directly by the Council until the Section 106 payments were secured.
- 2.9 Only the CCC land has been sold and developed realising £1,404,718 in Section 106 monies, (Inc. indexation). The Projects and Assets Manager has confirmed that the £1,404,718 went into the budget for the Heart of Oxmoor Capital Scheme. This is inconsistent with the sum in the Supplementary Planning Agreement and the profile of spend on Coneygear Park from this budget has been £981,200, (£822,800 net of grants and contributions). The budgetary control spreadsheet provided by the Projects and Assets Manager also does not show a draw-down of £501k in revenue contributions for the

maintenance of Coneygear Park and the funding of a Ranger post agreed in the Cabinet Report of January 2003.

3. OPTIONS CONSIDERED

3.1 **Proposed Way Forward:** Effectively the Council has received £1.405m in Section 106 payments from the sale of the County's land at California Road and it is proposed it should be allocated as follows:

	Supplementary Planning Agreement Commitment	Allocation to HDC	Allocation to HTC	Total
Construction of Coneygear Park	410,000	823,000	0	823,000
Maintenance of Coneygear Park	501,000	200,000	282,000	482,000
Doorstep Greens & Neighbourhood Gardens	100,000	100,000	0	100,000
Total	1,011,000	1,123,000	282,000	1,405,000

Notes:

- a) HDC is allocated £823k to meet the construction costs incurred on the construction of Coneygear Park subject to auditable records of expenditure.
- b) HDC is allocated £100k in accordance with the supplementary planning agreement to work with HTC to create neighbourhood gardens that have been identified as a priority in the Needs Analysis of Open Space and Play for Huntingdon.
- c) The balance from the Section 106 monies realised (£482k) is allocated £200k to HDC to support the continued employment of the Ranger approved as part of the January 2003 Cabinet report and £282k to HTC for the ongoing maintenance of Coneygear Park. The reduced sum from maintenance of Coneygear Park is proposed on the basis that £413k of additional resources have been invested in creating the park.

3.2 This is a compromise but it does provide HTC with a sum for the on-going maintenance of Coneygear Park and also enables HDC to recover the upfront construction costs for Coneygear Park that have been incurred; and the costs for the Ranger post in accordance with the Cabinet report of January 2003.

4. COMMENTS OF OVERVIEW & SCRUTINY PANEL

- 4.1 On 10 November 2015 the Overview and Scrutiny Panel scrutinised the Needs Analysis of Open Space and Play in Huntingdon and the proposed way forward is consistent with the recommendations from the needs analysis regarding existing and future provision of open space in the town.
- 4.2 The comments of the Overview & Scrutiny Panel (Finance and Performance) following its meeting on the 7th January 2016 will be circulated subsequent to the publication of the Cabinet agenda.

5. KEY IMPACTS/RISKS

- 5.1 The proposed way forward is effectively a risk mitigation strategy in respect to the long standing dispute between Huntingdon Town Council (HTC) and this Council (HDC) over the treatment of Section 106 monies received from the sale of land for housing development at California Road.

6. TIMETABLE FOR IMPLEMENTATION

- 6.1 Following Cabinet endorsement for the proposed way forward it is recommended to set one month for negotiations with HTC to conclude an agreement.

7. LINK TO THE CORPORATE PLAN

- 7.1 The intent of the Oxmoor Action Plan for Open Space was consistent with the Corporate Plan objective of '*enhancing our built and green environment*' but the report highlights shortcomings in the implementation of the Oxmoor Action Plan for Open Space and it is now appropriate to resolve the issues that have consequently occurred.

8. CONSULTATION

- 8.1 No consultation has been conducted with HTC regarding the proposed way forward at this stage however this will be subject to negotiation with HTC when approved in principle.

9. LEGAL IMPLICATIONS

- 9.1 The report confirms the following inconsistencies in the operating practices of the Council that could create legal liabilities and/or be considered to be operating practices that do not comply with the Constitution:
- a) The Supplementary Planning Agreement when drafted was not consistent with the Cabinet report approved in January 2003 that set out the planning guidance for the development of open space in Oxmoor.
 - b) The capital scheme implemented to create Coneygear Park has committed expenditure above the level agreed and there are no further reports to approve the additional expenditure. Please see Section 11 below which sets out action taken to prevent a recurrence of such issues.

10. RESOURCE IMPLICATIONS

- 10.1 The resource implications of this report are set out in Section 3 of the report as part of the proposed way forward.

11. OTHER IMPLICATIONS

- 11.1 There has been a subsequent enhancement of project management and budgetary monitoring arrangements for capital schemes to mitigate against such inconsistencies occurring again.

12 REASONS FOR THE RECOMMENDED DECISIONS

- 12.1 To resolve a long standing dispute with HTC over the treatment of Section 106 monies received in respect of housing development at California Road and to ensure the remaining monies are targeted at clearly identified priorities from the Needs Analysis of Open Space and Play in Huntingdon.

13. LIST OF APPENDICES INCLUDED

- 13.1 Appendix 1 - Comments of the Overview & Scrutiny Panel (Finance and Performance) from its meeting on the 7th January 2016 – to be circulated subsequent to the publication of the Cabinet agenda.

BACKGROUND PAPERS

None.

CONTACT OFFICER

Alistair Merrick – Interim Head of Service (Operations)
Tel No: (01480) 388635

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Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Street Cleansing - Service Specification.
Meeting/Date:	Overview and Scrutiny Panel (Economy & Growth) – 12 January 2016 Cabinet – 21 January 2016
Executive Portfolio:	Councillor Robin Carter – Executive Councillor for Operations & the Environment
Report by:	Alistair Merrick – Interim Head of Service (Operations)
Ward(s) affected:	All

Executive Summary:

1. The report provides the opportunity for the Panel to scrutinise the draft Street Cleansing Service Specification before it is submitted to the Cabinet for endorsement.
2. The Street Cleansing Service Specification that has been developed to better direct the street cleansing activities delivered by the Operations Service and to make cleansing frequencies and standards more transparent for residents. The service availability details and cleansing frequencies will form the core information on the Council's Website regarding the street cleansing service provided by the Council.
3. Along with waste and recycling collections, the street cleansing service is one of the most visible services delivered by the Council and impacts directly on residents and business in the District in terms of their sense of well-being in respect to Huntingdonshire.
4. The scope of the street cleansing service provided by the Council is as follows:
 - Cleansing of Highway and adjacent verge, amenity planted areas and open grass areas.
 - Litter Bin Emptying.
 - Cleansing of Gullies.
 - Cleansing of Industrial Estates.

- Removal of fly tipped Materials from Council owned land and the Highway.
 - Removal of Graffiti and Flyposting that is Offensive or on a Public Building.
5. The core hours for the delivery of the service going forward are set out in paragraph 3.2 of the report and this constitutes the guarantee to the residents of when the service will be available.
 6. The substantive outcome of the review work carried out has been the zoning of the all areas to be cleansed against the Environmental Protection Act (EPA) standards. Paragraph 3.4 confirms the frequencies for the cleansing of all areas in Huntingdonshire that are the Council's responsibility to cleanse.
 7. Active independent monitoring of the street cleansing service is being introduced (NI 195 Auditing) which is done to a prescribed format and the results are benchmarked nationally. It is this auditing that will test if the frequencies are correct and it is highly likely some will be amended, with both increases and decreases in cleansing frequencies.
 8. When endorsed the service availability detail and the cleansing zones will be published on the Council's Website so that residents have immediate access to the core information regarding the street cleansing service provided by the Council.

Recommendation(s):

1. The Panel are invited to make comments that will be included in the report to Cabinet seeking the endorsement of the Street Cleansing Service Specification and also help with the finalisation of the service specification.
2. The Cabinet are recommended to approve the service specification and the publishing of core information regarding the service on the Council's website. That the service specification going forward will be subject to review against the results of the NI 195 auditing of the service.

1. PURPOSE

- 1.1 The report provides the Panel with the opportunity to scrutinise the Street Cleansing Service Specification before it is adopted.

2. BACKGROUND

- 2.1 The Street Cleansing Service Specification that has been developed to better direct the street cleansing activities delivered by the Operations Service and to make cleansing frequencies and standards more transparent for residents. The service availability details and cleansing frequencies will form the core information on the Council's Website regarding the street cleansing service provided by the Council.
- 2.2 Along with waste and recycling collections, the street cleansing service is one the most visible services delivered by the Council and impacts directly on residents and business in the District in terms of their sense of well-being in respect to Huntingdonshire. Consequently it is important that the service is well directed against clear performance requirements and that residents can access core information regarding the service, when the service is provided, the cleansing regimes and performance standards.
- 2.3 The key legislation that governs the delivery of the service is as follows:
- Environmental Protection Act 1990;
 - The Code of Practice on Litter and Refuse.

It is the Environment Protection Act that sets out the frequencies and standards for street cleansing.

- 2.4 The scope of the street cleansing service provided by the Council is detailed below:
- Cleansing of Highway and adjacent verge, amenity planted areas and open grass areas.
 - Litter Bin Emptying.
 - Cleansing of Gullies.
 - Cleansing of Industrial Estates.
 - Removal of fly tipped Materials from Council owned land and the Highway.
 - Removal of Graffiti and Flyposting that is Offensive or on a Public Building.

3. OPTIONS CONSIDERED/ANALYSIS

3.1 Following a full review of the current service that has been operating outside of an adopted service specification the Street Cleansing Service Specification attached as Appendix 1 to this report has been developed. The review work has included evaluation of all the current cleansing regimes against the requirements of the Environmental Protection Act 1990, including the measurement of all areas to be cleansed. Previously this core information has not been available and it is essential to enable effective and efficient deployment of resources.

3.2 The outcome of the review work is that it is recommended that the service is delivered against the specified hours detailed below but these hours will be subject to further review following the on-going auditing of street cleansing performance and needs:

Service	HDC shall ensure a service presence at all times between:	Cleaning operations shall commence no later than; and the hours of work shall be (Inc. a half hour rest break):
Weekday Service		
Manual Cleaning (litter picking)	7.30am – 3.30pm	7.30am 7 and a half hours in duration
Mechanical Sweeping	6.00am – 2.00pm	6.00am 7 and a half hours in duration
Litter Bin Emptying	7.30am – 3.30pm	7.30am 7 and a half hours in duration
Weekend service		
Manual Cleaning (litter picking)	6.00am – 9.30am	6.00am 3 and a half hours in duration
Mechanical Sweeping	6.00am – 9.30am	6.00am 3 and a half hours in duration
Litter Bin Emptying	6.00am – 9.30am	6.00am 3 and a half hours in duration

3.3 The substantive outcome of the review work has been the zoning of the all areas to be cleansed against the EPA standards. This confirms the frequencies for the cleansing of all areas in Huntingdonshire that are the Council's responsibility to cleanse. The zoning detailed below is being recommended as part of the Service Specification.

1.	Continuous Attendance Areas (EPA 1990 Section 89)	Number of Highways/Sites	Measurements (m)
a.	Zone 1 – High Profile (Red)		
	Highways/roads in St Neots	49	11,056.59
	Highways/roads in St Ives	45	7,965
	Highways/roads in Huntingdon	25	4,683
	Car Parks/Bus Stations	7	37,577(m/Sq)

2.	Outside Continuous Attendance Areas (EPA 1990 Section 89)	Minimum Frequency of Cleanse	Number of Highways & Sites	Measurements (m)
a.	Zone 2 – Weekly (Blue)			
	Highways/roads in St Neots	Weekly	291	72,548
	Highways/roads in St Ives	Weekly	222	72,871
	Highways/roads in Huntingdon	Weekly	353	98,890
	Highways/roads in Ramsey	Weekly	161	62,263
	Rural round	Weekly	368	100,872
	A1/A14 Laybys	TBA	TBA	TBA
	Riverside Car Park	3 Times p/w	1	7,917 (m/sq)
	Skateboard Ramp car Park	3 Times p/w	1	2,931 (m/sq)
b.	Zone 3 - - Bi Weekly (Yellow)			
	North Area			
	Highways/roads in Bury	Bi-Weekly	3	1,846
	Highways/roads in Godmanchester	Bi-Weekly	10	5,996
	Highways/roads in Hartford	Bi-Weekly	7	5,838
	Highways/roads in Huntingdon	Bi-Weekly	42	25,877
	Highways/roads in Ramsey	Bi-Weekly	19	16,353
	Highways/roads in Sapley	Bi-Weekly	1	1,746
	South Area			
	Highways/roads in Eaton Ford			
	Highways/roads in Eaton Socon	Bi-Weekly	5	5,553
	Highways/roads in Eynesbury	Bi-Weekly	11	6,445
	Highways/roads in Fenstanton	Bi-Weekly	13	7,700

	Highways/roads in Houghton	Bi-Weekly	1	2,166
	Highways/roads in St Ives	Bi-Weekly	1	2,171
	Highways/roads in St Neots	Bi-Weekly	17	19,661
	Highways/roads in Wyton	Bi-Weekly	17	9,869
		Bi-Weekly	1	4,001
c.	Zone 4 – Rural (Green)			
	Large Sweeper (North & South) schedules are worked over a 6 week period and based on areas rather than road.	6 Weekly	N/A	N/A
	St Neots Round			
	Highways/roads in Eaton Ford	6 Weekly	27	4,831
	Highways/roads in Eaton Socon	6 Weekly	33	5,735
	Highways/roads in Eynesbury	6 Weekly	60	9,913
	Highways/roads in St Neots	6 Weekly	71	13,213
	St Ives Round			
	Highways/roads in St Ives	6 Weekly	108	28,484
	Huntingdon Round			
	Highways/roads Godmanchester	6 Weekly	70	13,662
	Highways/roads Hartford	6 Weekly	51	9,492
	Highways/roads Huntingdon	6 Weekly	164	29,366
	Highways/roads Sapley	6 Weekly	1	158

3.4 Active independent monitoring of the street cleansing service is being introduced (NI 195 Auditing) which is done to a prescribed format and the results are benchmarked nationally. It is this auditing that will test if the frequencies are correct and it is highly likely some will be amended, with both increases and decreases in cleansing frequencies.

3.5 When endorsed the service availability detail and the cleansing zones will be published on the Council's Website so that residents have immediate access to the core information regarding the street cleansing service provided by the Council.

4. COMMENTS OF OVERVIEW & SCRUTINY PANEL

4.1 The comments of the Overview & Scrutiny Panel (Economy and Growth) following its meeting on the 12th January 2016 are attached as Appendix 2.

5. KEY IMPACTS/RISKS AND HOW THESE WILL BE ADDRESSED

5.1 The Street Cleansing Specification will bring a new direction for the service and ensure the arrangements for the delivery of the service are transparent for residents and performance can be benchmarked going forward. This will enable

the Council to evidence it is delivering a value for money service which cannot be done at present.

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 6.1 The resources within the Street Cleansing that deliver the street cleansing services in the District are already being realigned against the proposed cleansing zones (and frequencies). Consequently after endorsement by the Cabinet of the Street Cleansing Service Specification the service can be immediately delivered against the specification. The NI 195 Auditing regime is being delivered in parallel and will be fully operational by April 2016.

7. LINK TO THE CORPORATE PLAN

- 7.1 The policy will fundamentally contribute to the Corporate Plan as follows:
- a) Enhancing fundamentally the built and green environment of the District.
 - b) Operations becoming much more business-like and efficient in the way it delivers safe services.

8. CONSULTATION

- 8.1 The service improvement plan adopted by the Operations Service includes for a structure of on-going consultation with residents and service users, these will be used to test the appropriateness of the cleansing regimes from the users' perspective. The NI 195 Auditing results will also be published to evidence to residents that specified service standards are being delivered.

9. LEGAL IMPLICATIONS

- 9.1 The Street Cleansing Service Specification has been drafted to fully comply with all relevant legislation as detailed in this report.

10. RESOURCE IMPLICATIONS

- 10.1 The Street Cleansing Service Specification has been developed within existing resources. The implementation of the service specification will be within the existing resources of the Operations Service deployed on street cleansing activities. The deployment of resources is consistent with the standards contained in the EPA and does priorities the town centres as the heaviest areas of footfall.

11. OTHER IMPLICATIONS

- 11.1 The Street Cleansing Service Specification seeks to ensure the delivery of an appropriate and equitable balance in the provision of the service across the District.

12. REASONS FOR THE RECOMMENDED DECISIONS

- 12.1 The scrutinising of the Street Cleansing Service Specification gives the Panel the opportunity to influence the final document submitted to the Cabinet for endorsement.

13. LIST OF APPENDICES INCLUDED

- 13.1 Appendix 1: the Street Cleansing Service Specification.
- 13.2 Appendix 2: comments of the Overview & Scrutiny Panel (Economy and Growth) from its meeting on the 12th January 2016.

BACKGROUND PAPERS

None.

CONTACT OFFICER

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Tel No. 388635



SERVICE SPECIFICATION FOR STREET CLEANSING

The street cleansing services provided by Huntingdonshire District Council (Street Scene Services) shall include:

- Cleansing of Highway and adjacent verge, amenity planted areas and open grass areas.
- Litter Bin Emptying.
- Cleansing of Gullies.
- Cleansing of Industrial Estates.
- Removal of fly tipped Materials from Council owned land and the Highway.
- Removal of Graffiti and Flyposting that is Offensive or on a Public Building.

1.0 DEFINITIONS

1.1 For the purpose of this specification, the following terms shall have the following meanings:

Term	Meaning
Public Highway	The term 'public highway' means any carriageway, bridle- path, footway, path, walkway, bridge, subway or other area over which the public have a right of way as a highway under the Highways Act 1980 or any other legislation and includes the whole width of the highway and the carriageway, footways, grass or planted verges, ditches, central reservations, islands, roundabouts, footbridges, subways, or any other area shown in Huntingdonshire forming part of the public highway. It includes any slip roads, service roads, alleys, access-ways etc. shown in those records which are not separately listed in the schedules but are associated with a public highway listed in the schedules.

Highway	<p>The term 'highway', unless otherwise qualified includes:-</p> <p>(a) All public highways within the Huntingdonshire;</p> <p>(b) The full area of publicly owned roads, paths, walkways, car parks, subways, paved or grassed areas etc. which are not public highways and which the client officer has agreed to clean as listed in the schedules, including as relevant associated grassed areas and the flower beds and shrubberies;</p> <p>(c) The junction and any associated traffic islands, roundabouts, etc. where two or more highways intersect or join unless otherwise specified in the schedules;</p> <p>(d) Private forecourts or other paved or surfaced areas which are bound the public highway and are not used for trade or commercial purposes but are used by the public as though they were part of the public highway;</p> <p>(e) The term 'highway' does not include the walls or fences bounding highway or the walls, supporting pillars, roof or structure of any bridge, underpass, subway etc.</p>
Path	Where the term 'path' is used it means a highway listed in the schedule as a path whether or not that the highway is also used by vehicles.
Public Owned Building	A building in the ownership of an organisation whose work is part of the process of government, but is not a government department.
Offensive Graffiti	Graffiti that is abusive (insulting) and racial (derogatory in respect of someone's ethnological back ground) in nature.
Subway	Where the term 'subway' is used it means a highway listed in the schedule as a subway and includes the associated slopes, steps, footways, grassed or planted verges, and open areas as specified by the client officer.
Road/Street	Where the term 'road/street' is used it means any highway listed in the schedules except a highway listed as a 'path' or 'subway'.

<p><i>Fly Tipping</i></p>	<p>Where the term ' fly tipping' or 'fly tip' is used it means any deposit or accumulation of earth , debris, rubbish, refuse, waste, furniture, equipment or any other thing abandoned or apparently abandoned by any person at any location, on or off the highway, without the approval or authority of the client officer.</p> <p>(a) It includes refuse or waste stored in containers on a highway awaiting collection by any agency if they are not collected or removed within a reasonable period of the scheduled time.</p> <p>(b) It includes anything that the Council may remove under powers given in Section 6 of the Refuse Disposal (Amenity) Act 1978.</p> <p>(c) It includes anything abandoned or apparently abandoned on, in or adjacent to a motor vehicle which the Authority may remove under powers given in Section 3 of the Refuse Disposal (Amenity) Act 1978.</p> <p>(d) It includes anything specified by the Head of Service to be treated as a fly tip.</p>
<p><i>Highway Cleansing</i></p>	<p>Where the term cleanse or cleansing is used in relation to Highways it means a thorough collection and removal from the highway of all litter and dirt including grit, loose chippings, dust, debris, incidental weeds, blossom, leaves, vegetation, animal and bird fouling, cans, glass, cartons, paper or any other matter whatsoever.</p>
<p><i>Channels</i></p>	<p>Gutters at the edge of the highway which facilitates the flow of water into the sewerage system.</p>
<p><i>Jetting</i></p>	<p>High powered water flushing using authorised detergent or disinfectant to remove deposits of dirt, grease, oil, bird and animal fouling etc.</p>
<p><i>Washing</i></p>	<p>Mechanical or manual water flushing using appropriate detergent or disinfectant to remove dust from carriageways, footways, subways etc.</p>
<p><i>Scrubbing</i></p>	<p>Mechanical or manual scrubbing using authorised detergent or disinfectant to remove ingrained dirt, oil, bird and animal droppings from footways, footpaths, steps, subways, etc.</p>

Litter, Rubbish or Refuse	<ul style="list-style-type: none"> • Detritus, debris, soil, loose chipping, salt, oil, twigs, dead animals, animal and human faeces, bird fouling, leaves and blossom, fruit, other unwanted horticultural arising's including grass cuttings. • Paper and card board including containers and boxes. Plastic including containers, boxes, bags and bottles. Glass including broken glass, including bottles and the results of breakages of vehicle glass. Wood – including containers, boxes. • Scrap metal of all sorts. • Pallets and furniture. • Fabrics including clothing, rags, curtains and carpets. • Rubble-including sand, cement, plaster, bricks, blocks and other waste building materials, and any other discarded objects deposited on the highway or road. • "Small items" shall mean items of the size of cigarette ends, drink can ring pulls and similar size or smaller.
Litter Bin	A receptacle either, fixed, free standing or post mounted provided for the purpose of accepting /containing litter.
Route	The authorised or prescribed journey directions to be followed by drivers, except for detours directed by the Traffic Authority, Police, etc.
Illuminated Traffic Signs	All poles mounted externally or internally illuminated traffic signs and internally mounted traffic bollards.
Daily	Work shall be carried out Monday to Sunday inclusive
Three occasions per week	Work shall be carried out on alternative days, which are to be the same three days each week.
Once per week	Successive operations shall be on the same day each week.
Once every six weeks	Successive operations shall be on the same day of each sixth week.

2.0 STREET CLEANSING (Scheduled Work)

- 2.1 Street cleansing and ancillary services shall be provided within the stipulated hours set out in paragraph 2.4 below to achieve the maximum possible level of service and minimal disturbance to members of the general public.
- 2.2 The service provided shall be fully cognisant of current street cleansing Law and any modifications or re-enactment thereof and also be aware of all relevant codes of practice, Guidance and statutory instruments relating to the Street Cleansing Service. In particular street cleansing must accord with the following:
- Environmental Protection Act 1990;
 - The Code of Practice on Litter and Refuse.
- 2.3 All staff deployed by the Street Scene Service in the management, administration and operation of the Street Cleansing Service are at all times properly and sufficiently qualified, experienced and instructed with regard to:
- The task or tasks such person has to perform.
 - All relevant provisions of this Service Specification.
 - All relevant Law and Codes of Practice relating to the provision of the Street Cleansing Service.
 - The need to maintain the highest standards of courtesy and consideration
 - The need to carry out their duties in an orderly manner as may be practicable.
 - All relevant Health and Safety procedures.
- 2.3 At all times the service provided shall be in accordance with the standards detailed in the Zoning Plan (Appendix A).
- 2.4 The Street Cleansing service provided shall be within the stipulated hours of operation as prescribed in the Environmental Protection Act 1990 and as detailed below to achieve the maximum possible level of service and minimal disturbance to members of the general public:

Service	HDC shall ensure a service presence at all times between:	Cleaning operations shall commence no later than; and the hours of work shall be:
Weekday Service		
Manual Cleaning (litter picking)	7.30am – 3.30pm	7.30am 7 and a half hours in duration
Mechanical Sweeping	6.00am – 3.00pm	6.00am 7 and a half hours in duration
Litter Bin Emptying	7.30am – 3.30pm	7.30am 7 and a half hours in duration
Weekend service		
Manual Cleaning (litter picking)	6.00am – 9.30am	6.00am 3 and a half hours in duration
Mechanical Sweeping	6.00am – 9.30am	6.00am 3 and a half hours in duration
Litter Bin Emptying	6.00am – 9.30am	6.00am 3 and a half hours in duration

2.5 The service shall aim to achieve a 100% recycling target with waste material generated in the performance of the street cleansing tasks with general waste and litter being disposed of in accordance with the Environmental Protection Act 1990 Part 2 to an approved licensed outlet. The disposal points currently in use for street cleansing arising's together with their opening hours are detailed in Appendix B

2.6 During adverse weather conditions such as snowfall, when normal operations are considered to be impossible, the approved cleansing schedules may be suspended by the Head of service (or the Operations Manager – Environmental Services in the absence of the Head of service), in part or all of the District. In these circumstances the service's Provider resources shall be deployed to assist in snow and ice clearance and other activities.

- 2.8 Some streets are regularly parked with vehicles and other obstructions which may cause difficulty in thoroughly cleansing the channels of such highways. However every effort shall be made to keep such streets thoroughly cleansed using appropriate equipment and an appropriate cleansing programme following consultation and dialogues with residents about moving their vehicles at designated times.
- 2.7 The Street Scene Service shall be required to take all reasonable steps to prevent damage to buildings, fences, gates, walls, roads, footpaths, paved areas and any other parts of sites during the execution of street cleansing operations.
- 2.8 The Street Scene Service shall be responsible for the security of all depots, vehicles, equipment and materials used in connection with the provision of the Street Cleansing Service.
- 2.9 The Street Scene Service shall initiate and maintain a properly documented system of quality control including self- monitoring & audit which is designed to ensure that the service is provided at all times and in all respects in accordance with the specification.
- 2.10 The Street Scene Service shall remove any Animal Carcasses from the public highway, private land or other property and cleanse the highway as required, including sanding as necessary:
- As part of the normal cleansing operations: or
 - Within 24 hours of being notified of a requirement to remove an Animal Carcase.

The Street Scene Service shall remove any identification discs or collars found on dead animals and inform the owners of such animals. The service shall make appropriate arrangements for disposal of carcasses.

- 2.11 The Street Scene Service shall ensure that all Litter Bins are:
- Emptied prior to or as soon as they become full;
 - Kept in a clean condition inside and outside by washing and disinfecting and by removing fly posting and graffiti; and
 - Any waste in the vicinity of the litter bin is swept up and removed when the litter bin is emptied.
- 2.12 The Street Scene Service shall undertake the cleansing of all carriageways, footway, footpath, subway, precinct and other gullies, channels, safety kerbs, beany kerbs, catchpits and footpath troughs as detailed in Appendix C.

- 2.13 The Street Cleansing Service shall undertake the thorough cleaning of all road/street name plates as detailed in Appendix D. The Street Cleansing Service shall ensure that by removing all dirt, dust removable streaks and stains from the whole external surface each sign is legible from a distance of 20 metres of both vehicular and pedestrian traffic.
- 2.14 The Street Cleansing Service shall obtain water in a manner approved by Anglian Water Ltd. and be responsible for any charges for water used or standpipe provision required for carrying out the specified street cleansing services.
- 2.15 On all **Zone 1** sites, the complete site including grass areas, hedges, base of hedges, shrub beds, rose beds, hard areas and paths etc., shall be cleansed of all litter and debris including that trapped or hanging within the foliage, together with items resting on the bed surface shall be cleansed by 10.00am daily.
- 2.16 When the standard falls below EPA Grade A the Service shall adhere to the following **Zone 1 response times** as detailed below:

Fall in Standard	Response Time
Grade A to grade B	Within 6 hours
Grade A to grade C	Within 3 hours
Grade A to grade D	Within 1 hour
Grade A to grade B or below (8.00pm - 6.00am)	By 8.00am (following day)

- 2.17 On the **Zone 1** sites all litter bins shall be emptied at the time of cleansing daily or when full whichever is the sooner and the rubbish removed including any spillage that shall be picked up at the time of emptying.
- 2.18 On the **Zone 1** sites the Street Cleansing Service shall be responsible for keeping the site free from animal excreta at the time of cleansing daily. All arisings shall be removed from site and taken to an approved disposal facility immediately.
- 2.19 On all **Zone 2** sites, the complete site including grass areas, hedges, base of hedge, shrub beds, rose beds, hard areas and paths etc., shall be cleansed of all litter and debris including that trapped or hanging within the foliage, together with items resting on the bed surface shall be cleansed by 10.00am three times a week on Monday, Wednesday and Friday.
- 2.20 When the standards on **Zone 2** sites fall below EPA Grade A the Service shall adhere to the following **Zone 2 response times**:

Fall in Standard	Response Time
Grade A to grade B	Within 12 hours
Grade A to grade C	Within 6 hours
Grade A to grade D	Within 3 hours

- 2.21 On **Zone 2** sites all litter bins shall be emptied at the time of cleansing three times a week on Monday, Wednesday and Friday or when full whichever is the sooner and the rubbish removed including any spillage which shall be picked up at the time of emptying.

- 2.22 On **Zone 2** sites the Service shall be responsible for keeping the site free from animal excreta three times a week on Monday, Wednesday and Friday at the time of cleansing. All arisings shall be removed from site and taken to an approved disposal facility immediately.
- 2.23 On all **Zone 3** sites, the complete site including grass areas, hedges, base of hedge, shrub beds, rose beds, hard areas and paths etc., shall be cleansed of all litter and debris including that trapped or hanging within the foliage, together with items resting on the bed surface shall be cleansed once a week on an approved day.
- 2.24 When the standard on **Zone 3** sites fall below EPA Grade A the Street Cleansing Service shall adhere to **Zone 3** response times as detailed below:

Fall in Standard	Response Time
Grade A to grade B	Within 12 hours
Grade A to grade C	Within 6 hours
Grade A to grade D	Within 3 hours

- 2.25 On the **Zone 3** sites all litter bins shall be emptied at the time of cleansing once a week or when full whichever is the sooner and the rubbish removed including any spillage that shall be picked up at the time of emptying.
- 2.26 The Street Cleansing Service shall be responsible on the **Zone 3** sites for keeping the site free from animal excreta once a week at the time of cleansing. All arisings shall be removed from site and taken to an approved disposal facility on the same day.
- 2.27 The Street Cleansing Service shall remove offensive graffiti within 24 hours of being reported and graffiti on public buildings within 5 working days of being reported.

3.0 STREET CLEANSING (Un-Scheduled Work)

- 3.1 The Street Cleansing Service shall remove to the standard determined by the Litter Code of Practice and as directed by the Head of Service, accumulations of waste and litter on the highway, undeveloped land, car parks, environs of multi-occupied properties and other areas where waste has been dumped.
- 3.2 The Street Cleansing Service shall be responsible for removing accumulations of bricks, soil etc. in access-ways to properties and which create access and safety problems to residents and users. Such work instructions shall be given in writing and of the areas to be cleared, and the work shall be completed as determined by the Head of Service.
- 3.3 The Street Cleansing Service shall be required to undertake cleansing works associated with the illegal encampment of travellers on land, the Head of Service shall issue specific instructions for each occurrence requiring attention.

- 3.4 The Street Cleansing Service shall provide an emergency cleansing service to attend road traffic incidents, flooding and other incidents for occurrences outside the normal working hours.
- 3.5 The Street Cleansing Service shall notify the Operations Manager (Environmental Services) of any item/material on an area it has been instructed to clear which may be of value, is considered possibly toxic, hazardous or dangerous (e.g. chemical drums, gas cylinders, asbestos etc.), or requires mechanical handling. The Operations Manager shall then investigate and issue further instructions to the Service as appropriate.
- 3.6 The Street Cleansing Service shall be required after any special event clear the highway of all litter within the time period stipulated in any Code of Practice issued by the Secretary of State under the provisions of the Environmental Protection Act 1990 unless otherwise directed by the Head of Service. Special events occur in the District throughout the year that attract large numbers of people such as some examples listed below:
- Remembrance Sunday;
 - Christmas Lights "Switch On";
 - New Year's Eve Celebrations;
 - Bonfire Night;
 - Civic Functions.
- 3.7 The Street Cleansing Service shall be required to provide adequate resources to maintain areas to the stipulated Grade as specified in the Litter Code of Practice during the late night shopping period that takes place during the Christmas period.
- 3.8 The Street Cleansing Service shall be required by the Authority to provide labour and plant resources for dealing with civil emergencies such as flooding, major traffic accidents, clearance of snow or ice and other similar matters.













STREET CLEANSING ZONE PLAN

1.	Continuous Attendance Areas (EPA 1990 Section 89)	Number of Highways/Sites	Measurement (m)
a.	Zone 1 – High profile (Red)		
	Highways/roads in St Neots	49	11,056.59
	Highways/roads in St Ives	45	7,965
	Highways/roads in Huntingdon	25	4,683
	Car Parks/Bus Stations	7	37,577(m/Sq)

2.	Outside Continuous Attendance Areas (EPA 1990 Section 89)	Minimum Frequency of Cleanse	Number of Highways & Sites	Measurements (m)
a.	Zone 2 – Weekly (Blue)			
	Highways/roads in St Neots	Weekly	291	72,548
	Highways/roads in St Ives	Weekly	222	72,871
	Highways/roads in Huntingdon	Weekly	353	98,890
	Highways/roads in Ramsey	Weekly	161	62,263
	Rural round	Weekly	368	100,872
	A1/A14 Laybys	TBA	TBA	TBA
	Riverside Car Park	3 Times p/w	1	7,917 (m/sq)
	Skateboard Ramp car Park	3 Times p/w	1	2,931 (m/sq)
b.	Zone 3 - - Bi Weekly (Yellow)			
	North Area			
	Highways/roads in Bury	Bi-Weekly	3	1,846
	Highways/roads in Godmanchester	Bi-Weekly	10	5,996
	Highways/roads in Hartford	Bi-Weekly	7	5,838
	Highways/roads in Huntingdon	Bi-Weekly	42	25,877
	Highways/roads in Ramsey	Bi-Weekly	19	16,353
	Highways/roads in Sapley	Bi-Weekly	1	1,746
	South Area			
	Highways/roads in Eaton Ford	Bi-Weekly	5	5,553
	Highways/roads in Eaton Socon	Bi-Weekly	11	6,445
	Highways/roads in Eynesbury	Bi-Weekly	13	7,700
	Highways/roads in Fenstanton	Bi-Weekly	1	2,166
	Highways/roads in Houghton	Bi-Weekly	1	2,171
	Highways/roads in St Ives	Bi-Weekly	17	19,661
	Highways/roads in St Neots	Bi-Weekly	17	9,869
	Highways/roads in Wyton	Bi-Weekly	1	4,001

c. Zone 4 – Rural (Green)			
Large Sweeper (North & South) schedules are worked over a 6 week period and based on areas rather than road.	6 Weekly	N/A	N/A
St Neots Round			
Highways/roads in Eaton Ford	6 Weekly	27	4,831
Highways/roads in Eaton Socon	6 Weekly	33	5,735
Highways/roads in Eynesbury	6 Weekly	60	9,913
Highways/roads in St Neots	6 Weekly	71	13,213
St Ives Round			
Highways/roads in St Ives	6 Weekly	108	28,484
Huntingdon Round			
Highways/roads Godmanchester	6 Weekly	70	13,662
Highways/roads Hartford	6 Weekly	51	9,492
Highways/roads Huntingdon	6 Weekly	164	29,366
Highways/roads Sapley	6 Weekly	1	158

Appendix B: Environmental Protection Act – Cleansing Standards

Grade A	Grade C	Grade A	Grade B
			
No litter or refuse	Widespread distribution of litter and/or refuse with minor accumulations	No litter or refuse	Predominately free of litter and refuse apart from some small items
Grade D	Grade B	Grade C	Grade A
			
Heavily affected by litter and/or refuse with significant accumulations	Predominately free of litter and refuse apart from some small items	Widespread distribution of litter and/or refuse with minor accumulations	No detritus
Grade C	Grade D	Grade B	Grade D
			
Widespread distribution of detritus with minor accumulations	Heavily affected by litter and/or refuse with significant accumulations	Predominately free of detritus except for some light scattering	Heavily affected by detritus with significant accumulations

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**COMMENTS FROM OVERVIEW AND SCRUTINY PANEL (ECONOMY AND GROWTH) –
12th January 2016**

STREET CLEANSING SERVICE SPECIFICATION

The Overview and Scrutiny Panel (Economy and Growth) was presented a report regarding the Street Cleansing Service Specification. The Panel noted that the specification had been developed in order to be compliant with the Environmental Protection Act.

In discussing removal of graffiti and flyposting that is offensive or on a public building Members thought that all graffiti should be removed and not just offensive graffiti. However the Panel was advised that offensive graffiti was specifically mentioned as there is a legislative requirement to remove offensive graffiti. The Panel noted that although all graffiti should be removed due to limited resources it is important to prioritise the Council's response to graffiti.

Members stated that they thought the Street Cleansing Service Specification was a useful piece of work and that Cabinet should endorse it. The Panel have requested to receive regular updates on street cleansing.

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Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Open Spaces Water Safety Policy
Meeting/Date:	Overview and Scrutiny Panel (Economy & Growth) – 12 January 2016 Cabinet – 21 January 2016
Executive Portfolio:	Councillor Robin Carter – Executive Councillor for Operations & the Environment
Report by:	Alistair Merrick – Interim Head of Service (Operations)
Ward(s) affected:	All

Executive Summary:

1. The report provides the opportunity for the Panel to scrutinise the draft Open Spaces Water Safety Policy before it is submitted to the Cabinet for endorsement.
2. The draft Open Spaces Water Safety Policy has been developed to enable the Operations Service to better ensure the safety of users of public open space managed on behalf of Huntingdonshire District Council. The open water areas within these open spaces if not well managed could present a real danger to users of the open space and this policy sets the direction for the future management of this open water.
3. The policy confirms that the Council will provide appropriate arrangements for the management of areas of open water under its control. These arrangements should ensure that, 'so far as reasonably practicable', all open water facilities and other water based facilities for which the Council is responsible, are maintained in a safe condition for the benefit of the users and the safety of staff.
4. Following analysis of best practice across other local authorities it is recommended that the Council should adopt a structured process for risk assessing all the open water areas it owns or manages. This is to confirm the key issues to be considered as part of an active assessment of risk and then to be managed. The starting point will be to categorise every open water area in accordance with the Risk Level Classification contained in Appendix 3 of the attached policy document.

5. The categorisation is determined by site specific risk assessments conducted in accordance with RoSPA guidance. It is recommended that RoSPA be retained to train staff within Environmental Services Section of Operations to carry out these site specific risk assessments over the next 12 months. This will make the Council self-sufficient going forward to create sustainable arrangements for managing open water areas.
6. In accordance with best practice the management measures that will be adopted following the site specific risk assessments will include the following:
 - Provision of off-site safety information predominantly via the Council's Website.
 - When confirmed as required by the site specific risk assessments provision of onsite signage that details the key dangers and safety arrangements.
 - Site rescue equipment to be provided if confirmed by the site specific risk assessments.
 - Edge protection, particularly the removal of dense vegetation will be carried out at the appropriate time of year if confirmed as required by the site specific risk assessments.
 - In the design of future new sites that contain open water RoSPA design guidance will be followed.
7. Where a Site Specific Strategy exists, it will be the responsibility of the Operations Manager (Environmental Services) to ensure implementation of the actions identified.

Recommendation(s):

1. The Panel are invited to make comments that will be included in the report to Cabinet seeking the endorsement of the draft Open Spaces Water Safety Policy.
2. Cabinet are recommended to approve the Open Spaces water Safety Policy including the proposed programme of site specific risk assessments to confirm the safety measures to be implemented on a site by site basis.

1. PURPOSE

- 1.1 The report provides the Panel with the opportunity to scrutinise the draft Open Spaces Water Safety Policy before it is adopted.

2. BACKGROUND

- 2.1 The draft Open Spaces Water Safety Policy has been developed to enable the Operations Service to better ensure the safety of users of public open space that the service manages on behalf of Huntingdonshire District Council. The open water areas within these open spaces if not well managed could present a real danger to users of the open space and this policy sets the direction for the future management of this open water.

- 2.2 Types of open water within the ownership of the Council include:

- Lakes/former quarries;
- Rivers and banks;
- Back waters/tributaries;
- Brooks and banks;
- Marina;
- Weirs;
- Ponds;
- Streams;
- Balancing ponds;
- Drainage ditches.

A full schedule of types of open water under the Council's control is provided in **Appendix 1** of the attached draft policy document.

- 2.3 Open water can present significant risks that may vary in response to environmental changes, for example, the desire to swim in cold water on a hot day or the attraction to walk on ice in the winter.
- 2.4 This water safety policy has been designed and developed based on advice and guidance from the Royal Society for the Prevention of Accidents (RoSPA), 'Safety in Inland Water Sites - Operational Guidelines' (RoSPA document).
- 2.5 The Council have designated the Operations Manager (Environmental Services) as the lead manager responsible for this policy and the implementation of any actions within the water safety policy in liaison with the Council's Health, Safety & Resilience Officer.
- 2.6 Various parts of legislation (Appendix 2 of the attached draft policy document) place statutory duties on owners of inland water sites, or the person responsible for the site, to provide for the safety and the well-being of visitors, which includes employees and members of the public. Both statute and common law have a relevance to the operation of inland waters.
- 2.7 **Statement of Intent:** Therefore the Council will provide appropriate arrangements for the management of areas of open water under its control. These arrangements should ensure that, 'so far as reasonably practicable', all open water facilities and other water based facilities for which the Council is responsible, are maintained in a safe condition for the benefit of the users and the safety of staff.

3. OPTIONS CONSIDERED/ANALYSIS

- 3.1 Following analysis of best practice across other local authorities it is recommended that the Council should adopt a structured process for risk accessing all the open water areas it owns or manages, This is to confirm the key issues to be considered as part of an active assessment of risk and then to be managed. The starting point will be to categorise every open water area in accordance with the Risk Level Classification contained in Appendix 3 of the attached policy document. This categorisation then dictates the appropriate safety measures that will be implemented, i.e. all Category 'A' sites will require a separate site-specific water safety strategy.
- 3.2 The categorisation is determined by site specific risk assessments conducted in accordance with RoSPA guidance. It is recommended that RoSPA be retained to train staff within Environmental Services Section of Operations to carry out these site specific risk assessments over the next 12 months. This will make the Council self-sufficient going forward to create sustainable arrangements for managing open water areas. Appendix 4 of the attached policy document contains three examples of site specific risk assessments.
- 3.3 In accordance with best practice the management measures that will be adopted following the site specific risk assessments will include the following:
- a) Provision of off-site safety information predominantly via the Council's Website to help prevent accidents and drowning. The development of this information will be on-going. A link will also be created to the Webpages of One Leisure to promote safe swimming opportunities.
 - b) When confirmed as required by the site specific risk assessments provision of onsite signage that detail the key dangers and safety arrangements, identification of safety equipment and instruction in its' use; and 'nag signs' that repeat key safety messages. All signage installed will comply with Health and Safety Signs and Signals Regulations.
 - c) Site rescue equipment to be provided if confirmed by the site specific risk assessments and it will comprise life rings for sites with steep banks and deeper water, and throw lines for sites with shallower banks.
 - d) Edge protection, particularly the removal of dense vegetation will be carried out at the appropriate time of year if confirmed as required by the site specific risk assessments.
 - e) In the design of future new sites that contain open water RoSPA design guidance will be followed.
- 3.4 Where a member of the public or staff are involved in a water based accident or sustains an injury, the incident will be recorded in accordance with Council procedures. Members of the public will be encouraged to report any incidents to the Council.
- 3.5 Where a Site Specific Strategy exists, it will be the responsibility of the Operations Manager (Environmental Services) to ensure implementation of the actions identified.
- 3.6 Where a Site Specific Strategy does not exist, implementation of actions within this policy will be the responsibility of the Countryside Service Manager and the Street Scene Area Managers in the to implement.

4. COMMENTS OF OVERVIEW & SCRUTINY PANEL

4.1 The comments of the Overview & Scrutiny Panel (Economy and Growth) following its meeting on the 12th January 2016 are attached as Appendix 2.

5. KEY IMPACTS/RISKS AND HOW THESE WILL BE ADDRESSED

5.1 The structured approach to the categorisation of open water areas through site specific risk assessments to put in place the appropriate management arrangements is being recommended to ensure the effective management of open water within the District's open spaces with the safety of users being paramount.

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

6.1 The schedule of site specific risk assessments to be completed will be incorporated into the service improvement plan for the Operations Service with deadlines set for completion of each risk assessment. On a monthly basis a RAG report (red, amber, green traffic light status) is produced to confirm progress being made this will now include progress in the completion of the risk assessments. If a risk assessment is flagged as red, in danger of not being delivered it will be targeted for intervention by the Head of Service to ensure it is ultimately delivered.

7. LINK TO THE CORPORATE PLAN

7.1 The policy will fundamentally contribute to the Corporate Plan as follows:

- a) Enhancing fundamentally the safety of the green environment of the District.
- b) Operations becoming much more business-like and efficient in the way it delivers safe services.

8. CONSULTATION

8.1 The service improvement plan includes for a structure of on-going consultation with residents and service users, these will be used to test the appropriateness of the management arrangements for open water put in place from the users' perspective.

9. LEGAL IMPLICATIONS

9.1 The policy has been drafted to fully comply with all relevant legislation as detailed in the attached draft policy document (Appendix 2 of the document).

10. RESOURCE IMPLICATIONS

10.1 The policy has been developed within existing resources. The implementation of the policy (the site specific risk assessments) will be incremental to enable it to be delivered within existing resources. However pump priming of £30,000 from underspending in 2015/16 will be provided for equipment and signage confirmed as necessary from the site specific risk assessments.

11. OTHER IMPLICATIONS

11.1 The policy is consistent with the following Council health and safety documents:

- General Statement of Safety Policy;
- Health & Safety Policy – Organisation & Responsibilities;
- Health & Safety Arrangements.

12. REASONS FOR THE RECOMMENDED DECISIONS

12.1 The scrutinising of the draft Open Spaces Water Safety Policy gives the Panel the opportunity to influence the final document submitted to the Cabinet for endorsement.

13. LIST OF APPENDICES INCLUDED

13.1 Appendix 1: the draft Open Spaces Water Safety Policy.

13.2 Appendix 2: comments of the Overview & Scrutiny Panel (Economy and Growth) from its meeting on the 12th January 2016.

BACKGROUND PAPERS

None.

CONTACT OFFICER

Name/Job Title: Alistair Merrick – Interim Head of Service (Operations)
Tel No. 388635

Water Safety Policy

For Open Space Managed by Huntingdonshire District Council

Version	Date Issued	Review
Version 1	7 September 2015 (HL)	AM (7 September 2015)
Version 2	23 November 2015 (HL)	AM (7 December 2015)
Version 3	7 December 2015 (HL)	AM (10 December 2015)
Version 4	13 January 2016 (AM)	
Version 5		

Contents

Section		Page Number
1.0	Introduction	
2.0	Statement of Intent	
3.0	Legal Responsibility	
4.0	Provision of Off-Site Information	
5.0	On-site Risk Assessment (categorisation of sites)	
6.0	Site Water Safety Signage	
7.0	Rescue Equipment	
8.0	Edge protection	
9.0	Staffing and contractors	
10.0	Site supervision	
11.0	Recording and Reporting of Accidents	
12.0	Monitoring and Implementation	
	Appendices:	
	<ol style="list-style-type: none"> 1. Schedule of Huntingdonshire DC Owned Outdoor Open Water Sites. 2. Statutory Health and Safety Requirements that Applicable to the Policy. 3. Risk Level Classifications. 4. Examples of Site Specific Risk Assessments. 	

1.0 Introduction

1.1 Huntingdonshire District Council (the Council) has a number of public open spaces within its ownership that includes areas of open water. Due to the diverse shape and size of these areas of water, their use is varied. The Council recognises the need for open water for both environmental reasons and for recreation and leisure activities.

1.2 The Council has committed to supporting improvements to green space within our strategic priorities and objectives and specifically this Open Spaces Water Safety Policy contributes to the Corporate Plan for 2015 - 2016 strategic priority of '*Working with our communities*' in that it will:

- Help create safer, stronger and more resilient communities; and
- Help Improve health and well-being of residents and visitors to the District.

1.4 Types of open water within the ownership of the Council include:

- Lakes/former quarries;
- Rivers and banks;
- Back waters/tributaries;
- Brooks and banks;
- Marina;
- Weirs;
- Ponds;
- Streams;
- Balancing ponds;
- Drainage ditches.

A full schedule of types of open water under the Council's control is provided in **Appendix 1**.

1.5 Open water can present significant risks that may vary in response to environmental changes, for example, the desire to swim in cold water on a hot day or the attraction to walk on ice in the winter.

1.6 This water safety policy has been designed and developed based on advice and guidance from the Royal Society for the Prevention of Accidents (RoSPA), 'Safety in Inland Water Sites - Operational Guidelines' (RoSPA document), <http://www.rospa.com/rospaweb/docs/advice-services/leisure-safety/inland-water-sites.pdf>.

1.7 The Council have designated the Operations Manager (Environmental Services) as the lead manager responsible for this policy and the implementation any actions within the water safety policy in liaison with the Council's Health, Safety & Resilience Officer.

2.0 Statement of Intent

2.1 The Council will provide appropriate arrangements for the management of areas of open water under its control. These arrangements should ensure that, 'so far as reasonably practicable', all open water facilities and other water based facilities for which the Council is responsible, are maintained in a safe condition for the benefit of the users and the safety of staff.

3.0 Legal Responsibility

3.1 Various parts of legislation place statutory duties on owners of inland water sites, or the person responsible for the site, to provide for the safety and the wellbeing of visitors, which includes employees and members of the public. Both statute and common law have a relevance to the operation of inland waters.

3.2 **Statutory Health and Safety Requirements:** This policy does not replace the responsibility of the Council to also adhere to the following legislation; and further detailed information on this legislation can be found at **Appendix 2:**

- Health and Safety at Work Act (HASAW) 1974;
- The Management of Health and Safety at Work Regulations 1999;
- Health and Safety (First Aid) Regulations 1981;
- Public Health Act 1936;
- Occupiers Liability Act 1999;
- The Health and Safety (Safety Signs and Signals) Regulations 1996.

3.2 **Other Occupational Health and Safety Duties:** Operators to whom the 1974 Act applies also have various duties, including the recording, notification and investigation of accidents to the enforcing authority (e.g. HSE or local authority environmental health departments). The appropriate enforcing authority must be notified where a member of the public has drowned or has been taken to hospital for medical treatment, i.e. following a near drowning incident.

3.3 **Common Law Duty of Care:** Although there is a lack of legislation in this area, responsible bodies do have powers to effect preventative measures and the site owner must ensure that all facilities and equipment are suitable and safe to use. Under common law, liability to negligence may arise from the breach of fundamental duty, known as a 'duty of care'. The duty is described as follows, and applies to members of the public as well as operators:

'To take reasonable care to avoid acts or omissions which you can reasonably foresee would be likely to cause injury to your neighbour'.

This can be defined as:

'What the reasonable man/woman would have foreseen as being necessary'.

3.4 A certain level of risk is acceptable and it is expected that safety measures will be applied *'as far as is reasonably practicable'*. In other words, practicable measures have to be technically feasible, and costs in time, money and effort are reasonable. In the case of safe management of inland water sites, the duty of care means that the burden of taking adequate precautions falls on the site operator.

4.0 Provision of Off-site Information

4.1 The Council is committed to providing safety information to staff and the public and understands that providing literature/information on water safety to both the public and staff can help in the prevention of accidents and drowning. The development of this information will be ongoing, in order to fully convey the safety message to people. The purpose of such information is to heighten people's understanding of the risk of open water and its surroundings to match that of the real risk. This is particularly important when considering children around open water as often their perceived risk of a hazard is very low.

4.2 The Council will provide information to the public via a water safety webpage on the Council's website; this will include a link to the policy and examples of standard site signage that will be used to warn of danger.

5. On-Site Risk Assessments

5.1 Detailed in this section of the policy is the process that will be adopted for assessing risk for each open water site; this confirms the key issues to be considered as part of a risk assessment.

5.2 **Risk Assessment - Categorisation of Sites:** Unsupervised open water can present a high level of risk due to the nature and use of adjacent walkways and Green Space. In order to assess the level of risk at each site, the Council will categorise sites to identify the highest and lowest risk areas so the appropriate action can be implemented.

5.3 Sites will be categorised using the Risk Level Classification shown at **Appendix 3. This will give** each site a Risk Level from 'D' (lowest) to 'A' (highest). This categorisation will then dictate the appropriate safety measures that will need to be implemented, for example all Category 'A' sites will require a separate site-specific water safety strategy.

5.4 Following the completion of the initial programme of risk assessments the following durations will be adopted for the review of the risk assessments:

- a) Sites classified as Risk Level A sites will have their risk assessments reviewed annually.
- b) Sites classified as Risk Level B sites will have their risk assessments reviewed every two years.
- c) Sites classified as Risk Level C and D sites will have their risk assessments reviewed every three years.

In the event of a change in legislation or a major incident all risk assessments will be reviewed as a matter of course.

6. Site Water Safety Signage

6.1 Where necessary (confirmed through risk assessments), three forms of site signage will be used to improve and ensure greater awareness of the potential dangers of water on the Council's public open spaces. These are as follows:

a) **Multi-signs:** Signage outlining key dangers and key safety information, to include the following:

- Location and Emergency Services code for the site;
- Map of the site with lifesaving points and help points identified, (i.e. where such equipment is installed);
- Do not enter the water;
- No swimming;
- Action to be taken in an emergency;
- Location of nearest telephone;
- Space will also be provided for the positioning of temporary notices, (e.g. danger – ice take care!).

Multi-signs will be provided at each key site (Category 'A' sites) with positioning of these being determined through the site specific safety strategies. It is important that this signage relates exclusively to safety and that it is kept simple and does not include any other information. An example of the signage that will be adopted is detailed below.



b) **Safety Points:** Life buoy covers repeating key information from Multisigns (details of emergency telephone numbers, Emergency Service Code for example). Safety points will be provided at key sites (Category 'A' sites) where identified in the site specific strategies. Where safety points are prone to vandalism and their integrity cannot be guaranteed, an alternative strategy will be investigated (increasing the physical level of edge protection for example).

c) **Nag Signs:** These are smaller signs displayed in key locations, again repeating key information from the Multi-signs e.g. Danger No Swimming, Deep Water. Nag signs will be installed where necessary as outlined within the Site Specific Evaluation at **Appendix 4.**

- 6.2 **Warning Sign Specification:** As far as practically possible warning signs will be in accordance with the recommendations of the RoSPA water safety committee and the requirements of the Health and Safety Signs and Signals Regulations [amended 2002]. All new signs erected will meet the BS 5499-11:2002 BSI standard. The Council will consider the demography of the District when providing signage and multi-lingual signage will be installed where appropriate.

7 Rescue Equipment

- 7.1 Site rescue equipment, if required, will comprise of life rings and throw ropes. Life rings are generally considered suitable for areas having steeper banks and deep water such as adjacent to locks, quay sides or rivers. Throw lines, however, are more suitable where the gradient is shallow and directional suitability is required. The provision of new and replacement rescue equipment at Council sites will be determined by the site specific risk assessments.
- 7.2 Where appropriate, safety signage and lifesaving equipment should be combined into a position known as a safety point (as detailed above). Where many safety points are located on one site, each should be identified by a number, recorded on a site plan and monitored. The location of 'safety points' will be determined by the risk assessment process and will likely reflect probable points of access to the water and where there may be a rescue attempt. A safety point should be in visibility from any point around the potential risk.
- 7.3 **Vandalism and Rescue Equipment:** Life buoys and containers (safety points) can often be targeted for vandalism, graffiti and theft. Where safety points are prone to vandalism and their integrity cannot be guaranteed, an alternative strategy will be investigated (increasing the physical level of edge protection for example).

8. Edge Protection

- 8.1 Edge protection is generally at least a 1 metre gap of dense and/or hostile vegetation (weed, scrub, nettle and brambles for example) from the water body (lake, stream, river etc.) to a designated path used by the public. The provision of edge protection at Council sites will be determined by the site specific risk assessments. If it is necessary to carry out any work to edge protection vegetation, this will be carried out during the autumn, winter or spring with the following exceptions:
- a) Maintenance to areas required for the safe operation of the onsite sporting activities, including angling, swimming and sailing.
 - b) Work required for the health and safety of the general public and operational activities.
- 8.2 **Future Design of Water Edges:** In the development of any new sites containing water a number of factors need to be taken into consideration in their design. Design guidance can be found within the RoSPA publication 'safety in inland water sites' – operational guidelines. <http://www.rospace.com/rospaweb/docs/advice-services/leisure-safety/inland-water-sites.pdf>. The Council will be adopting this design guidance in respect to considering the future development of its sites and when considering planning applications that include the transfer of land to the Council as the part of a planning agreement.

9 Staffing and Contractors

- 9.1 All Huntingdonshire District Council staff and contractors responsible for open water sites are required to implement the Council's Health and Safety Policy and adopted safe working practices and to undertake suitable and sufficient risk assessments in relation to activities carried out adjacent to water.

10. Site Supervision

- 10.1 On areas of open water full time supervision is deemed to be neither reasonable nor practicable and is not the most effective reaction to a water hazard. Where staff are present on site (such as sites managed by Countryside Service), they may take a proactive approach in educating the public and highlighting the common dangers around open water (distribution of water safety leaflets for example).
- 10.2 **First Aid Provision at Open Water Sites:** First aid equipment will be provided where there is permanent staff on site. All contractors with a formal agreement to use water bodies at Council sites must provide sufficient first aid equipment for staff.
- 10.3 **Use of Open Water for Activities:** Where a group or organisation wishes to use an area of water for an approved activity, an application must be made to the Council's Operations Service. This does not apply to normal arrangements of a club or group using the water by lease, license or any other formal agreement. Applications must be made via the Council's Events Application Process.

11. Recording and Reporting of Accidents

- 11.1 Where a member of the public or staff are involved in a water based accident or sustains an injury, the incident will be recorded in accordance with Council procedures. Members of the public will be encouraged to report any incidents to the Council via the contact details provided on site water safety signage.

12. Monitoring and Implementation

- 12.1 Where a Site Specific Strategy exists, it will be the responsibility of the relevant Operations Manager (Environmental Services) to ensure implementation of the actions identified.
- 12.2 Where a Site Specific Strategy does not exist, implementation of actions within this policy will be the responsibility of the Countryside Service Manager and the Street Scene Area Managers in the Operations Service to implement.

Schedule of Huntingdonshire District Council Owned Outdoor Open Water Sites

Site Number	Site Locations
	Principal sites with heavy public use and large amounts of water
1	Hinchingbrooke Country Park
2	Paxton Pits (including sailing lake)
	River Banks
3	Regatta Meadows, St Neots
4	Riverside Park, St Neots (both sides of River, including Slipway)
5	Riverside Park, Huntingdon
6	Hartford Church Riverside, Huntingdon
7	River Mill Quayside, Ramsey
8	Riverside, Barford Road, St Neots
9	Mill Lane, Little Paxton
10	Common, St Neots
11	Navigation Wharf, St Neots
12	Caravan Park, St Neots
13	Jubilee Gardens, Bridge, St Neots
14	Holt Island, St Ives
15	Ouse Valley Way, Districtwide
16	Wilhorn Meadow, St Ives
	Marina
17	Barford Road, St Neots
	Weir
18	Barford Road, St Neots
	Brooks
19	Alconbury Brook (in HCP)
20	Duloe Brook, St Neots
21	Colmworth Brook (Foundry Way behind B & Q)
22	Hen Brook (Inc. Linear Park)
23	Fox Brook (Inc. Cambridge St & Loves Farm)
24	Barracks Brook, Stukeley Meadows (along Ring Road to River)
25	Long Moor Balk, Stukeley Meadows
26	Sawtry Brook (rear of Farfield Close)
	Ponds
27	Priory Park, St Neots
28	Spring Common, Huntingdon
29	Cricket Pitch, Godmanchester

	Balancing Ponds
30	The Maltings, Sawtry
31	Flamstead Drive, Huntingdon
32	The Glades, Woodlands, Huntingdon
33	Dartmore Drive, Huntingdon
34	Lannesbury Crescent, Loves Farm, St Neots
35	Anderson Close, Loves Farm, St Neots
36	Dixy Close (Off Line Pond), Loves Farm, St Neots
37	Belland Hill, Loves Farm, St Neots
38	Furrowfields, Loves Farm, St Neots
39	Dramsell Rise, Loves Farm, St Neots
40	Great High Ground, Loves Farm, St Neots
	Drainage Ditches
41	St Neots Riverside – Pitch n Putt
42	Priory Park, St Neots
43	Somersham Rd, St Ives
44	Nursery Gardens, St Ives
45	At Audrey Lane, St Ives
46	Houghton Rd, St Ives
47	Chestnut Rd, St Ives
48	Westwood Rd, St Ives
49	Filberts Walk, St Ives
50	Apreece Way, Stilton
51	Cooper Thornhill, Stilton
52	Slade Dyke, Ramsey
53	Spring Common (Spring Head and Pond)

Statutory Health and Safety Requirements applicable to this Policy

Health and Safety at Work Act (HASAW) 1974: Section three of the 1974 Act specifically requires every employer to ensure, so far as is reasonably practicable, that he/she takes the necessary steps to ensure the safety of non-employees affected by his/her activities.

The Management of Health and Safety at Work Regulations 1999: These were made under the HASAW 1974 Act. They require that health and safety is suitably managed so as to control risks effectively and present no harm to people. The regulations require that an adequate and suitable assessments of work related hazards should be carried out to determine the preventative and protective steps that must be taken.

The Council understands that the regulations also require employers to have access to competent advice, to monitor and review their systems, to have emergency procedures and to provide information and training. These issues are covered within this policy

The Health and Safety (First Aid) Regulations 1981: The regulations set out the range of numbers and training of first-aiders, and the type of equipment that should be provided.

Public Health Act 1936: This is an enabling law offering local authorities the power to regulate water users (for example, to prohibit swimming).

Occupiers Liability Act 1999: This states that the occupier must take reasonable steps to ensure the safety of visitors to his/her land or premises. This duty is particularly onerous where children are concerned. The occupier owes the duty of care not only to visitors but also to trespassers as well.

The Health and Safety (Safety Signs and Signals) Regulations 1996: This implements European Directive 92/58/EEC, which came into force in April 1996. This standardises safety signs throughout member states of the European Union. The regulations require employers to use safety signs where there is a significant risk to health and safety of their employees that has not been avoided or controlled by the methods required under other relevant law, provided use of a sign can help reduce the risk.

A new BSI standard has been developed specific to water safety signs. The standard BS 5499-11: 2002 was published on 20/07/2002 and RoSPA recommends that:

'Any new signage should conform to this standard in the future and that a regular review of existing signage is carried out. Those signs that are in need of repair or have poor legibility/clarity of image should be replaced straight away and all others should be subject to programmed replacement. The period of time for such replacement should be 'reasonable' in terms of overall cost against the safety gain or imperative. Overall it should not be unreasonable to expect that all signs should also comply with this new standard within a five year period'

All new signage will be to this standard and when replacing old signs this standard will be taken into consideration. This issue will be placed in the overall action plan.

Risk Level Classifications

Risk Level D

- Water less than 0.5m in depth providing an ornamental function.
- Solid well defined edge. Minimal height above water surface. The edge may be stepped allowing a gradual approach to the water.
- Water body is not the attraction to the site, nor is it in a central location.

Action

- The treatment is distinctive in that there is no fencing.
- A 1 metre edge protection may be provided

Risk Level C

- The water will exceed approximately 0.5m in depth.
- The edge is well defined, solid and not more than approximately 2m above the water surface.
- Water body is not the attraction to the site, nor is it in a central location.
- The use of the site may attract, in particular young people.

Action

- A 1 metre edge protection will be provided
- Nag signs (signage repeating key safety information danger – no swimming for example) may be provided

Risk Level B

- Deep water
- Solid, well defined edge
- Other contributory factors may include the heavy presence of people, walking or seated
- Water may be reason for visiting

Action

- A 1 metre edge protection will be provided
- Nag signs may be provided
- Additional signage and Life buoys may be present

Risk Level A

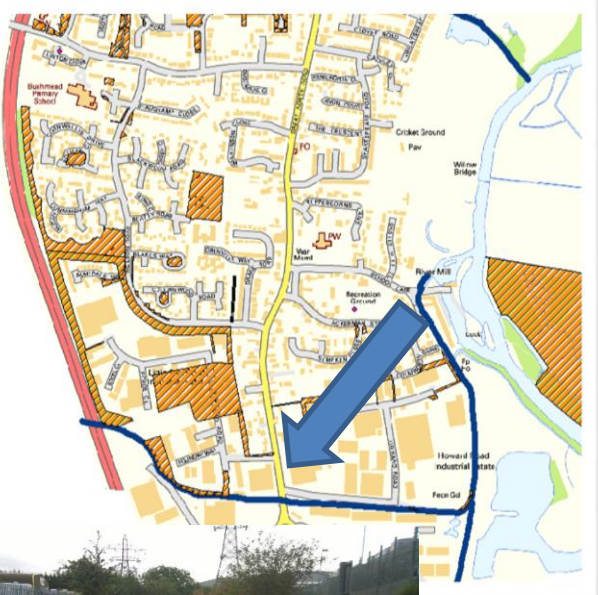
- Deep water
- Water main attraction to site.
- Water used for water sports
- Heavy presence of people

Action

- A RoSPA water safety review to be carried out followed by A Council produced water safety strategy.

Examples of Site Specific Risk Assessments

Site 1 - Colmworth Brook, Eaton Socon, St Neots



Type of Water – Awarded Watercourse, Stream/Brook

Risk – Level C

- General Info – The District Council owns 300m along the North bank of the brook which runs through Open Space to the rear of Light industrial and retail units.
- The brook is prone to flooding and although the depth is generally below 0.5m it can rise significantly.
- A majority of the bank has sufficient edge protection and has mixed gradients both steep and shallow.
- The site is not heavily used by the public
- Nag Signs 'Danger of Drowning' have been installed on opposite bank (privately owned) where edge protection is not as established.

Action – Maintain a 1 metre edge protection along the stream.

Site 2 - Duloe Brook, Eaton Socon, St Neots



Type of Water – Awarded Watercourse, Stream/Brook

Risk – Level C

- General Info – The District Council owns 800m both sides of the brook which runs through Open Space and close to housing (7-10m away from boundary)
- The brook is prone to flooding and although the depth is generally below 0.5m it can rise significantly.
- A public footpath follows the brook and a post and rail field fence has been installed from Queens Garden south.
- A majority of the bank has sufficient edge protection and has mixed gradients both steep and shallow.
- The site is used by the public as a green connection through a housing estate.
- There is evidence of children playing in the brook to include remnants of a rope swing

Action – Maintain a 1 metre edge protection and install 'nag' signs along Open Space

Site 3 – River Bank, Riverside Park, St Neots



Risk Level B

- Deep water fast moving water
- Solid, well defined edge bank edges to include 2 sets of moorings
- Park heavily used recreationally and for events
- Life Buoys are present and checked on a weekly basis - continue
- Picturesque setting of River draws people to the park

Action

- Within reason a 1 metre edge protection will be maintained
- Nag signs to be provided at 1 per 100metres of bank

**COMMENTS FROM OVERVIEW AND SCRUTINY PANEL (ECONOMY AND GROWTH) –
12th January 2016**

OPEN SPACES WATER SAFETY POLICY

The Overview and Scrutiny Panel (Economy and Growth) was presented a report regarding the Open Spaces Water Safety Policy. The Panel was informed that the policy had been developed to enable the Operations Service to better ensure the safety of users of public open space managed on behalf of Huntingdonshire District Council.

The Panel was advised that for high risk areas risk assessments will be carried out every year and for low risk areas risk assessments will be carried out every three years. Members expressed their satisfaction with these timescales and wanted to emphasise to Cabinet that they believe the timescales are important to show that the Council takes water safety seriously.

Following a discussion regarding the future design of water edges in the development of new sites the Panel found the proposals promising and thought that it is crucial that the Council works with developers to ensure the design of water edges on new developments are safe.

Members wanted to emphasise to Cabinet that they would like the biodiversity of water edges to be considered when assessing the risk. Members thought it was crucial that the right balance is struck between the safety of the public and the environmental benefit of water edges.

The Panel would like to advise Cabinet that they agreed it was necessary for £30k to be pump primed as it is essential the policy is implemented within the requisite resources. Members indicated that they would like to review the policy at a meeting of the Panel in 12 months time.

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Public
Key Decision - Yes
* Delete as applicable

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Voluntary Sector Grant Funding 2016/17 – 2019/20

Meeting/Date: Overview & Scrutiny Panel (Communities & Customers) –
5th January 2016
Cabinet – 21st January 2016

Executive Portfolio: Executive Councillor for Strategic Economic Development
and Legal - Councillor Roger Harrison

Report by: Head of Community – Chris Stopford

Ward(s) affected: All

Executive Summary:

The Council's grant funding agreements for the voluntary sector run until the 31st March 2016, and therefore the Council needs to consider how, or if, it wishes to continue to grant fund the voluntary sector over the four year term of the new medium term financial strategy.

Recommendation(s):

1. That Members of Overview and Scrutiny provide comments and a preferred option for the funding for the voluntary sector grants between 2016/17 and 2019/20, as set out in Section 3.1.
2. That Members of Cabinet, endorse and agree the proposed funding recommendation from Overview and Scrutiny for the voluntary sector grants between 2016/17 and 2019/20, as set out in Section 3.1, such that the budget impact can be included within the Council's Medium Term Financial Strategy.
3. That Members of Overview and Scrutiny provide comments and a preferred option for taking forward the funding process into 2016/17, as set out in Section 3.2.
4. That Members of Cabinet, endorse and agree the recommendation from Overview and Scrutiny for the funding process to be applied to the voluntary sector grants between 2016/17 and 2019/20.

1. WHAT IS THIS REPORT ABOUT/PURPOSE?

- 1.1 At the meeting of the Grants Panel in November 2012, the Executive Councillor for Strategic Economic Development and Legal along with the Executive Councillor for Resources determined a three year funding arrangement with the voluntary sector. These funding arrangements remain in place until the 31st March 2016.
- 1.2 This report seeks views of Overview and Scrutiny and Cabinet to inform the future funding arrangements

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

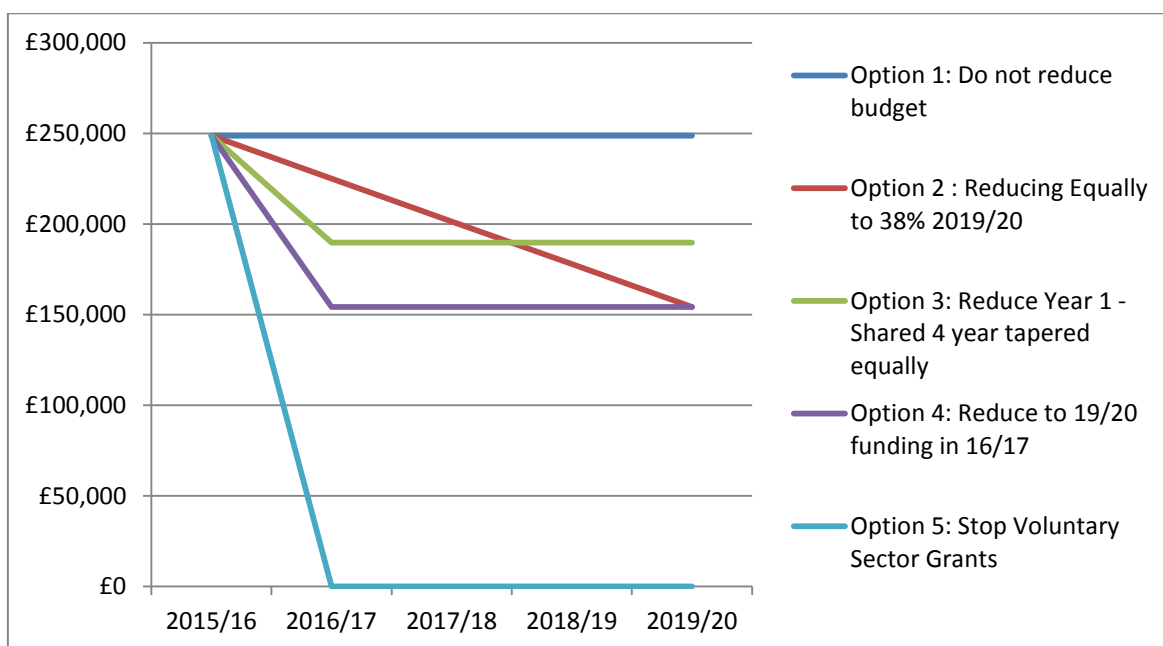
- 2.1 For the last three years the Council has operated a Voluntary Sector Grant fund. In 2015/16, the budget for the grants was £248,700, as detailed below:

Rural Cambridgeshire Citizens Advice Bureau (£9,700 is retained to cover rental costs for the accommodation in St Neots, a portacabin rented by HDC on their behalf)	£115,000
Disability Information Services Huntingdonshire	£19,000
Hunts Forum for Voluntary Organisations	£38,000
Care Network	£10,000
Huntingdon Volunteer Centres	£37,000
Huntingdon Shopmobility (£12,000 is retained to cover rental costs for the accommodation in Huntingdon, a portacabin rented by HDC on their behalf)	£29,700
Total	<u>£248,700</u>

3. OPTIONS CONSIDERED/ANALYSIS

3.1 Financial Value of Funding

- 3.1.1 The funding for the Voluntary Sector Grant budget allocation should not be considered to be outside of the main Council revenue funding for the Council and therefore should progressively follow the medium term financial strategy.
- 3.1.2 The Councils current financial objective to reduce all budgets by around 38% by March 2020 would result in an overall reduction of the voluntary sector budget. Such a reduction would be in accordance with *Cabinet Office, The Compact – The Coalition Government and civil society organisations working effectively in partnership for the benefit of communities and citizens in England, December 2010* ('The COMPACT') guidelines which clearly state that 'voluntary sector organisations in receipt of public finances should not be treated disproportionately to those services directly provided by statutory authorities'.
- 3.1.3 With the current 3 year funding programmes coming to an end on 31st March 2016 and the need to make substantial savings it is prudent for the Council to review its procedures, criteria and priorities for future support. The graph below makes suggestions as to how the overall budget, and the profile of the budget could be considered across a four year funding agreement. Such an agreement provides stability of funding for the voluntary sector, whilst allowing the Council to accurately consider the impact of the funding on its overall budget position.



- Option 1: making no change to the current level of funding allocated by the Council to the voluntary sector
- Option 2: reducing the budget over the term of the current medium term financial strategy (MTFS), such that in year 4 the reduction of 38% is achieved.
- Option 3: reducing the budget in year 1, but then providing an equal annual payment equivalent to the same total amount of spend as option 2
- Option 4: reducing the budget to the value of the MTFS in year 4 with immediate effect.
- Option 5: Stopping funding the Voluntary Sector with immediate effect

3.1.4 This information can be converted to financial values to show the impact of the above options.

	Option 1: Do not reduce by 38%	Option 2 : Reducing Equally to 38% 19/20	Option 3: Reduce Year 1 - Shared 4 year tapered equally	Option 4: Reduce to 19/20 funding in 16/17	Option 5: Stop Voluntary Sector Grants
2015/16	£248,700	£248,700	£248,700	£248,700	£248,700
2016/17	£248,700	£225,074	£189,633	£154,194	£0
2017/18	£248,700	£201,447	£189,633	£154,194	£0
2018/19	£248,700	£177,821	£189,633	£154,194	£0
2019/20	£248,700	£154,194	£189,633	£154,194	£0
4 year budget @ 2015/16	£994,800	£994,800	£994,800	£994,800	£994,800
New 4 Year budget	£994,800	£758,535	£758,532	£616,776	£0
Saving	£0	£236,265	£236,268	£378,024	£994,800
MTFS Saving	0%	24%	24%	38%	100%
2015/16 cf 2019/20	0%	38%	24%	38%	

3.1.5 Risk Analysis

3.1.5.1 Option 1

The Council could treat the voluntary sector grants budget of £248,700 as a protected budget, and not reduce the budget from the 2015/16 budget commitment.

In doing so, it would place increased pressure on other Council budgets in order to meet the current medium term financial strategy, and its 'plan on a page'. However, this option would be considered to be in compliance with the principles of the COMPACT.

3.1.5.2 Option 2

This option would be considered to be in compliance with the principles of the COMPACT, in that the budget reduction is mirroring that of the Council's overall medium term financial strategy, and 'plan on a page'.

The budget in 2019/20 is reduced to a level where any future funding discussions from 2019/20 will start at the same financial value, without exposing the sector to a 'cliff edge' reduction in funding between 2019/20 and 2020/21. The option also allows the sector time to react to the reduction in funding as the year 1 funding (2016/17) is not reduced to the same extent as options 3, 4 and 5.

Whilst reducing the 2019/20 budget by 38% based on the 2015/16 baseline budget, this option only delivers a four year budget saving of 24%

3.1.5.3 Option 3

This option would be considered to be in compliance with the principles of the COMPACT, in that the budget reduction is mirroring that of the Council's overall medium term financial strategy, and 'plan on a page'.

The budget position between 2019/20 and 2020/21 could, however, be considered to present a funding 'cliff edge' to the sector with funding reducing by £35,439 before any future medium term financial strategy is applied. The option has a more significant impact on the sector in year 1 (2016/17) of the funding arrangement, and will need more significant activity within the sector to react to the reduction in funding.

Whilst reducing the 2019/20 budget by 38% based on the 2015/16 baseline budget, this option only delivers a four year budget saving of 24%

3.1.5.4 Option 4

This option may be seen as placing increased pressure on the voluntary sector budget, that that being placed on the overall Council budgets, however, the Council continues to demonstrate that it supports the voluntary sector by continuing funding arrangements.

The budget in 2019/20 is reduced to a level where any future funding discussions will start at the same financial value, without exposing the sector to a 'cliff edge' reduction in funding between 2019/20 and 2020/21. This option would have a significant impact on the sector in year 1 (2016/17)

This option both reduces the 2019/20 budget by 38% based on the 2015/16 baseline budget, and delivers a full 38% saving on the four year voluntary sector funding budget

3.1.5.5 Option 5

This option sees the end of voluntary sector funding by the Council with immediate effect. Clearly, this option maximises the revenue savings to the Council however would be considered not in compliance with the COMPACT.

This option also presents additional risks to the Council, consideration must be given to the impact on both the voluntary sector and the Council. The removal of funding may result in organisations stopping their relevant service provision within Huntingdonshire, or not take up options to occupy the Pathfinder House Customer Services Centre. The Star Chamber for Customer Services identifies an income of £11,000 from the creation of a multi-agency HUB by voluntary sector occupation of Pathfinder House. Additionally, the introduction of Universal Credit will place additional burdens on the Council which, the retention of voluntary sector support in Huntingdonshire, could be accommodated by the sector.

3.2 Options for allocation of funding

3.2.1 The Council also needs to determine how to allocate funding to the voluntary sector. The existing organisations, with the exception of Shopmobility, are all considered to have met the obligations of the current funding agreements. Shopmobility failed to meet the matched income target set for year 3 of the award and had the year 3 payments reduced accordingly.

3.2.2 The Council could:

Option A Continue to fund all the organisations that it currently funds, either at the same budget, or at a budget reduced in line with the decision on the voluntary sector MTFs above.

In making this decision, regard must be had to the financial viability of the organisations and the impact of reductions from other funding streams:

Disability Information Services Huntingdonshire - their income for the year 2014/15 was £51,462 of which HDC contributed 35%; any reduction in funding by HDC must be considered to have a significant impact on the funding for this organisation

Volunteer Centre Huntingdon – their income for the year 2014/15 was £63,781 of which HDC contributed 38% with a further 19% being from the County Council; any reduction in funding by HDC must be considered to have a significant impact on the funding for this organisation

Care Network received a small percentage of funding from the District Council, but receives 36% of their funding from the County

Council, and therefore their viability may be at risk from the County Council budget setting proposals

Option B To reduce the number of organisations being funded directly by HDC, and seek to engage with umbrella organisations that through their funding support others. It is suggested that, having regards to the Council's Corporate Plan, two strategic themes could be considered:

- The provision of independent advice and information; and
- Building the capacity of the voluntary sector to include the promotion of community and voluntary organisations, volunteering, and volunteering opportunities

The NAVCA¹ report *Change for good – Report of the Independent Commission on the future of local infrastructure, January 2015* made, amongst others, a recommendation that local government should 'act strategically to fund core infrastructure functions at the local level, to act as a multiplier, drawing in other resources and creating social capital'. The report continues to discuss the need for infrastructure bodies to act collaboratively for the benefit of their communities, and to be vigilant in avoiding duplication of others.

This funding option would stimulate this approach to the local voluntary sector, but working together through an umbrella organisation funding arrangement, all organisations will have to work closer in collaboration to the overall benefit of our local communities.

Option C To consider the option of developing a joint commissioning approach voluntary sector capacity building and volunteering infrastructure services at a District level with Cambridgeshire County Council.

The County Council are currently consulting on the future funding of Voluntary and Community Sector Infrastructure Organisations. A copy of their latest information is included as Appendix 1 to this report. However, in summary the County Council currently spend £129,980 across the County and are looking to reduce this to £120,000. It is estimated that Huntingdonshire currently receives £18,857 of this funding

The key outcomes of the County Council funding being:

- To provide support, information, advice, training, mentoring, to the wider VCS on a range of issues, and
- To be a voice for the VCS

The options for the allocation of the proposed £120,000 include the development of 5 District wide agreements, on for each District, with the application of a fair funding formula. However, the funding

¹ NAVCA, the **National Association for Voluntary and Community Action**, is the national membership body for local support and development organisations in England. It was previously called the National Association of Councils for Voluntary Service (NACVS). NAVCA is a strategic partner of the Department of Health and the Cabinet Office's Office for Civil Society

of ACRE for the provision of county wide rural development is distinctive and this will continue separately from the District wide agreements. This means that the total County Council funding for Voluntary and Community Sector Infrastructure could be c£95,000, and if split equally around £19,000 for Huntingdonshire. All this is subject to County Council budget approval processes.

Whilst the current timetables for commissioning these activities are not fully aligned with this of Huntingdonshire District Council, this option could be future progressed.

This option further supports the recommendations of the NAVCA Change for Good discussed with Option B above.

4. COMMENTS OF OVERVIEW & SCRUTINY PANEL

4.1 The comments of the Overview & Scrutiny Panel (Communities and Customers) following its meeting on the 5th January 2016 are attached as Appendix 3.

5. KEY IMPACTS/RISKS? HOW WILL THEY BE ADDRESSED?

5.1 The grant funding programme will be managed in accordance with 'Successful Commissioning Guide from the National Audit Office. This guide provides guidance on the commissioning, maintenance and decommissioning of grant arrangements with third sector organisations.

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

6.1 Following the views of Overview & Scrutiny, the report will be updated and presented to Cabinet for further consideration. Information obtained will then be using in setting the voluntary sector budgets within the medium term financial strategy and will form part of the budget setting process at Council in February 2016.

6.2 Once a clear direction has been obtained, information regarding the funding for 2016/17 to 2019/20 will be provided to the voluntary sector. A 'tender process' will need to be followed to ensure that all organisations will have the opportunity to apply for the funding. The Council will ensure that it considers the best practice advice contained within the National Audit Office publication on 'successful commissioning' in determining and allocating funding.

7. LINK TO THE CORPORATE PLAN

7.1 The grant funding to the third sector clearly links with the Council's Corporate Plan through the 'working with our communities' theme.

8. CONSULTATION

8.1 The six organisations currently funded through the Voluntary Sector Grants have provided feedback to the October meeting of Overview & Scrutiny (Social Well-being) on their activities over the last three years of the funding agreement.

8.2 Those organisations that currently receive voluntary sector grant funding, as detailed in 2.1 above, have been advised that they current funding

arrangement end on 31st March 2015. The organisations have also been made aware of the content of this report.

9. LEGAL IMPLICATIONS

- 9.1 There is no legal impact at this time. However, should the Council act outside of the funding arrangements as outlined in the COMPACT then legal implications will need to be considered

10. RESOURCE IMPLICATIONS

- 10.1 The Council's medium term financial strategy sets its budget objectives of reducing its expenditure by 38% over its four year term. This report presents to Members the options for reducing funding to the voluntary sector in line with the aspiration of the medium term financial strategy.

11. OTHER IMPLICATIONS

(Equalities, environment, ICT, etc.)

- 11.1 Following recommendations from Overview and Scrutiny, and Cabinet the Council will need to complete an equality impact assessment and community impact assessment for any recommended reduction in funding, or changes to the funding principles.

12. REASONS FOR THE RECOMMENDED DECISIONS

- 12.1 The Council must consider the need to secure value for money in providing funding to the third sector, alongside the needs to the Council to ensure that any funding is affordable. This paper has provided options for determining the financial value of the funding over the term of the medium term financial strategy, and options for the allocation of the funding.

Recommendations:

1. That Members of Overview and Scrutiny provide comments and a preferred option for the funding for the voluntary sector grants between 2016/17 and 2019/20, as set out in Section 3.1,
2. That Members of Cabinet, endorse and agree the proposed funding recommendation from Overview and Scrutiny for the voluntary sector grants between 2016/17 and 2019/20, as set out in Section 3.1, such that the budget impact can be included within the Council's Medium Term Financial Strategy
3. That Members of Overview and Scrutiny provide comments and a preferred option for taking forward the funding process into 2016/17, as set out in Section 3.2
4. That Members of Cabinet, endorse and agree the recommendation from Overview and Scrutiny for the funding process to be applied to the voluntary sector grants between 2016/17 and 2019/20

13. LIST OF APPENDICES INCLUDED

- 13.1 Appendix 1 - Cambridgeshire County Council's – Future Funding of Voluntary and Community Sector (VCS) Infrastructure Organisations.

- 13.2 Appendix 2 – ‘Stronger Together’ Cambridgeshire County Council’s Strategy for Building Resilient Communities.
- 13.3 Appendix 3 – Comments of the Overview & Scrutiny Panel (Communities and Customers) from its meeting on the 5th January 2016.

BACKGROUND PAPERS

The Cabinet Office, COMPACT

(https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/61169/The_20Compact.pdf)

NAVCA, Change for Good

(<http://www.navca.org.uk/downloads/generate/3878>)

CONTACT OFFICER

Chris Stopford, Head of Community
December 2015

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Draft Brief for the future funding of Voluntary and Community Sector (VCS) Infrastructure Organisations

This document contains the information that was in the slide deck we went through at our meeting on Friday 27 November 2015. We have updated this with the feedback we received at the meeting and we have put in some additional information as requested.

We would now like to invite you to make any further comments to ensure that we can take account of this feedback as we consider the way forward.

Thank you again for your participation in this process.

Could you please return your response to us by Friday 8th January 2016.

Email to greg.wilson@cambridgeshire.gov.uk

Section One: Introduction

Cambridgeshire County Council's (CCC) rationale for changing the approach to how it funds the VCS Infrastructure Organisations is:

- Ensuring that what is delivered meets the needs of CCC as defined by our recently agreed Stronger Together, Strategy for Building Resilient Communities;
- Seeing if there is a way of contracting with the VCS Infrastructure Organisations that maximises economies of scale, that relates more to 'place'¹ and helps build on the co-operation and the complementary offer of this network of organisations;
- Reducing the number of contracts CCC has with Infrastructure organisations across the county.

We are taking the opportunity to engage with the Infrastructure organisations to shape the future approach and to understand and respond to the strengths and weaknesses they experience when working with the county council

Current Funding to Infrastructure Organisations

Cambridgeshire County Council currently funds VCS infrastructure organisations as follows:

Current Grant arrangement	£
General Community and Voluntary Sector infrastructure (CVS) - £7,000 per district for the three CVS's. This is a partnership	£35,000

¹ Place can be defined as a practical area where communities can plan and organise action and activity

agreement with the Clinical Commissioning Group, South Cambridgeshire District Council and Fenland District Council	
Volunteering Infrastructure - split in variable amounts between the four Cambridgeshire volunteer centres and Royston Volunteer Centre	£57,980
Rural Development Infrastructure - to ACRE for general infrastructure support	£35,000
Parish Planning in Fenland - with match funding from Fenland District Council.	£2,000
TOTAL	£129,980

Currently these are all one year contracts with Service Level Agreements.

Voluntary Sector providers have expressed a view that they would like to have longer contract periods, and feel a grant would be more appropriate than a contract.

The County Council is in the process of setting its budget for 2016/17. The current budget proposal for the future funding of the VCS Infrastructure organisations is for a budget of £120,000 p.a., a reduction of £9,980 from this area of work or 7.6%.

This budget proposal goes back to General Purposes Committee in January 2016 before being forward to full Council in February 2016. The proposal will ask that the budget of £120,000 p.a. is retained for VCS Infrastructure Organisations and that we enter into a 3 year funding agreement with the organisation(s) that are successful in receiving funding through the revised funding mechanism that is currently under consultation.

It is the responsibility of full Council to set the budget for the County Council when it meets in February 2016.

Overall Aims of our support to the VCS Infrastructure Organisations

- To enable the VCS Infrastructure organisations to support the development and transformation of the VCS to meet the current and the future needs and aspirations of the sector;
- To nurture a sector that can support vulnerable adults, children and families to enable them to remain well and to live independently;
- To support the sector to enable social action/change that creates vibrant communities;
- To support the sector to make a positive contribution to the county's economic prosperity, the environment and the overall health and wellbeing of its communities;
- To be a voice for the sector in shaping public policy and strategy ensuring that the county's community offering is recognised and valued;
- To support the Council to deliver Stronger Together our Strategy for Building Resilient Communities.

Underpinning Values of our contract with the VCS Infrastructure Organisations

- To be inclusive
- To demonstrate a commitment to equality of opportunity
- To ensure people are kept safe from harm
- To take asset-based approach to working with communities

Do you have any comments on Section One?
For Clarification:
Feedback:

Section Two: Outcomes required of the Infrastructure Organisations through the contract with CCC

A) *To provide support, information, advice, training, mentoring, to the wider VCS on a range of issues such as:*

- Running an effective organisation – financial management & controls, business planning, marketing & promotion, governance
- Building a sustainable organisation – broadening the income base, generating new income streams, effective in using time, skills and experience as resources
- Being a good employer, staff policies and practice;
- Effective engagement and management of volunteers;
- Developing volunteering in Cambridgeshire;
- Developing networks to support community action and engagement;
- Board recruitment, training and development, including support for a board's role in strategic planning to ensure organisational sustainability;
- Harnessing links to the business community, working collaboratively with the Cambridgeshire Community Foundation to maximise their business networks;

- Enabling organisations across the sector to be 'tender ready';
- Advice on how to set up an organisation / network and appropriate types of formal / informal organisational models;
- Advice on how to carry out community/neighbourhood planning, community asset transfer, community right to buy;
- Ability to support organisations to know how to include vulnerable people within their workforce and/or volunteer base;
- Ability to support organisations to train their workforce and volunteer base to be able to use asset based approaches to working with and in their communities, recognising that assets include our people, our spaces, our experience and our knowledge;
- Ability to promote and celebrate volunteering.

It is recognised that some of these services will be offered directly and others will be signposted to others for support.

B) To be a voice for the VCS

- To ensure the voice of the VCS is heard in shaping public policy and strategy recognising the role the sector plays in developing innovative practice and its ability to take risks and to pilot new approaches;
- To be an advocate for and a challenger of the Stronger Together the County Council's Strategy for Building Community Resilience, and other key strategies such as Transforming Lives (a strategy to transform the way adults and older people's services are delivered)
- To be a representative voice for the sector with demonstrable mechanisms to deliver this including effective two-way communication between the infrastructure organisation(s) and the wider sector

Do you have any comments on Section Two?
For Clarification:
Feedback:

Section Three: Requirements of the County Council in its relationship with the VCS Infrastructure organisations

The County Council will undertake to

- Promote and celebrate volunteering and the contribution of the VCS to the life of the county;
- Develop and deliver a consistent approach to how we deal with the VCS
- Consider the promotion of county champions for the VCS;
- Recognise that the VCS, including the infrastructure organisations, require support for research and development of new innovative practice;
- Assist with liaison with District, City and Parish Councils;
- Assist with harnessing business support;
- Recognise that we need to draw the VCS into our policy and strategy development from the outset.

Practice to be displayed by the successful Infrastructure Organisation(s)

- To be progressive and entrepreneurial in its vision and its practice (e.g. sharing economy, trading);
- Able to demonstrate its own effectiveness, sustainability, breadth of income base, good practice as an employer of staff and volunteers;
- Able to demonstrate leading edge practice that is recognised and acknowledged by others;
- Having an effective online presence with a depth of knowledge about the role of online tools and processes in furthering its aims and those of the wider sector;
- Able to show how it can empower and enable organisations to generate ideas, to harness resources and find new and imaginative ways of developing and delivering solutions to local needs;
- Ability to demonstrate that they are a learning organisation;
- Ability to know how to enable others to listen to their communities and to build local responses to help people, and groups, to find solutions to needs;
- Well networked in all sectors and with good knowledge and experience of regional and national examples of good practice;
- Ability to harness the support of local businesses (linking to the Community Foundation);
- Demonstrating a depth of understanding about online and offline communities and how this is reflected in how orgs operate (for themselves and others);
- Effective in partnership working, with a track record in collaboration and co-production;
- Aware of and engaging in new and emerging models of practice;
- Ability to provide challenge to organisations they support / nurture, able to mentor / support others through change.
- Ability to identify opportunities for productive partnership, broker relationships between different sectors to bring this to fruition.

Lead organisations would be expected to demonstrate how they are addressing or moving towards the practice described here. Partner organisations, who may be engaged to deliver specific aspects of the brief, would be expected to demonstrate good practice in relation to their specific areas of delivery.

The determination of key performance indicators, and the mechanisms and frequency measurement against these indicators, would be worked through with the successful organisations following the award of the grant(s).

It is recognised that the CCC grant will only contribute to aspects of that the successful infrastructure organisation(s) will be delivering. The practice above is intended to be a descriptor of the whole organisation, its ethos, the way it delivers its services and the way it supports its staff and volunteers.

Issues that need to be addressed in the agreements between the County Council and the Infrastructure organisations it supports in the future

In an arrangement which as lead and partner organisations it needs to be clear where the responsibility lies for non-delivery. There needs to be clarity about where the risk is held.

It is important that the County Council is realistic in its expectation of organisations given the level of resources available for this work.

Do you have any comments on Section Three?
For Clarification:
Feedback:

Section Four: Future Funding Proposal

To tender a new 3 year grant (or contract?) for Voluntary Sector Infrastructure Services setting out how infrastructure organisations can support the delivery of the Council's Community Resilience Strategy, Stronger Together, through their support to the wider Voluntary and Community Sector.

Options

1. One countywide agreement with single lead organisation (with or without rural development included);

2. District wide agreements based on fair funding formula (with or without rural development included)
 - 5 agreements, one for each District
 - 4 agreements, where South Cambs and Cambridge City are combined;
3. A blend of 1. and 2. above where the county wide requirements are delivered through an agreed and complementary arrangement by each of the lead District/City infrastructure organisations.
4. In recognition that the county wide rural development remit provided by ACRE is distinctive, to continue to contract with ACRE separately with the expectation that ACRE works with the leads of either options 1. 2. or 3.

In all options the lead organisation could lead in partnership with a consortium or federation of other organisations that together deliver the requirements set out here. The lead organisation would be the single point of contact for the County Council.

The intention of this approach is that it would be more streamlined and would build on the collaborative practice already evident across the infrastructure organisations.

Process / Timetable for the introduction of this new arrangement

ACTION	DATE
Return of feedback on this Draft Brief from Infrastructure Organisations	08/01/2016
Provider Forum	10/03/2016
Advert about this opportunity published (Contracts Finder)	05/04/2016
Advert emailed to identified prospective providers	05/04/2016
Tender goes live	05/04/2016
Tender return date	09/05/2016
Presentations	16/05/2016
Preferred supplier(s) identified and approved	20/06/2016
Award letters issued	01/07/2016
Contract Award Notice published (Contracts Finder)	04/07/2016
Contract start date	01/09/2016

Do you have any comments on Section Four?
For Clarification:
Feedback (please indicate your preferred funding option(s)):

Stronger Together

Cambridgeshire County Council's
Strategy for Building Resilient Communities

October 2015

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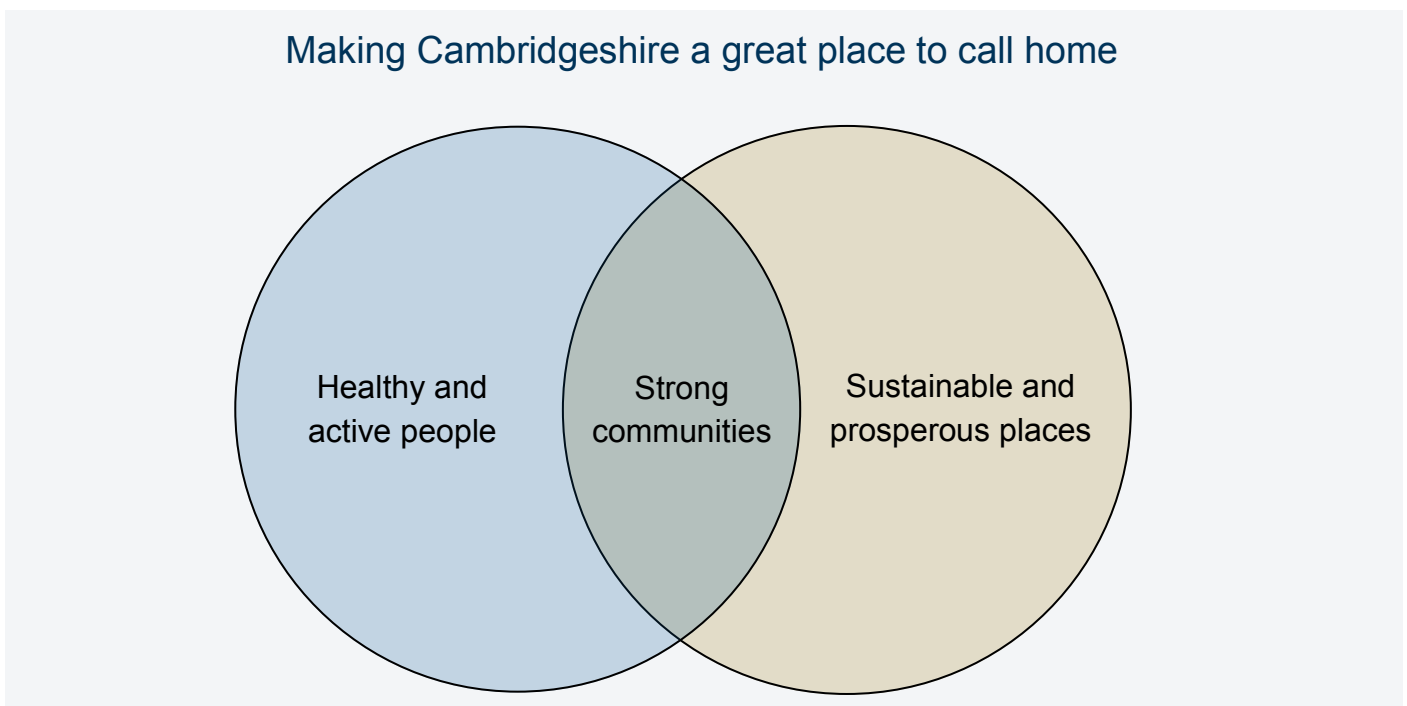
Our vision for building resilient communities

We have a vision for a stronger future for our communities where strengths are recognised and where people can easily find the information and advice they need to be happy and healthy citizens. Cambridgeshire will be a place where people are part of well-networked communities, and where they get the right help to play an active role within their neighbourhoods.

The context – Cambridgeshire County Council’s whole Council business planning

Our vision is set within the wider context of change in our approach to business planning across the County Council. We are moving from an incremental year on year approach to business planning, focused on specific services, to a longer term outcome led approach to planning for the whole council. As pressure on resources continues across the public sector the challenge of providing effective public services in the midst of increasing demand and growing customer expectations requires new approaches and new thinking.

The Council’s vision for its future planning is:



Having strong communities at the heart of this vision is paramount.

It is worth stating that a community is not only defined by a local geographical area (a “community of place”). Communities include families and wider networks, and “communities of interest” – people who define themselves as part of a group with an interest or a characteristic in common.

Building Resilient Communities: Success factors

If we are successful in building communities we expect to see the following:

- ▶ The numbers of people requiring our services will be reduced;
- ▶ Where people do need help from us, this help is planned jointly with the local community so that support is seamless and the support that we provide directly is minimised;
- ▶ Local communities provide an effective step down resource following more intensive help from Council services;
- ▶ People playing an active role in services, those who have benefitted from our services will offer their own help to others;
- ▶ People will be better placed to help themselves and each other so that those who need a little extra support can find this from within their local community;
- ▶ People can support themselves, through a better use of digital technology or through community networks while some services withdraw;
- ▶ The extent to which an action supports community resilience plays a key part in decisions on Council policy and practice.

We will wherever possible establish measurable success factors so that we can clearly evidence what works in local areas.

The drivers for change

All public sector organisations face enormous challenges in the next few years. Rising demand together with significantly reduced resources will make redesigning public services imperative. Services will increasingly need to become more targeted and capacity will continue to be more stretched. There will need to be fewer services delivered directly by public bodies, to fewer people. In fact, service provision as we know it will need to change radically – the County Council and the wider public sector will look very different in five years' time.

This means that there is a real imperative to work alongside local people to facilitate local community action that helps to mitigate any increasing vulnerability or rising need in their community.

We are not starting from zero. Much work is already happening across the Council as part of our drive to improve the way we work, and to build our business plans for the future. For example, we have begun redesigning our Adult Social Care workforce to build a stronger focus on families and communities, and we have a new Libraries Strategy which is clear about the role of local libraries in building more resilient and supportive communities.

This approach extends to communities taking a more active role in managing their local environment. Already, a number of communities, with help from the Council, have taken the lead on a range of initiatives such as establishing local green spaces, managing nature reserves and implementing village speed limits. Our Local Highway Improvement Initiative has been a huge success, with communities identifying and part-funding improvements for pedestrians, cyclists and motorists, whilst the Parish Paths Partnerships, where local people take an active part in looking after and developing new paths, have helped improve local access to the countryside, which in turn contributes to healthy lifestyles.

The drivers for change...

The Council has to prioritise its funding for looking after the County's infrastructure where there is greatest need. For example, we have introduced an asset management strategy for the road network, to ensure every penny spent is effective use of money. However, this means that we will not be able to meet every community's expectations. We will, however, seek to support communities that are prepared to take initiatives. For example, working with other public bodies, such as the police and district councils, we are able to provide support to implement Speedwatch schemes run by local people, and help with No Cold-Calling Zones to address problems with nuisance callers.

Our key focus must be on managing demand for our high cost services. As a Council, we recognise the need to make sure that people are better placed to help themselves and each other, so that when extra support is needed this can be found within their local communities. Our efforts to support strong communities will aim to focus on preventative actions which can help to keep people away from needing services delivered by the Council, recognising that very often the best and most sustainable help comes from neighbours and peers.

The Council has an increased focus on a strengths-based approach – for individuals and for communities. This means that we will look first at the strengths within people's lives – their family and community networks, their interests and their abilities, in order to link people with the right sources of support and help which build upon these strengths. Communities that are more connected need fewer public services, create good places to live, and improve outcomes for residents. People are not passive recipients of services – they have an active role to play in creating better outcomes for themselves and for others, and they themselves will be the starting point for tackling emerging issues.

We will work towards having '**more open public services that have the mobilisation of people as their core organising principle**'. (Clarence and Gabriel – Nesta 2014). This means that our services will have a real focus on building the willingness and capacity of local people to help others and to input to their local area. In doing this, we reposition the Council as part of the wider community, providing only those services that local people cannot do for themselves, and facilitating the capacity of local people to meet local needs for themselves.

This significant shift in the way that we deliver services requires political and executive leadership, and a workforce that is able to change and adapt to very different ways of working. As such, community resilience is a key enabler in our new operating model.

The evidence base

From national and local work, we have a wealth of evidence about what works in building strong resilient communities and helping to manage demand for high-cost Council services. This helps us to begin to reset the relationship between local government and local communities, providing evidence about where and how local communities work best.

The evidence which drives what we do:

- ▶ **Professionals with a problem-solving brief will tend to see and respond to problems** – our workforce of the future will need to be able to provide the short-term intensive support that some vulnerable people will need, but also be able to nurture the sparks of local community support within the communities in which they work. ⁱ
- ▶ **When people help other people it creates stronger communities and higher levels of social capital** – with all of the associated economic, social and health and wellbeing benefits that brings. ⁱⁱ
- ▶ **Relying on needs assessments to understand a community perpetuates a focus on needs from the perspective of services we provide** – this can miss identifying the strengths and assets that communities can bring to solve collective problems. ⁱⁱⁱ

The evidence which drives how we work:

- ▶ **Professionals are not necessarily the best people to deliver services** – research shows that in many cases trained peer supporters are much better placed to deliver some services. ^{iv}
- ▶ **Community leadership from our elected councillors** – can help to create a climate for better engagement and a more honest conversation with local communities. ^v
- ▶ **Alternative governance arrangements, like cooperatives and mutual** – can give communities the opportunity to design and run their own services, creating greater ownership and take up. ^{vi}
- ▶ **The role of the public sector is changing, and with that the role of the professional within it** – we need to build our role in providing the platform for social connection rather than simply providing a direct service in response to need. ^{vii}
- ▶ **Local people identify with where they live and have a natural interest in being part of a strong community** – so there is an opportunity to tap into this in order to generate behaviour change and a greater sense of responsibility for community wellbeing. ^{viii}
- ▶ **Engaging the community in co-designing and commissioning services** – is the best way to achieve long-term transformative change alongside more resilient communities. ^{ix}

The evidence which drives where we work:

- ▶ **Community-led community spaces provide the critical link between families who would not traditionally use children's services and link volunteers with vulnerable adults** – where there is light touch peer support to help them at home and easy connections to other sources of support. ^x

Areas of focus

If we are to be successful in achieving this fundamental shift of emphasis – from a focus on need and service provision to a focus on mobilising the energies and strengths within communities – we need to articulate the framework within which decisions and actions will be taken across the whole of the Council. Our framework for community resilience will focus on these key areas:

- ▶ Communication
- ▶ People helping people
- ▶ Council Members
- ▶ Our workforce
- ▶ Community spaces
- ▶ Partnerships.

Communication

We do not underestimate the scale of the challenges we face. Success will depend upon a cultural shift within our local communities, away from an “entitlement culture” – the expectation of public services as delivery agents meeting the needs of local people – towards an understanding of everyone “doing their bit”, with local citizens as active co-deliverers and co-designers of provision in their local community.

We need to get the message right in order to achieve this. The Council will initiate an honest conversation with the public about the reality of future public service provision and the role of the local community in the future. Within this conversation, we need to work with the community to find out what they might be able to do without our help, and how we can work better alongside local people, local groups and local community assets. We will work to reposition the Council as part of the local community – one organisation of many locally who work together for local people.

We will improve the way we gather local communication, knowledge and information so that information on very local activities and support are accessible in very local areas, for example, through community hubs. Community hubs will have a vital role in this local intelligence gathering and asset mapping, and provide the key contact for local service providers and local people to find out about local community activity.

We aim to have achieved the following by 2020:

A fundamental shift in the way that our service provision and local communities interact, with Council and local people working together to help those who are more vulnerable.

A clear understanding and agreement on provision which needs to be led by the public sector, provision that could be led by local communities, for example by parish councils, and provision that we can do together.

A shared understanding of what works to promote and facilitate community self-help and community action, building on successful local practice and a growing national evidence-base.

Easy access to up-to-date information on local community activity – for our own staff and for local people.

Local people understand and can input to their neighbourhood, and know where to go for help if they want to find out how to form a community group or apply for funding. The Council actively supports and facilitates community action.

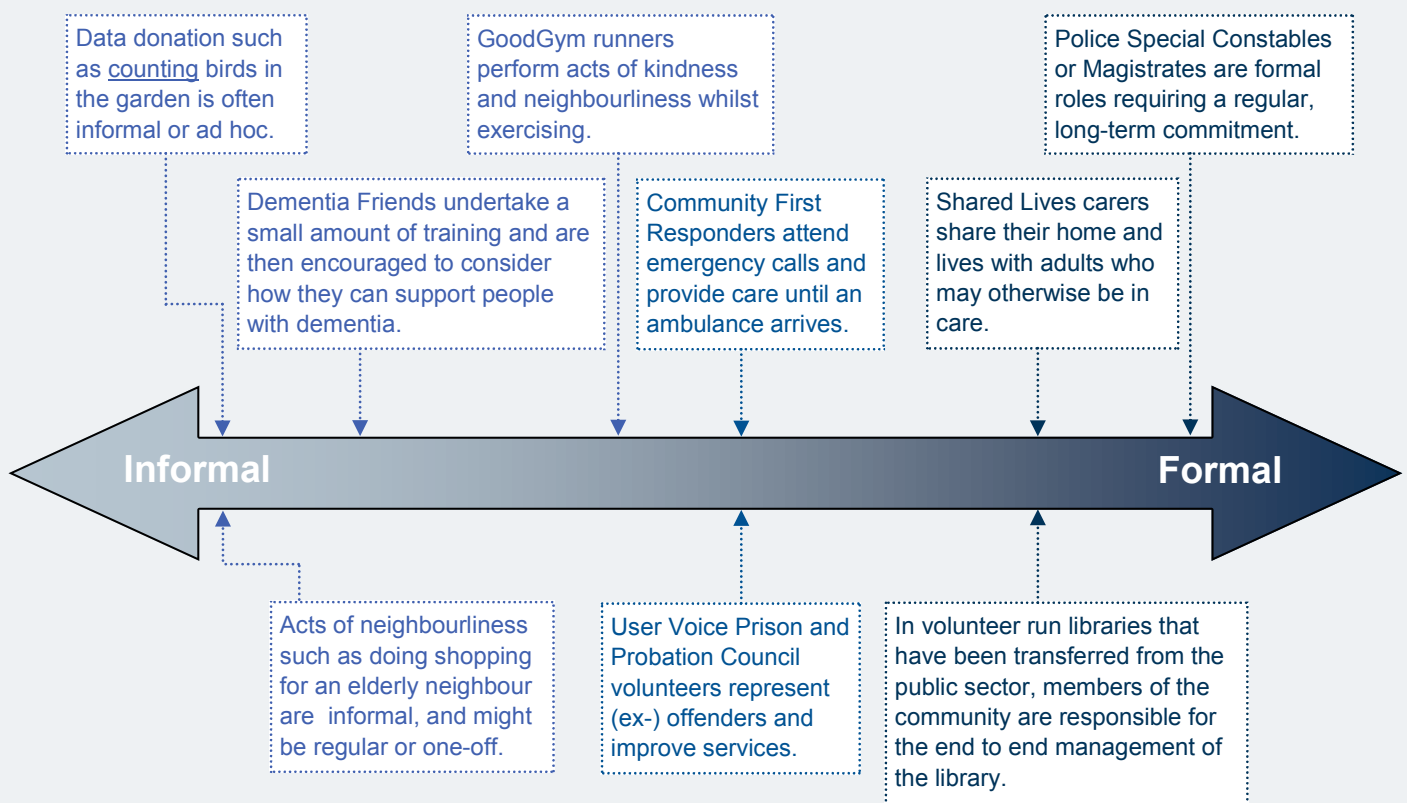
People helping people

Research shows us that professionals are not always the right people to provide help and support. Help from local community peers, with a clear mechanism for their support and training, can be far more effective in reaching people who may begin to need help but who do not come forward to ask for help from professional services. We will make sure that our own services are more systematic in identifying, supporting and deploying peer supporters.

There are already very many people who volunteer their time to help others, both in more formal capacities, or informally at very local levels. Many of our services recruit, support and deploy local volunteers, and we will get better at coordinating these volunteering opportunities and building upon and celebrating their success.

Mobilising citizens: the spectrum of social action

Volunteering, giving, neighbourliness, reciprocity, pro-social behaviour, people-powered public services: what underpins the myriad of such terms is the simple idea of people helping people, of individuals freely taking action to benefit others.



(Nesta 2014)

People helping people...

We recognise the inherent strengths within communities, and we want to provide the right environment for local community groups to thrive. These small, locally-driven groups are often better at meeting the needs of their own communities, and are able to lever other sources of support and funding to add value to their offer. Equally, community leaders exist in all communities, and where these leaders have plans to build community action and community support, we will help them to do so.

We will provide information and advice to help local people to establish local activity, for example, through developing an online toolkit giving advice on sources of funding, support and training that community groups can access, and through opening up our own buildings to local community groups so that they can work alongside us.

We want to build community strengths including:

- ▶ the skills, knowledge and connections of local residents
- ▶ the collective power of local informal associations and clubs
- ▶ the collective resources of public, private and non-profit institutions
- ▶ the physical and economic resources of local places
- ▶ the shared stories, culture and heritage of communities.

We aim to have achieved the following by 2020:

A defined role for some of our frontline workforce about identifying and nurturing peer support and intergenerational support – recruiting and deploying a team of peer or intergenerational supporters drawn from those who have successfully overcome problems or vulnerabilities themselves. This is explicit in job descriptions.

Parent, young people or older people peer supporters are identified, trained and nurtured so that people with emerging or additional needs can access the early help and support they need from people that they trust, thus preventing escalation to higher cost services.

Online communities are supported and developed to facilitate people helping others without the need for Council intervention, for example, through the development of “virtual school gates” – online forum for parents in a school catchment area – so that parents can help and advise each other.

New governance arrangements or informal community leadership are actively supported where appropriate, to give communities the opportunity to design and run their own services so that they can better meet the needs of their own communities.

A clear role for managers in identifying, creating or commissioning the opportunities for need to be met within communities, and managing volunteer resources and local community-facing budgets.

Further investment in community-based support where there is evidence that this reduces direct service delivery costs, e.g. community navigators, foster care for older people and different ways of meeting the needs of people needing home care.

Little Miracles – Parents helping parents

Little Miracles' story is one of people coming together to make things happen for families with children with additional needs and disabilities

The group came together after founders Michelle and Tessa met on a bus. Michelle said: *'The bus driver refused to take my son, who was born with Down's Syndrome, on the bus because of his oxygen. I refused to get off the bus, I was so demoralised that I sat down in the aisle and cried. Fortunately, Tessa was on the bus. She was also a mum of a child with Down's Syndrome and she took me out for a coffee. It was amazing to share experiences with someone who had gone through the same struggles.'*

Michelle and Tessa got on so well that they continued meeting for coffee regularly. Tessa invited a few more parents and before they knew it they had an informal support group and started running activities that parents asked for. It went from strength to strength and outgrew various venues until they were given a disused Council building and DIY SOS created a purpose-built centre for us in Peterborough.

Since then Little Miracles has supported parents to set up branches in Ely and Ramsey (supporting around 200 and 80 families respectively) and more recently in St Neots. Each branch looks very different, based on what parents need, but all provide a range of free activities, training, drop-ins and trips, as well as training peer supporters in bereavement support, benefits advice, counselling and how to refer to other organisations.

Michelle added: *"The informality is really valued. It's really important to us that there's no difference between parents and volunteers, and we all support each other. All our staff have additional needs themselves or have children with special needs. Our trustees are always parents. We recruit great professionals to our advisory boards, but it's the parents that make all the decisions. This way means that we've got an amazing panel of experts to support us, but our users are empowered to make all the decisions for themselves, so that what we offer really reflects what families want."*¹

¹ Full case studies available from: community@cambridgeshire.gov.uk

Council Members

Our Councillors are important to these changes. Members will have a proactive role to play as community leaders within the local communities in their own divisions. Members can create a climate for better engagement between public sector, voluntary sector and community leaders, providing the “glue” locally to bring activity together and playing a critical part in the conversation that needs to happen between the Council and local communities. They know the enablers and community leaders locally and can help to ensure that these community enablers have the right help and support to be successful in their activities.

Members have two key roles to play in developing stronger and more resilient local communities:

1. **Community engagement** – Members facilitate the flow of information and intelligence between local communities and the Council, both in identifying the issues and opportunities within their divisions, and in providing the intelligence local communities need in order to get involved. Councillors will also need to engage with and represent their communities with other organisations such as NHS Trusts, Police services, Jobcentre Plus, and others. In developing this role, it will be crucial to ensure that the expectations of communities are managed effectively.
2. **A community advocate** – nationally, policy makers are highlighting the role for elected members in identifying the needs, wants and assets in the communities they represent, both in terms of vulnerable people and in terms of agencies working in the local area. Members can then act as a conduit between community groups and public services to build real grassroots partnerships to meet the local identified need.

We aim to have achieved the following by 2020:

Councillors have a clear understanding of the features of resilient communities, and understand their key role in supporting this.

Councillors play a lead role in communities co-designing and co-delivering support needed locally.

Local councillors champion community-based provision, proactively linking parish, district, county and community services around a defined understanding of the strengths and needs locally. They identify key people within communities and seek local solutions to be delivered by local people.

Somersham Health and Wellbeing Group – a Member's Perspective

About four years ago I volunteered to pilot a new approach to local community involvement in my patch. Being a parish councillor and also a district councillor helped me to sell the idea of piloting this to the Parish Council.

We encouraged people to contribute their ideas for a local plan, through public events where people used photographs to show what they liked and disliked in their community. The resulting exhibition encouraged more comments and I added some key issues myself that professionals were identifying but weren't necessarily obvious to local people attending, such as childhood obesity and helping older people.

We then set up a Timebank, and the Parish Council agreed to employ a co-ordinator. That has made it easy to swap skills and resources. If someone has a big event, they are able to borrow chairs from the church or village hall. When the football club holds a tournament, marshals with hi-vis jackets are provided by the Christmas Lights working party. As people took advantage of the benefits, they were starting to be better connected. Seeing how that worked made it clear to me that we could do more to work together locally to increase our resilience.

There was no forum for people to exchange knowledge and ideas. Many of those working in the community did not know of each other's existence, let alone contact details. This made it difficult to deliver the actions identified in our Community Plan – in particular around childhood obesity and supporting older people. Health providers and commissioners made encouraging noises, but it was not within anyone's remit to take this forward. It was clear if I wanted it to happen I just had to get on with it myself.

So I set up a very local health and wellbeing group for my Division and invited local practitioners, service providers, volunteers etc. I wasn't sure if people would show up – but nearly two years later, they are still showing up and the group has grown and now includes the Clinical Commissioning Group. We've been able to do some asset mapping together – looking at everything that is available in our communities, all the positive energy of people and all the knowledge and resources that we could all draw on.

It's really important that a group like this is not a talking shop. We always make sure we take actions away. We meet every four months, and now people know who's working locally and how to get in touch between meetings, they work on things together much more. The local practice nurse has been so impressed that she's set up a similar group in Warboys.

The thing is, nobody told me what was needed – being a proactive councillor involves identifying needs and opportunities. If you're really linked in to your community then you'll be able to work out what's missing and help put it in place – you have a license to take the initiative because that's why you were elected. If we think about it, the whole point of elected councillors is that they increase the resilience of the system. If we restrict our activity to being reactive, solving problems as and when presented, we are just preserving the status quo. We all know that is no longer an option. If we want our communities to change to cope with the challenges ahead, we need to act as catalysts for that change.

Our workforce

Through our recruitment practices and through training and development, we will build a workforce that is equipped with the skills needed for new ways of working – skills which include:

- ▶ the ability to build networks and relationships, empathetic
- ▶ the ability to motivate and potentially manage volunteers
- ▶ the ability to innovate to develop local solutions
- ▶ managers who are enabling and not process-driven
- ▶ solutions-focused
- ▶ good communicators and facilitators
- ▶ flexibility and adaptable to change.

We need to reposition our workforce across the whole of the Council so that practice is built on a strengths-based approach, building on the strengths of each individual and their networks and neighbourhoods, rather than a focus on deficits and needs. This will mean redefining roles and responsibilities both for frontline practitioners and for management roles.

We know that this will need significant workforce development and culture change. Our staff are trained and experienced in delivering services to people in need, and a move towards community development and community resilience will entail a very different way of thinking and working for some. Currently, the system tends to wait for people to fall into crisis, then assesses people in terms of their deficits (defining people by what they cannot do) and then provides professional services to meet deficits that have been further re-defined in terms of the service provision available. Frontline staff and their managers will need support and training in order to focus their work in very different ways – ways which build on prevention and community support rather than crisis intervention and public services.

We also know that community volunteers will need to be properly trained and supported in order to carry out their roles safely and effectively. We will therefore look to expand our workforce development opportunities to include our role in identifying, encouraging or supporting people we work with to give back to help others. We will want to explore how we can develop role generosity in some areas to facilitate and support good early intervention across age groups.

We recognise that communities are intergenerational – and yet we tend to segment our services by the age of those needing help. We will take steps where possible towards a workforce that works locally, across age groups, to better reflect how local communities best thrive. In doing this, we will make explicit the role of each frontline practitioner as the “first point of contact” for people who need some help, and make sure that our workforce is equipped with the materials and information that they need to link people into their local communities. We will be clear about the skills that we will need in a workforce which focuses across age groups and networks.

We aim to have achieved the following by 2020:

Good working relations between local public sector and voluntary sector staff, through workforce development, shared workspaces and joint roles across organisations.

A workforce which has at its heart the attributes needed to work across sectors and organisations, seeking solutions and innovating to involve local communities.

A relationship-based “community first” approach to frontline work which links more vulnerable people with sources of help from within their own networks and neighbourhoods, instead of defining support as either commissioned or provided directly by our own staff. Our interventions leave people more connected with their community.

Refocused roles across our workforce which clarify their role in developing community resilience, and build in an intergenerational approach to frontline work. The development of Think Family – or equivalent Think Community.

Close relationships between the voluntary and community sector groups, local community leaders and organisers, local businesses and our own workforce. Community and voluntary groups understand our role in relation to what they do and what we can offer (e.g. space, training, expertise) and how and when to contact us.

New ways of working to connect people and their community

Ben is a young adult on the Autistic Spectrum who had really struggled to engage in activities. He has support from Adult Social Care, and is also being seen by probation services as he's previously been charged with assault.

Ben has been attending a Learning Disability setting, and would normally have one to one support and close supervision because of his difficulties and his criminal record. Ben's workers would not have felt confident or able to suggest that he could take part in a mainstream activity. However, staff in Adult Social Care are being encouraged to innovate and to seek local solutions for their clients rather than relying on the more traditional care package. So when staff heard about a volunteer gardening group through the local Volunteer Centre they felt able to suggest that this might be something Ben would want to get involved in.

With Ben's consent, workers shared the risk assessment with the gardening group and the group were completely unfazed. They already worked with people who were out of work and had a criminal record; they were confident that Ben would be able to participate safely.

Traditional Learning Disability services would not have been able to provide the same experience to Ben. Allowing him access to sharp tools may have been seen as too risky, particularly as there would be vulnerable and physically fragile service users around. There would be more staff around and less possibility of independence. At the gardening project, it's a completely different atmosphere. Ben has a task he needs to achieve, and he responds positively to his independence.

As well as the gardening project Ben is now much better able to access his local library. The staff in the library have all had autism training, and training was also offered to the local Costa Coffee he likes to go to. Costa were really happy to engage, and took a phone number in case there was an incident – but said they didn't need any training to be welcoming, supportive and accepting of Ben.

In the last six months, Ben has had no further police involvement. He's shown himself that there's a wider world, and he can access meaningful activities outside Learning Disability services. The most important change enabling staff to help Ben more effectively was being encouraged to think differently about risk, to share information more freely and to focus on finding local solutions rather than following set processes.

Community spaces

We want to work locally, in local areas which are accessible to local people. We will aim to work from buildings that are shared spaces used by our own teams alongside Partners, voluntary sector organisations and community groups. This will build more collaborative working and help to blur the line between council and wider community support.

Through our work in new and growing communities, we have developed a set of principles for establishing community hubs to provide the catalyst for community development and to encourage community resilience. We will build upon these principles to develop a network of community spaces across the county. This model will enable us to rationalise the use of our buildings, using very local knowledge to identify spaces which communities use most, and also will help to build the links between local public and voluntary sector organisations, local businesses and local people.

We will network best within local communities in buildings which are already well used by local people. This may be a building currently run by the Council, e.g. a library or children's centre, but may equally be a community centre or village hall. We will support the development of a network of spaces, services and activities in an area around this central hub – providing the opportunity for local service providers and local people to work together through this network to identify and respond to local issues. This network will be key to recruiting, supporting and deploying volunteers within local areas, and will link vulnerable or isolated people into sources of community support.

This means that we will rationalise the use of our buildings across our Council services and with Partners. Alongside our own service provision, we will ensure where possible that local community groups can share our space and work alongside us to provide services for local communities. There will be occasions where our buildings are deemed surplus to requirements, and decisions will need to be made about the future use of these buildings.

Our buildings are public assets. They need to function in a way that has the most value for Cambridgeshire. There is a balance to be struck between the social value which a property asset can help to generate, and the financial value which an asset can release to support the Council's delivery of services or investment in alternative community resilience initiatives across the county. Financial value cannot be discounted merely because an asset can be put to a local community, charitable or 'not for profit' use.

We will make decisions on the future of our buildings based upon a set of clear principles which incorporate the drive to develop resilient communities, ensuring that there are sound social and financial bases to our decisions.

The Council has others assets too which need to be used in ways which make most sense and bring the most value for Cambridgeshire residents. For example, we have mobile facilities such as mobile libraries. We recognise that we need to improve the way that we use these assets to support resilience within communities.

We aim to have achieved the following by 2020:

A network of community spaces which are the first port of call for the local community (see appendix), rationalising the use of existing buildings such as libraries and children's centres, and joining with Partners where possible around local community spaces.

Agreed criteria by which disposal, continued use or asset transfer at nil cost will be appropriate where County Council assets are not required for County Council operational use.

A clear set of policy statements (community asset transfer, community right-to-buy, reducing capital liabilities, land disposal) to guide decision making for our councillors and for potential providers

Further exploration of the use of our wider assets to better support community resilience.

Vir2oso taps into talented town

Vir2oso is the brainchild of Tracey, a social entrepreneur who has discovered that St Neots has got talent. Her story is one which shows how real energy can be unleashed if encouraged and developed unhindered.

Vir2oso was born out of frustration, with Tracey finding that there were no affordable arts opportunities locally for her two sons and other kids.

Rather than sticking her head in the sand, she decided to use the power of social networking and soon found out there were like-minded people locally on Facebook who felt the same way and were willing to give a helping hand and volunteer.

Then things really started to happen. She started working with the Children's Services Locality Team who offered her some space at the Bargroves Centre. This meant she now had a base to run arts activities and clubs for local kids, allowing them to explore their creativity and develop their confidence with volunteers on hand to help. She also has a market stall and recently got funding for an arts caravan where people can come along on market days and have a go.

The relationship with the Locality Team is a true partnership – they can support her to explore new ideas and have trained Vir2oso volunteers in youth work. In return, Tracey supports their work and Vir2oso runs youth activities that the Locality Team can no longer provide. She says that more opportunities for local decision making would be amazing, so if people who know the area think something would be useful, they are empowered just to say yes!

Partnerships

This strategy focuses for now on the role of the County Council in relation to community resilience, as well as the role of LGSS (Local Government Shared Services) particularly in terms of community spaces and workforce strategy.

However, the relationship between local authorities, NHS, police and housing providers needs to be more fluid. Statutory and voluntary sectors including faith-based organisations need to create better forums for sharing insight and jointly building platforms for commissioning and delivering services.

There is also an opportunity for public agencies to think about the contribution that can be made by the private sector and the ways that businesses can work in partnership with local authorities, not just as service deliverers but also as corporate citizens. The future sustainability of our local communities will depend upon the extent to which communities can become more economically and socially productive – and how effective public agencies are in supporting this.

We recognise therefore that a strategy to build resilient communities cannot function in isolation. Hence this strategy will be further developed and delivered in partnership with other community stakeholders, in the public, voluntary and business sectors.

We aim to have achieved the following by 2020:

Businesses are engaged with their local area as corporate citizens.

There is an agreed set of working practices and processes in working with local health services (e.g. midwives, health visitors, district nurses and GPs) so that when they identify potential vulnerabilities (e.g. older people becoming frailer, pregnant women who may struggle with motherhood), there is a system to link these people with sources of local support.

Voluntary sector organisations and adult learning providers work closely with us in our aims to build community capacity.

A broader partnership strategy or agreement to build community resilience which builds on the commitments from the Council.

Godmanchester Baptist Church

We run a group for carers and toddlers on Wednesday morning. There's crafts, singing and we usually end with a story. About 60 families attend. There's very high use by the Polish and Hungarian communities – having a big, integrated group means that they can get help with translation if they need it, but also that it's possible to just chat and socialise in their own language. There's loads of signposting and informal support that goes on during this session, both from volunteers and also between the parents who attend. One of the parents is a National Childbirth Trust rep, there's often breastfeeding support or second hand clothes for sale, and we're in talks with the local library about starting to run a micro-library. But more importantly than any of that, it's so valuable for parents with young children just to have another adult to talk to. People really value the relaxed atmosphere, we have tea and coffee and parents are able to socialise.

We also run a children's club for ages 7-11, with games, craft activities. At the same time we run a coffee area for parents to be able to relax and chat while children play independently. This is somewhere that very supportive conversations take place – for example, a lot of our families share their experiences of long term separation from dads who may be working abroad, serving with the army, or otherwise absent. This is a peer support network that has just formed naturally.

When the local children's centre first started up, no one seemed to see provision for children and families as a partnership, as component parts of the local provision for families. The children's centre started running groups at the same times as another local community parenting group, which as a result almost had to close. We were able to give them some support to keep running which was fortunate because after a little while the children's centre had its funding reduced and could no longer provide those groups. So if the original community group had gone under there wouldn't have been any provision!

When the local children's centre first set up, we had very little contact with them. Better communication will help the children's centre to know that our group is a good place to refer Polish-speaking parents who might be isolated. We also offer peer support for parenting skills. On the other hand, we don't have many young mums who access our service, so we know there's a gap in provision – so that's something the children's centre will need to focus on.

Our relationship with the children's centre is forming now, and we are really hopeful that by improving our communication we can improve what we offer to local families. We know that we can all achieve far more for our local families if we work in partnership.

Risk

By 2020, the Council will have reviewed and revised its appetite for risk across the organisation so that we have built in a greater level of trust in community action. This will have driven a change in the management working practices and frontline staff, where they are better able to step back and allow the community to step up in direct work with vulnerable people. We will have debated and prepared for the challenges that will inevitably arise.

Financial benefits

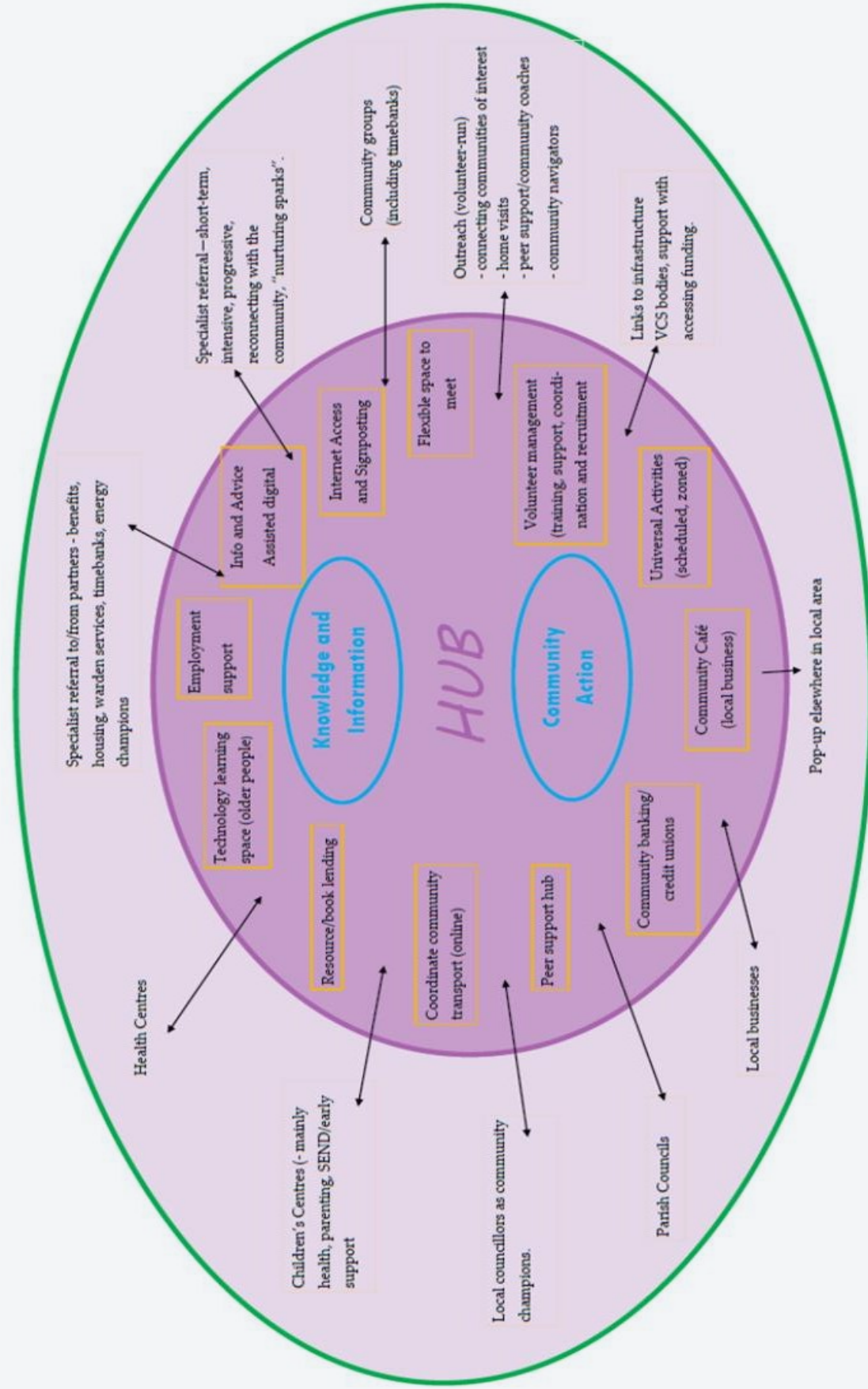
The financial benefits of the strengths-based approach to working with individuals and on fostering more resilient and supportive communities are in relation to:

- ▶ **Costs avoided** – for example, shorter and less costly care packages for older people, where neighbours and friends can do some of the things that we currently ask domiciliary care providers to undertake, or where our Re-ablement team links people to community activities rather than extending their own input;
- ▶ **Helping to guide where savings could be made in front line services** – for example, where local parents step up to successfully offer peer support through children’s centres or other community spaces and therefore reduce the need for services for parents in crisis, or where communities undertake some highways improvement work;
- ▶ **Mitigating the impact of cuts which will have to be made to front line services** – for example, by making sure there is a greater wealth of volunteer capacity in local areas with people willing and able to give some time to help others – through more organised opportunities such as timebanks, or through raising awareness and perceptions of volunteering opportunities.

It is challenging to predict accurately the savings that will accrue. However, we will present our business planning proposals with savings predicated upon this approach. Our work now should help to guide where savings can be made, and inform decisions on how to plan our remaining service budgets in the most effective way for local people.

We will be brave about articulating what we will have to stop doing, but we will underpin this with better support to help communities to step in to do some of the things that we currently do. We will be clear about the financial contributions of local community action, and how this financial contribution can help to protect some Council services.

Building community resilience through community spaces – an example



Help to help yourself

Help from the local community

Help to get involved

- i Community Connectors Asset Based Community Development (ABCD) Pilot Project Report
April 2014
- ii Clarence and Gabriel (2014) “People Helping People – the future of public services”
www.nesta.org.uk
- iii Russell (2009) “Communities in Control – Developing Assets”
www.carnegietrust.org.uk
- iv “Radical Efficiency in Action – Transforming Early Years”
www.innovationunit.org www.nesta.org.uk
- v “Managing Demand: Building Future Public Services”
www.thersa.org
- vi “Radical Efficiency in Action – Transforming Early Years”
www.innovationunit.org www.nesta.org.uk
- vii “Managing Demand: Building Future Public Services”
www.thersa.org
- viii Clarence and Gabriel (2014) “People Helping People – the future of public services”
www.nesta.org.uk
- ix “Managing Demand: Building Future Public Services”
www.thersa.org
- x “Radical Efficiency in Action – Transforming Early Years”
www.innovationunit.org www.nesta.org.uk

COMMENTS FROM OVERVIEW AND SCRUTINY PANEL (COMMUNITIES AND CUSTOMERS) – 5th January 2016

VOLUNTARY SECTOR GRANT FUNDING 2016/17 – 2019/20

The Overview and Scrutiny Panel (Communities and Customers) was informed that as the current three year funding programme is coming to an end on 31st March 2016 and with the need to make substantial savings the Council should take the opportunity to review its procedures, criteria and priorities for future support to voluntary sector organisations.

Members were acquainted with the five funding options for voluntary sector organisations, the current organisations in receipt of funding and the three options for future allocation of funding. Members noted that in addition to the voluntary sector grant funding the Council provides Cambridgeshire County Council also allocates just under £19k.

The Panel expressed their disappointment that the report was not presented months earlier and emphasised that the short timescale does not allow for Members to give full consideration to the proposals. Members thought it was unfair that the voluntary sector organisations in receipt of funding would not have sufficient time to source alternative funding if the options were to be adopted.

There was concern that the report does not contain the effect a reduction of funding would have upon the six organisations in receipt of voluntary sector grant funding. Members noted it would be useful if the report contained information concerning the benefit the organisations have upon the District as a result of the funding.

Members expressed the preferred outcome which would be for the Cabinet to set the priorities it would like the voluntary sector organisations to achieve, allocate funding and then invite voluntary sector organisations to bid for funding. However Members emphasised that this could only occur once a full analysis of the existing arrangements has been completed.

The Panel does not support any of the options presented within the report and instead would like to see funding remain at its current level for 2016/17 in order for a working group to carry out and complete work on finding an alternative funding arrangement which will be in place for 2017/18.

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Public/Confidential*
Key Decision - Yes/No*
* Delete as applicable

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Draft 2016/17 Revenue Budget and Medium Term Financial Strategy (2017/18 to 2020/21)
Meeting/Date:	Cabinet 21 January 2016 Overview & Scrutiny Panel (Economic Well-Being) 7 January 2016
Executive Portfolio:	Resources: Councillor J A Gray
Report by:	Head of Resources
Ward(s) affected:	All Wards

Executive Summary:

The Council is required to set an annual budget for the forthcoming year, in order to set the Council Tax for the area, and approve its Medium Term Financial Strategy (MTFS) covering the following four years. This report sets out the draft budget for 2016/17, detail of the draft service budgets and the revised MTFS for the period 2016/17 – 2020/ 21 for Cabinet approval.

The 2016/17 budget and MTFS have been set following the policies that have been agreed and the completion of the Zero Based Budget (ZBB) exercise that started in the Autumn of 2014.

At this point in the budget setting process, the draft Net Service Expenditure budget for 2016/17 is £17.9m (the detailed draft 2016/17 Budget and MTFS is shown in **Appendix 1**).

When comparing the draft Net Service Expenditure budget to the 2015/16 Forecast Outturn and the Original Budget, there has been a net saving of £0.9m (4.6%) and £1.3m (6.9%) respectively. The draft figures for 2016/17 include:

- savings from Tranches 2 and 3 of the ZBB programme of £2.2m, as agreed at Cabinet in September and December 2015.
- the impact of all other budget adjustments which adds back £0.9m (inflation, effect of capital and other changes).
- the implications of the Commercial Investment Strategy Business Plan, as reported to Cabinet in December 2015 (£0.432m by 2020/21).

Capital Programme

There is a capital requirement of £10.5m in 2016/17 funded from borrowing (£9.6m) and grants/capital receipts (£0.9m). The revenue implications of the individual capital proposals are built into the individual revenue budgets and the impact of the proposed programme on the minimum revenue position (MRP) is **£61,000**. In addition there is an MRP increase in 2017/18 of £0.6m as a result of the funding of the 2016/17 capital

programme.

Government Funding

The total government funding (Revenue Support Grant and New Homes Bonus) used within the Draft 2016/17 Budget is £7.1m, this decreases to Nil by 2020/21. The assumptions regarding funding are based on the draft local government finance settlement that was announced by the Secretary of State for Communities and Local Government on the 17th December 2015. Taking into account Non-Domestic Rates, the total projected grant funding for the Council in 2016/17 is £11.3m, which is a £0.4m decrease over what was included in the 2016/17 to 2019/20 MTFs.

Council Tax

The Council Tax base (i.e. the number of Council Tax Band D properties) is 59,358 for 2016/17 with a detailed breakdown by parish shown in **Appendix 2**, for the period of the MTFs this has been increased by 1.8% per annum.

The current MTFs contains the aspiration for the Council Tax to be frozen at its current level of £133.18 for the duration of the MTFs. The impact of applying this policy over the life of the draft MTFs is that after taking into account the ZBB savings and government funding changes, the Council will potentially have to make contributions from the General Fund Reserve of £3.7m over the period of the MTFs.

Reserves

The impact on the General Fund (GF) reserve of the application of Council tax freeze policy reduces the GF reserve to a negative position of (£0.6m) at the end of 2020/21. The recommended minimum level of GF reserves is 15% of the net revenue expenditure, which would be £2.6m in 2020/21. Consequently, this is an unsustainable financial position. To address the gap between forecast income and forecast spend, over the life of the MTFs the Council will need to consider in each budget cycle whether it cuts services, raises Council tax, generates more income or uses reserves.

Four-year settlement

As part of the Governments consultation on the 2016/17 provisional settlement, they have announced their intention to offer all Councils a four-year financial settlement, subject to some technical annual adjustments. The reason this offer has been made is to support the transition to self-sufficient local government by 2019/20 but will be subject to approval of an efficiency plan. Initial evaluation is showing a more beneficial grant position; if the deadline for submission of the efficiency plan is before the Cabinet meeting in February; delegated authority is sought for approval of the plan subject to agreement by both the Executive Portfolio Holder for Resources and the Head of Resources.

Voluntary Sector Grants

At the Overview And Scrutiny Panel (Communities And Customers) held on the 5th January 2016 a report entitled "Voluntary Sector Grant Funding 2016/17 – 2019/20" was discussed by the Panel. The recommends that the level of grants should remain at current levels for 2016/17 and a working group established to complete a review of funding arrangements (paragraph 7.2/**Appendix 5**).

Recommendations:

It is recommended that Cabinet:

1. approves the freezing of Council Tax for 2016/17.
2. approves the removal of the savings proposal to charge a bus departure levy within the District.
3. approves the draft capital programme 2016/17 to 2020/21
4. approves the overall draft budget 2016/17 and MTFS 2017/18 to 2020/21
5. considers the current MTFS position with regards to the General Fund Reserve and agrees to continue the use of the ZBB principles and commits to continue to develop the actions and programmes as set out in the "Plan on a Page" to find further savings and efficiencies in order to maintain a prudent level of reserves throughout the MTFS.
6. approves the Council Tax Base 2016/17 as detailed in Appendix 2.
7. considers the offer by Government to all Councils of a four-year financial settlement. If the deadline for submission of an efficiency plan is before the February Cabinet meeting, delegated authority is sought for approval of the plan subject to agreement by both the Executive Portfolio Holder for Resources and the Head of Resources.
8. considers the comments of the Overview And Scrutiny Panel (Communities And Customers) held on the 5th January 2016 in respect of Voluntary Sector Grant Funding 2016/17 – 2019/20 (paragraph 7.2/Appendix 5) and determines what action in respect of budget changes to Voluntary Sector Grants should be made for 2016/17 and over the MTFS period.

1. WHAT IS THIS REPORT ABOUT?

1.1 To provide Cabinet with the detail of the draft budget preparations to date for consideration and approval. The report sets out:

- the draft 2016/17 Revenue Budget and Medium Term Financial Strategy (MTFS) for the period 2017/18 to 2020/21,
- how the budget has moved in comparison to the 2015/16 Original Budget and the 2015/16 Forecast Outturn,
- draft capital programme 2016/17 to 2020/21, and the.
- Impacts on reserves and some new initiatives noted within the Governments consultation on the 2016/17 provisional financial settlement.

2. PREPARATION OF THE DRAFT BUDGET 2016/17, AND MEDIUM TERM FINANCIAL STRATEGY 2017/18 TO 2020/21

2.1 The 2016/17 budget and MTFS have been set following the policies that have been agreed and the completion of the Zero Based Budget (ZBB) exercise that started in the Autumn of 2014. This now means that all departments within the Council have had a fundamental review of the service and the resources required to deliver those services. Tranche 1 of the ZBB programme was delivered in December 2014 and the outcomes were built into the 2015/16 budget. Tranches 2 and 3 have taken place during the current financial year, the outcomes were reported to this Committee and approved by Cabinet in September and December; and they have now been incorporated within the draft budget for 2016/17 and the MTFS 2016/17 to 2020/21.

2.2 In addition, the draft budget and MTFS has also taken into account the following:

- conclusions of ZBB Light reviews
- revenue implications of the draft capital programme
- grant settlement relating to New Homes Bonus and Council Tax Freeze Grant and Funding Estimates for Revenue Support Grant and New Homes Bonus.
- the draft capital programme 2016/17 to 2020/21

2.3 The detailed analysis of the draft 2016/17 Budget and MTFS (2017/18 to 2020/21) is attached at **Appendix 1**.

3. SAVINGS AND GROWTH

Zero Based Budgeting

3.1 The 2016/17 budget and MTFS have been set following the policies that have been agreed and the completion of the Zero Based Budget (ZBB) exercise that started in the Autumn of 2014. This now means that all departments within the Council have had a fundamental review of the service and the resources required to deliver those services. Tranche 1 of the ZBB programme was delivered in December 2014 and the outcomes were built into the 2015/16 budget. Tranches 2 and 3 have taken place during the current financial year, with the outcomes reported to this Committee and approved by Cabinet in September and December; and they have now been incorporated within the draft budget for 2016/17 and the MTFS 2016/17 to 2020/21. In addition, all ZBB Tranche 1 services have had a ZBB Light review to ensure that all budgets have been subject to a high level of scrutiny. Consequently the impact of the

2016/17 ZBB reviews has resulted in savings of £2.2m for 2016/17 rising to £4.0m in 2020/21. These are summarised in **Table 1** below:

Table 1 - ZBB Tranche 2 & 3 Savings					
Service	2016/17 £'000	2017/18 £'001	2018/19 £'002	2019/20 £'003	2020/21 £'004
Directors and Corporate	(221)	(323)	(373)	(373)	(373)
Resources	(85)	(147)	(210)	(272)	(272)
Customer Services	(543)	(778)	(918)	(1,075)	(1,075)
Operations	(860)	(1,121)	(1,347)	(1,657)	(1,657)
Development	(314)	(314)	(315)	(315)	(315)
Community	(112)	(169)	(172)	(173)	(173)
Leisure & Health	(102)	(123)	(123)	(123)	(123)
TOTAL	(2,237)	(2,975)	(3,458)	(3,988)	(3,988)

3.2 Included in the Community Services Tranche 2 proposals, was a proposal to implement a bus departure levy in the District, raising an estimated £75,000. Following further discussions on this proposed it is being recommended that this proposal is removed from the ZBB savings. This change has been built into the draft budget.

3.3 In addition, the implications of the Commercial Investment Strategy, as reported to Cabinet in December 2015 have been included in the draft budget.

Growth

3.4 There has not been any growth within the budget except for items where it is unavoidable e.g. additional pension costs, statutory technical adjustments and some limited budget corrections. There has not been any general service inflation but there are assumptions built in for Pay and Business Rates inflation, both at 1%. Members should note increases in One Leisure income currently reflect general price increases. These income lines are currently being reviewed and will be updated for the Final Budget Report that will be presented to members in February.

3.5 The significant exception to this is in relation to the recycling service. In June 2014 the Council, as part of its involvement in the Cambridgeshire and Peterborough Waste Partnership (RECAP) entered into a joint contract for the processing and sale of recyclable materials. One of the main aims of the contract was to support the Council to deliver its waste minimisation targets. A joint decision by each council in RECAP was taken and endorsed to amend the commercial basis of the contract i.e. taking on increased commercial risk than under the previous contract. This involved the partners electing to take a greater share of the income from the sale of recyclables to reduce other costs

paid under the previous contract; this was based on assumptions that the market for recyclables would at least remain constant if not grow. The reality has been the worldwide collapse of the market for recyclables resulting in a reduced income to this Council and all the other partners in RECAP. This income in part meets the costs of the contract and these costs have remained constant because the tonnage of materials for recycling has remained constant. The net effect is additional costs for the Council from a projected monthly cost of £2,500 per month to an estimated cost of £25,000 per month if the recyclables market does not recovery to its previous position.

3.6 The unavoidable growth or other statutory technical adjustments that have been included within Corporate Finance are shown in **Table 2** below. The MRP impact in 2016/17 reflects capital investment that has taken place during 2015/16 (there is always a one-year lag in the payment of MRP). As a consequence of the proposed 2016/17 capital programme noted in paragraph 3.7, there is growth in MRP in 2017/18 of £0.6m. This increase could be reduced if not all the 2016/17 Capital Schemes went ahead.

Item of Unavoidable Growth	2015/16		2016/17			Reason for Growth
	Forecast	Original Budget	Budget	Growth Against Forecast	Against Updated Budget	
	£'000	£'000	£'000	£'000	£'000	
Minimum Revenue Provision	1,574	1,574	1,635	61	61	Additional capital spend due to the Council not funding capital expenditure from other sources (grants/capital receipts)
Pension Contribution	1,136	1,135	1,510	374	375	Actuarial revaluation

Capital Programme

3.7 The detailed draft capital programme for the period 2016/17 to 2020/21 is included in **Section 3 of Appendix 1** and summarised in **Table 3** below, along with the sources of finance. The revenue implications of the individual capital proposals are built into the individual revenue budgets and the impact of the proposed programme on the minimum revenue position (MRP) is **£61,000**. In addition there is an MRP increase in 2017/18 of £0.6m as a result of the funding of the 2016/17 capital programme.

3.8 All capital proposals have been subject to internal officer scrutiny via the Finance Governance Board and have followed the capital project methodology introduced last year.

Table 3	Forecast	Budget	Medium Term Financial Strategy					
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
			£000s	£000s	£000s	£000s	£000s	£000s
Community	1,230	1,048	40	40	40	40		
Development	3,605	1,400	1,300	1,200	1,300	1,200		
Leisure and Health	812	1,194	270	281	317	317		
Resources	3,138	3,090	0	0	0	0		
Customer Services	13	531	150	50	0	0		
Operations	1,058	3,249	1,710	805	1,599	1,226		
Total Expenditure	9,856	10,512	3,470	2,376	3,256	2,783		
Financing								
Capital Receipts	(1,347)	(400)	(300)	(300)	(300)	(300)		
Grants and Contributions	(3,456)	(536)	(758)	(792)	(810)	(853)		
Borrowing External	(2,750)	(7,750)	(2,000)	(1,000)	(2,000)	(1,000)		
Borrowing Internal	(2,303)	(1,826)	(412)	(284)	(146)	(630)		
	(9,856)	(10,512)	(3,470)	(2,376)	(3,256)	(2,783)		

Borrowing:

- *External - for 2016/17 this includes the balance of the loan to Luminus Housing. Any additional external borrowing to the capital programme will be included in the Treasury Management Strategy that will be approved in February 2016.*
- *Internal - this is the use of the Councils working capital within the balance sheet.*

4. SUMMARY DRAFT BUDGET 2016/17 and MEDIUM TERM FINANCIAL STRATEGY 2017/18 TO 2020/21

Council Tax Base

- 4.1 The draft Council Tax base is 59,358 for 2016/17 with a detailed breakdown by parish shown in **Appendix 2**. For future years the Council Tax base has been increased by 1.8% per year which reflects:
- the increase that has occurred over the past few years,
 - allowing for future new build planning projections included within the current Planning Trajectory produced by the Planning Service, and
 - advice from the Local Taxation Team.

Council Tax Freeze

- 4.2 The 2016/17 budget and MTFS are based on a Council Tax freeze over the period. There is no new Council Tax Freeze grant for 2016/17 and the remaining years of the freeze grant, in relation to prior year freezes, is now rolled into RSG.
- 4.3 However, it should be noted that within the Provisional Settlement, that was announced by the Secretary of State for Communities and Local Government on the 17th December, the Council Tax referendum criteria were changed to allow those Councils in the lower quartile for Council Tax, in which the Council is duly banded, to raise the Council Tax for the duration of this parliament by the higher of £5 or 2%. For the Council this would be the £5 limit.
- 4.4 If the Council were to take advantage of this change and increase Council Tax by £5 (3.75%) to £138.18 for only 2016/17 it would raise £0.3m and a total of

£1.5m over the life of the MTFS. If the Council remained in the lower quartiles, and increased Council Tax again by £5, this of course would be considerably more.

Government Grant

4.5 New Homes Bonus

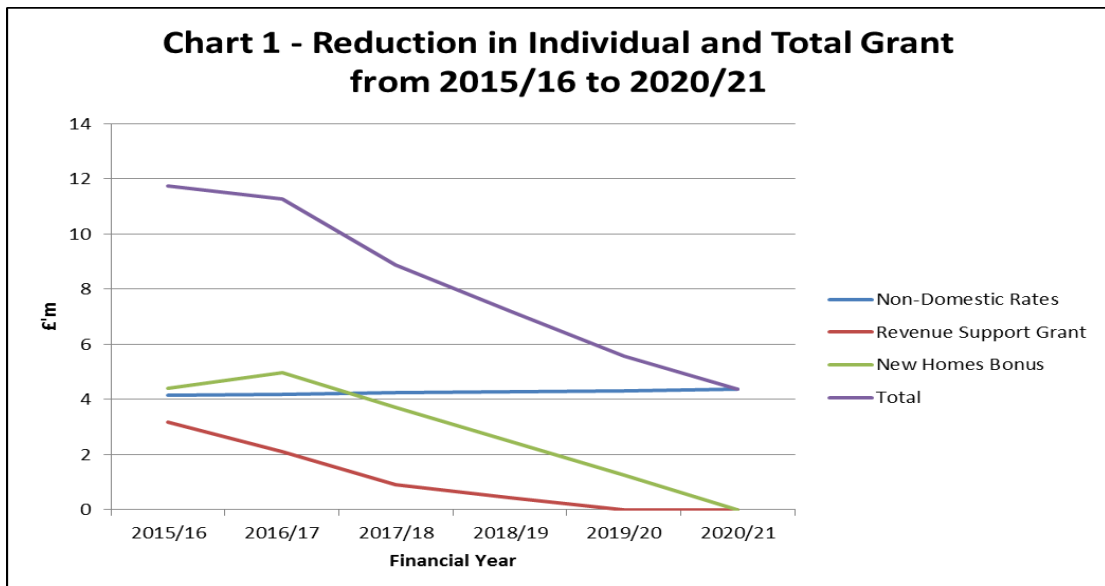
On the 17th December, the Secretary of State for Communities and Local Government announced the 2016/17 New Homes Bonus allocation of £5.0m; this is an increase of £0.4m over what was included in the 2016/17 to 2019/20 MTFS. The Government is expected to be carrying out a consultation on the future of the NHB and therefore there is considerable doubt as to the continuance of NHB and therefore, over the period of the MTFS, this is modelled to decrease to Nil by 2020/21.

4.6 Revenue Support Grant, Non-Domestic Rates

On the 17th December, the Secretary of State for Communities and Local Government announced the 2016/17 Revenue Support Grant (RSG) of £2.1m, an decrease of £1.1m, and the Non-Domestic Rates (NDR) baseline of £4.2m a net marginal increase of £30,000 over what was included in the 2016/17 to 2019/20 MTFS. Over the period of the MTFS, it is modelled that RSG will have gone and NDR increased to £4.4m by 2020/21

Grant Support for 2016/17	£'000
Revenue Support Grant	2,110
New Homes Bonus	4,965
	<hr/>
	7,075
Retained Non-domestic Rates	4,190
	<hr/>
	11,265

4.7 Following Government announcements that it intends Local Government to be fully self-financed, from Council Tax and NDR, by 2020, the MTFS models all Government grant being removed by 2020/21 and the council's sole sources of finance being Council Tax and NDR. **Chart 1** below shows the decrease over the MTFS period, with the sole grant remaining being NDR. The total reduction in grant by 2020/21 is £6.9m (61.3%).



Collection Fund Surplus/Deficit

- 4.8 The Collection Fund is the statutory account through which Council Tax and Business Rates income and the payments to preceptors of their respective shares are accounted for. Any surplus or deficit on the Collection Fund at year end is distributed to the preceptors, as per legislation. The Council is required to make an estimate of the projected surplus or deficit of each component of the Collection Fund at year end in order for the preceptors to bring their share of the surplus or deficit into the budget setting process.
- 4.9 The estimated year end position of the Collection Fund is shown in **Table 4** below along with the share that is apportioned to the Council. A deficit position occurs when less Council Tax and/or Business Rates is collected than estimated; this deficit position is then shared between the preceptors. For Business Rates the deficit position is caused by a high level of outstanding appeals against business rate valuations for which a provision has to be established. As a consequence of creating the provision this has caused a deficit position within the Collection Fund; however due to the technical requirements of the Business Rates Retention Regulations (i.e. Safety Net Grant), the Council only has to fund a small proportion of the overall deficit (£0.3m).

Table 4	(Surplus)/Deficit (£'000)	HDC Share (£'000)
Council Tax	(401)	(55)
Business Rates	8,237	3,876
TOTAL	7,836	3,821
Safety Net Grant		(3,564)
Net Impact on Funding		257

Impact on Reserves

- 4.10 **Table 5** below shows the estimated impact on the General Fund over the life of the MTFs. With the cuts in Government funding it is anticipated that contributions from the reserve of £3.8m over the life of the MTFs will be required. This will have the effect of putting the reserve into a negative balance of (£0.6m) by 2020/21.

Table 5	Forecast	Budget	Medium Term Financial Strategy			
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
General Fund Brought forward	9,287	3,022	5,273	5,576	4,645	2,553
Contribution (to) Reserve	535	2,251	303			
Contribution from Reserve	(6,800)			(931)	(2,092)	(3,190)
Carried forward	3,022	5,273	5,576	4,645	2,553	(637)
<i>Minimum Level of Reserves</i>	2,687	2,693	2,648	2,604	2,554	2,561

4.11 This is an unsustainable position and as a result the Council has a number of options to consider in order to ensure it is budgeting in a sustainable manner both in terms of on-going revenue and funding and its reserves.

- i. Maintain the current level of reserves and CIS investments and continue the programme of ZBB reviews in order to find the necessary savings to bring the GF reserve back to a prudent level.
- ii. Increase Council Tax in 2016/17 and future years in order to generate greater Council Tax receipts.
- iii. The decision to transfer £6.8m from the GF reserve to the CIS earmarked reserve is reversed. As a result the approved CIS business case will need to be reviewed.
- iv. Take a less aggressive view on the reduction of Government funded NHB and therefore anticipate higher levels of government grant in future years or growth in business rates.

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

4.12 Incorporating the:

- Savings and Growth budget changes noted in paragraph 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 is shown in **Table 6** below:

Table 6	Forecast	Original Budget	Budget	Medium Term Financial Strategy			
	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Services provided:							
Directors and Corporate	2,348	2,377	2,300	2,212	2,178	2,185	2,197
Resources	-392	-445	-308	-566	-871	-918	-971
Customer Services	4,425	4,488	2,355	2,167	2,062	1,939	1,970
Operations	4,727	4,593	3,968	3,753	3,608	3,383	3,428
Development	1,427	1,691	1,370	1,224	1,221	1,242	1,265
Community	1,987	2,130	1,936	1,922	1,940	1,954	1,979
Leisure & Health	-53	58	-280	-516	-720	-935	-1,115
Shared Service	0	0	1,796	1,832	1,869	1,906	1,944
Corporate Finance	4,336	3,988	4,799	5,611	6,053	6,252	6,360
Net Expenditure	18,804	18,881	17,938	17,639	17,340	17,008	17,058
Contribution to/(from) Earmarked Reserves	875	797	(257)	0	0	0	0
Budget Requirement	19,678	19,678	19,931	17,942	16,409	14,916	13,868
Non-Domestic Rates	(4,160)	(4,160)	(4,190)	(4,232)	(4,274)	(4,317)	(4,360)
Revenue Support Grant (RSG)	(3,183)	(3,183)	(2,110)	(921)	(442)	0	0
New Homes Bonus (***)	(4,403)	(4,403)	(4,965)	(3,724)	(2,483)	(1,241)	0
S31 Grant	0		(1,018)	(1,018)	(1,018)	(1,018)	(1,018)
Council Tax Freeze Grant (**)	(82)	(82)	0	0	0	0	0
Collection Fund Deficit	(82)	(82)	257	0	0	0	0
Council Tax							
- Requirement	7,768	7,768	7,905	8,048	8,193	8,340	8,490
- Base (*)	58,329	58,329	59,358	60,426	61,514	62,621	63,749
- 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 1.8%.</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 Assumes a 25% reduction per year on the 2016/17 base.</p>						

Four-year Settlement

4.13 It is brought to the attention of members that as part of the Governments consultation on the 2016/17 provisional settlement for local government, the government have announced they are inviting Councils to take up a four-year funding settlement to 2019/20 to support the move to all Councils being self-sufficient by the same year (i.e. having Business Rates and Council Tax as the main sources of core funding). An extract from the Provisional Local Government Settlement 2016/17 is shown at **Appendix 3** and a summary of the key issues and considerations is shown below:

- provide the funding certainty and stability to enable more proactive planning of service delivery
- support strategic collaboration with local partners
- multi-year settlements will help to strengthen financial management and efficiency, including by maximising value in arrangements with suppliers and making strategic use of reserves in the interests of residents
- the council will need to provide an efficiency plan (details of this not yet available)
- assumption is that the settlement will be based on the 2016/17 funding model; however the final determination of the local government finance settlement for any given year cannot be made until:
 - calculations are completed taking account of the business rates multiplier, which is based on the Retail Price Index in September each year.
 - future events such as the transfer of functions to local government, transfers of responsibility for functions between local authorities, mergers between authorities and any other unforeseen events are taken into account.

However, barring exceptional circumstances and subject to the normal statutory consultation process for the local government finance settlement the Government expects these to be the amounts presented to Parliament each year.

4.14 Initial evaluation is showing that the 4-year settlement would be more beneficial to the Council; this will be discussed further in the Final Budget report in February. At this time however, the deadlines for submission of efficiency plans is not known, if it becomes apparent that deadlines are before the Cabinet meeting in February, delegated authority is sought for the Council to submit the aforementioned plan following approval by both the Executive Portfolio Holder for Resources and the Head of Resources.

5. WHY IS THIS REPORT NECESSARY/BACKGROUND

5.1 It is a requirement of the Council to set an annual budget and to have a Medium Term Financial Strategy.

6. OPTIONS CONSIDERED/ANALYSIS

6.1 All options and due analysis are contained within the main section of the report.

7. COMMENTS OF OVERVIEW & SCRUTINY PANEL

7.1 Comments from the Overview And Scrutiny Panel (Finance And Performance) meeting held on the 7th January 2016 in respect of "Update On 2016/17 Draft Budget And Medium Term Financial Strategy" are attached as **Appendix 4**.

7.2 Comments from the Overview And Scrutiny Panel (Communities And Customers) meeting held on the 5th January 2016 in respect of "Voluntary Sector Grant Funding 2016/17 – 2019/20" are attached as **Appendix 5**.

8. KEY IMPACTS/RISKS? HOW WILL THEY BE ADDRESSED?

8.1 The delivery of the 2016/17 budget, when approved will be managed via the Council's budgetary monitoring processes throughout the year.

9. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

9.1 The 2016/17 budget forms an integral part of service plans for 2016/17 and therefore actions and timescales required to ensure savings are achieved and service spending is in line with the approved budget will be contained within the final service plans.

10. LINK TO THE CORPORATE PLAN

10.1 The budget is the financial interpretation of the Council's strategic and operational priorities that are included within the entire Corporate Plan. However, the budget process (i.e. ZBB, monitoring etc) itself meets the following specific aims and objectives of the Corporate Plan:

- Ensuring we are a customer focused and service led council, delivering value for money services.

10.2 This will assist the Council in:

- "becoming more business-like and efficient in the way we deliver services".

11. CONSULTATION

11.1 The ZBB process has required extensive consultations within each of the teams within each ZBB review as well as with the relevant Portfolio Holder. The results of each review have also been reported to this Panel and Cabinet.

11.2 In respect of the 2016/17 budget, this is the first stage of that consultation.

12. LEGAL IMPLICATIONS

12.1 There are no direct legal implications arising from this report.

13. RESOURCE IMPLICATIONS

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

14. OTHER IMPLICATIONS

14.1 All implications are contained within the body of the report.

15 REASONS FOR THE RECOMMENDED DECISIONS

15.1 To enable Cabinet to approve and understand:

- the impact of ZBB Tranche 2 and 3 and other service changes on service budgets.
- draft capital programme 2016/17 to 2020/21.
- freezing of Council Tax until 2020/21.

16. LIST OF APPENDICES INCLUDED

16.1 **Appendix 1:** DRAFT 2016/17 Budget & Medium Term Financial Strategy 2017/18 to 2020/21.

16.2 **Appendix 2:** Council Tax Base 2016/17.

16.3 **Appendix 3:** Extract from “The provisional local government finance settlement 2016-17” and an offer to councils for future years.

16.4 **Appendix 4:** Comments from the Overview And Scrutiny Panel (Finance And Performance) meeting held on the 7th January 2016 in respect of “Update On 2016/17 Draft Budget And Medium Term Financial Strategy”.


16.5 **Appendix 5:** Customers) meeting held on the 5th January 2016 in respect of “Voluntary Sector Grant Funding 2016/17 – 2019/20”

BACKGROUND PAPERS


Working papers in Resources; Accountancy Services

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2016/17 Budget
&
Medium Term Financial
Strategy

2017/18

to

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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 have been constructed following a Zero Based Budgeting (ZBB) approach. For the 2016/17 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:

- Customer Services
- Development Services
- Operational Services
- Sports and Active Lifestyle Team (Health & Leisure)
- Estates (Resources)
- CCTV, Licensing, Projects and Asset Management (Community Services)
- Corporate Services and CMT

1.1.3 The total savings agreed via the ZBB Heavy reviews for each department are shown below with detailed savings shown in Annex A and summarised in Table A below.

Table A - ZBB Tranche 2 & 3 Savings					
Service	2016/17 £'000	2017/18 £'001	2018/19 £'002	2019/20 £'003	2020/21 £'004
Directors and Corporate Resources	(221)	(323)	(373)	(373)	(373)
Customer Services	(543)	(778)	(918)	(1,075)	(1,075)
Operations	(860)	(1,121)	(1,347)	(1,657)	(1,657)
Development	(314)	(314)	(315)	(315)	(315)
Community	(112)	(169)	(172)	(173)	(173)
Leisure & Health	(102)	(123)	(123)	(123)	(123)
TOTAL	(2,237)	(2,975)	(3,458)	(3,988)	(3,988)

- **ZBB Light Reviews**

1.1.4 Where services have not been subject to a “ZBB Heavy” review they have been reviewed via the “ZBB Light” process. This is a desktop exercise to review the level of budgets required including further savings and any growth required on individual budget lines which must be financed from within the overall budget.

- **Capital**

1.1.5 The revenue budget contains any implications from the proposed capital programme for 2016/17 and the MTFs, whether that be savings as a result of investment, additional running costs or the cost of borrowing and minimum revenue provisions.

- **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 and for business rates.

1.1.8 The significant exception to this is in relation to the recycling service. In June 2014 the Council, as part of its involvement in the Cambridgeshire and Peterborough Waste Partnership (RECAP) entered into a joint contract for the processing and sale of recyclable materials. One of the main aims of the contract was to support the Council to deliver its waste minimisation targets. A joint decision by each council in RECAP was taken and endorsed to amend the commercial basis of the contract i.e. taking on increased commercial risk than under the previous contract. This involved the partners electing to take a greater share of the income from the sale of recyclables to reduce other costs paid under the previous contract; this was based on assumptions that the market for recyclables would at least remain constant if not grow. The reality has been the worldwide collapse of the market for recyclables resulting in a reduced income to this Council and all the other partners in RECAP. This income in part meets the costs of the contract and these costs have remained constant because the tonnage of materials for recycling has remained constant. The net effect is additional costs for the Council from a projected monthly cost of £2,500 per month to an estimated cost of £25,000 per month if the recyclables market does not recovery to its previous position.

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 B below where such growth exceeds £50,000.

Table B		Corporate Budget Items and the impact on the 2016/17 budget (value > £50,000)				
Item of Unavoidable Growth	2015/16		2016/17			Reason for Growth
	Forecast	Original Budget	Budget	Growth Against Forecast	Against Updated Budget	
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	
Minimum Revenue Provision	1,574	1,574	1,635	61	61	Additional capital spend due to the Council not funding capital expenditure from other sources (grants/capital receipts)
Pension Contribution	1,136	1,135	1,510	374	375	Actuarial revaluation

- Summary Impact of all budget changes**

1.1.9 Overall, ZBB, Capital and Growth have resulted in a net reduction in the Council's budget of £1.4m (7%) and £0.9m (5%) when compared to the 2015/16 Forecast Outturn and the Original Budget respectively. A service by service summary is shown in Table C below.

Table C	2015/16		2016/17					Variance:	
	Forecast Outturn	Original Budget	ZBB Heavy	ZBB Light/ Other	Capital	Inflation	Base Budget	2016/17 Budget to	
Service	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's		£ 000's	%	%
Directors and Corporate	2,348	2,377	(210)	120	0	13	2,300	(2%)	(3%)
Resources	(392)	(445)	(85)	(8)	219	12	(308)	(22%)	(31%)
Customer Services	4,425	4,488	(543)	(1,643)	5	49	2,355	(47%)	(48%)
Operations	4,727	4,593	(860)	167	8	61	3,968	(16%)	(14%)
Development	1,427	1,691	(314)	(34)	0	26	1,370	(4%)	(19%)
Community	1,987	2,130	(123)	(84)	(7)	19	1,936	(3%)	(9%)
Leisure & Health	(53)	58	(102)	(278)	(11)	53	(280)	430%	(583%)
Corporate Finance	4,336	4,374	0	425	0	0	4,799	11%	10%
Shared Service	0	0	0	1,680	0	116	1,796	0%	0%
Net Expenditure	18,804	19,267	(2,237)	345	213	349	17,938		

Forecast Outturn **18,804** $\xrightarrow{\hspace{1.5cm}}$ **(866)** $\xleftarrow{\hspace{1.5cm}}$ **17,938** **(5%)**

Updated Budget **19,267** $\xrightarrow{\hspace{1.5cm}}$ **(1,329)** $\xleftarrow{\hspace{1.5cm}}$ **17,938** **(7%)**

1.1.10 Included in the Community Services tranche 2 proposals was a proposal to implement a bus departure levy in the District, raising an estimated £75,000. Following further discussion on this proposed it is being recommended that this proposal is removed from the ZBB savings. This change has been built into the draft budget.

1.1.11 In addition, the implications of the Commercial Investment Strategy, as reported to Cabinet in December 2015 have been included in the draft budget.

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.

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 17th December the government made an announcement in respect of New Homes Bonus and that the 2016/17 settlement would be £5.0m. At this time the Council continues to rely on NHB as part of the base budget.
- Council Tax Freeze Grant (CTFG) is being rolled into the RSG from 2016/17 and is, therefore, no longer identifiable. However the Government is no longer providing funding for any council tax freezes from 2016/17 onward.
- On the 17th December the government announced the Revenue Support Grant (RSG) and Non-Domestic Rates (NDR) baseline 2015/16 provisional settlement for the Council. The relative allocations for RSG and NDR are £2.1m and £4.2m respectively.

Council Tax

1.2.4 There is an assumption within the budget 2016/17 and over the term of the MTFS of a Council tax freeze thus Council Tax would remain at £133.18 from 2016/17 through to 2020/21.

Collection Fund Surplus/Deficit

1.2.5 The Collection Fund is the statutory account to account for the Council Tax and Business Rates income and the payments to preceptors of their respective shares. Any surplus or deficit on the Collection Fund at year end is distributed to the preceptors, as per legislation. The Council is required to make an estimate of the projected surplus or deficit of each component of the

Collection Fund at year end in order for the preceptors to bring their share of the surplus or deficit into the budget setting process.

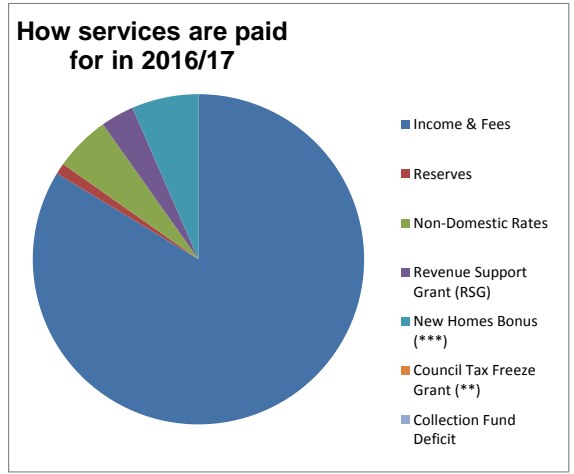
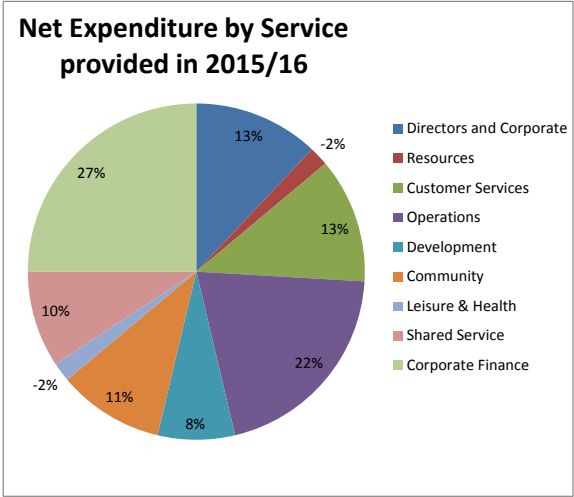
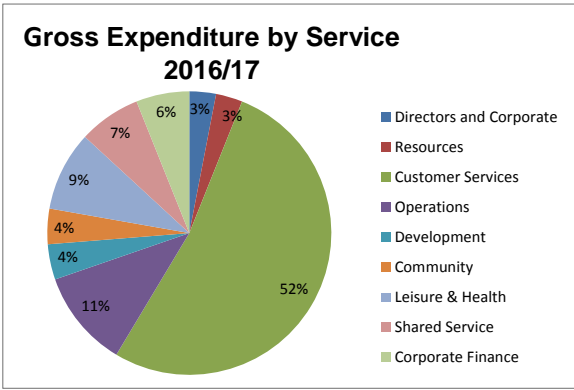
- 1.2.6 The estimated year end position of the Collection Fund is shown in **Table D** below along with the share that is apportioned to the Council. However, due to the safety net mechanisms in place for NDR funding, the Council will only have to fund £0.3m of the deficit share shown below.

Table D	(Surplus)/Deficit (£'000)	HDC Share (£'000)
Council Tax	(401)	(55)
Business Rates	8,237	3,876
TOTAL	7,836	3,821
Safety Net Grant		(3,564)
Net Impact on Funding		257

1.3 Summary Budget

- 1.3.1 Considering the commitment made to Freeze Council Tax for 2016/17 and the MTFs period and the ZBB process followed for the budget setting process, this results in the funding statement shown in **Table E** below.

Table E	Forecast	Original Budget	Budget	Medium Term Financial Strategy			
	2015/16	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Services provided:							
Directors and Corporate	2,948	2,654	2,565	2,487	2,453	2,460	2,472
Resources	1,613	1,569	2,612	3,661	4,124	4,139	4,149
Customer Services	42,378	42,412	40,241	40,127	40,037	39,919	39,950
Operations	9,205	8,682	8,797	8,703	8,599	8,594	8,639
Development	3,186	3,645	2,910	2,758	2,754	2,776	2,798
Community	2,898	3,021	2,802	2,782	2,799	2,819	2,839
Leisure & Health	7,012	7,146	6,938	6,881	6,898	6,912	6,966
Shared Service	0	0	5,034	5,134	5,237	5,342	5,449
Corporate Finance	4,572	5,000	4,980	5,791	6,233	6,437	6,545
Gross Expenditure	73,811	74,129	76,880	78,324	79,135	79,398	79,807
Funding to provide services							
Income & Fees	(55,007)	(54,476)	(58,942)	(60,684)	(61,795)	(62,389)	(62,748)
Net Expenditure	18,804	19,653	17,938	17,639	17,340	17,008	17,058
Contribution to/(from) Earmarked Reserves	875	797	2,251	303	(931)	(2,092)	(3,190)
Budget Requirement	19,678	20,450	19,931	17,942	16,409	14,916	13,868
Non-Domestic Rates	(4,160)	(4,160)	(4,190)	(4,232)	(4,274)	(4,317)	(4,360)
Revenue Support Grant (RSG)	(3,183)	(3,183)	(2,110)	(921)	(442)	0	0
New Homes Bonus (***)	(4,403)	(4,403)	(4,965)	(3,724)	(2,483)	(1,241)	0
Council Tax Freeze Grant (**)	(82)	(82)	0	0	0	0	0
Collection Fund Deficit	(82)	(82)	257	0	0	0	0
Council Tax Requirement	7,768	7,768	7,905	8,048	8,193	8,340	8,490
- Base (*)	58,329	58,329	59,358	60,426	61,514	62,621	63,749
- 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 1.8%.						
** Council Tax Freeze Grant	Assumed that this does not continue as a separate grant (could be "rolled-up" within RSG).						
*** New Homes Bonus	Assumed that this does not continue as a separate grant (could be "rolled-up" within RSG).						

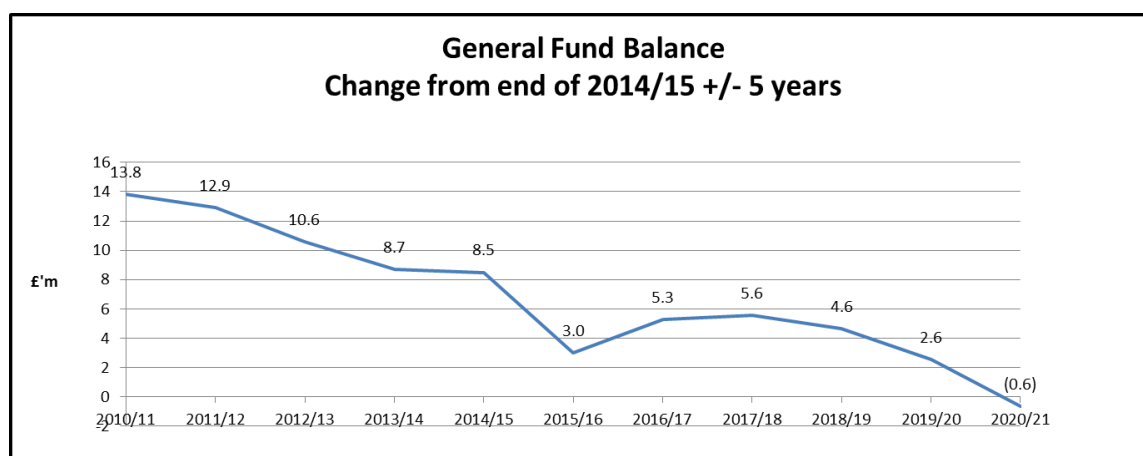


1.4 Revenue Reserves

1.4.1 The impact on the General Fund Reserve of the grant settlement from Government, the Council’s policy to freeze Council Tax and the savings and growth built into the budget 2016/17 and MTFs is shown in **Table F** below.

Table F	Forecast	Budget	Medium Term Financial Strategy			
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
General Fund Brought forward	9,287	3,022	5,273	5,576	4,645	2,553
Contribution (to) Reserve	535	2,251	303			
Contribution from Reserve	(6,800)			(931)	(2,092)	(3,190)
Carried forward	3,022	5,273	5,576	4,645	2,553	(637)
<i>Minimum Level of Reserves</i>	2,687	2,693	2,648	2,604	2,554	2,561

1.4.2 The £6.8m contribution from reserve in 2015/16 reflects the transfer to the CIS Earmarked Reserve approved by Cabinet in December 2015.



1.4.3 This is an unsustainable position and as a result the Council has three options to consider in order to ensure it is budgeting in a sustainable manner both in terms of on-going revenue and funding and its reserves.

- i. Maintain the current level of reserves and CIS investments and continue the programme of ZBB reviews in order to find the necessary savings to bring the GF reserve back to prudent recommended levels.
- ii. The decision to transfer £6.8m from the GF reserve to the CIS earmarked reserve is reversed. As a result the approved CIS business case will need to be reviewed.
- iii. Take a less aggressive view on the reduction of Government funded NHB and therefore anticipate higher levels of government grant in future years or growth in business rates.

2.0 REVENUE OPERATIONAL BUDGETS AND MEDIUM TERM FINANCIAL STRATEGY

2.1 Subjective Analysis of Spend and Income

Huntingdonshire District Council												
Actuals 2014/15	Subjective Analysis : Controllable Only *	Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
				ZBB Heavy	ZBB Light/Othe	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
866,160	Employees	694,018	433,798	(2,100)	(5,700)		0	425,998	424,388	422,288	420,188	420,188
353,329	Hired Staff	306,973	306,395	(40,982)	(37,479)		17	227,951	226,778	225,146	223,514	223,532
4,447,019	Other staff costs	4,703,812	5,095,132	(267,288)	511,860		42,639	5,382,363	5,432,157	5,503,614	5,581,913	5,697,799
0	Pension & NI			0	1,500		30	1,530	1,561	1,592	1,624	1,656
16,599,600	Recruitment	16,306,744	17,195,343	(943,859)	879,711		214,044	17,345,239	17,327,138	17,259,530	17,307,668	17,507,179
213,325	Salary	195,411	210,302	(50,583)	17,920		648	178,287	178,948	179,622	180,309	181,010
30,998	Training	28,474	36,097	(200)	1,209		10	37,116	37,076	36,987	36,998	37,009
455,403	Uniform & laundry	206,241	207,000	0	0		0	207,000	207,000	206,000	206,000	205,000
144,101	Severance payments	162,673	179,516	0	(9,752)		0	169,764	169,764	169,764	169,764	169,764
	Employee Insurance											
23,109,936	Employees Total	22,604,347	23,663,582	(1,304,992)	1,359,270		257,388	23,975,248	24,004,810	24,004,543	24,144,755	24,459,914
286,118	Buildings	248,597	183,244	(7,000)	7,850	4,000	0	188,094	167,404	148,556	148,556	148,556
873,794	Rents	781,282	779,315	(18,000)	9,642	(27,000)	400	744,357	737,765	737,609	738,033	738,466
773,688	Repairs & Maintenance	760,751	761,879	0	24,623	(17,500)	0	769,002	718,502	681,302	641,302	641,302
111,122	Energy Costs	105,323	144,511	0	4,180	0	0	148,691	148,691	148,491	148,491	148,491
210,835	Water Services	207,866	221,767	0	(3,470)	0	0	218,297	218,297	217,289	217,289	217,289
1,113,680	Premises Cleaning	1,127,414	1,109,623	(1,000)	(10,631)	22,050	0	1,120,043	1,121,546	1,127,144	1,137,899	1,148,868
81,452	Rates	79,291	64,284	0	(3,997)	0	0	60,287	60,287	60,287	65,812	65,812
0	Premises Insurance			0	5,000	0	0	5,000	5,000	5,000	5,000	5,000
17,423	Insurance - service related	21,285	20,400	0	10,145	0	0	30,545	30,545	30,545	30,545	30,545
8,210	Ground Maintenance Costs	2,771	3,026	0	(1,370)	0	0	1,656	1,656	1,656	1,656	1,656
	Fixtures & Fittings											
3,476,323	Buildings Total	3,334,581	3,288,050	(26,000)	41,972	(40,500)	22,450	3,285,972	3,209,693	3,157,879	3,135,083	3,146,485
17,047	Transport	29,546	29,657	0	0	0	0	29,657	29,657	29,657	29,657	29,657
107,022	Contract Hire & operating lease	103,136	128,190	(2,000)	(21,135)	141	105,196	101,240	101,337	101,487	101,487	101,640
35,659	Mileage Allowance	42,106	44,310	0	(9,350)	72	35,032	34,905	34,980	35,056	35,134	35,134
30,167	Pool Car	25,617	29,210	(1,000)	(4,750)	31	23,491	22,622	22,654	22,686	22,719	22,719
84,453	Public Transport	86,864	85,735	0	(917)	0	84,818	84,818	84,818	84,818	84,818	84,818
1,012,295	Vehicle Insurance	1,049,606	1,123,603	(7,000)	170	0	1,116,773	1,043,583	1,037,083	1,030,583	1,030,583	1,030,583
	Operating Costs											
1,286,644	Transport Total	1,336,874	1,440,705	(10,000)	(35,982)	244	1,394,967	1,316,825	1,310,529	1,312,649	1,312,913	1,312,913
83,289	Supplies & Services	30,549	31,250	(2,000)	(3,220)	0	26,030	26,030	26,030	26,030	26,030	26,030
705,488	Catering	684,457	650,792	(53,500)	333,258	11,008	941,558	921,726	928,453	940,134	952,050	952,050
1,981,595	Communication and computing	1,888,343	1,870,419	(16,100)	1,636,235	77,647	46,613	3,614,814	3,606,388	3,650,986	3,701,596	3,752,051
649,800	Equipment, furniture & materials	593,676	566,596	(24,100)	(12,055)	144,000	465	674,905	745,029	812,444	813,939	815,441
94,315	Office expenses	118,960	103,149	0	2,000	0	105,149	105,149	105,149	105,149	105,149	105,149
3,711,005	Rents	4,508,152	3,875,608	(202,605)	(198,999)	907,000	10,742	4,391,747	5,918,359	6,665,533	6,737,223	6,751,514
495	Services	675	800	0	(100)	0	700	700	700	700	700	700
0	Uniform & laundry			0	1,000	20	1,040	1,040	1,061	1,082	1,104	1,104
104,345	Expenses	123,217	113,801	0	6,175	0	119,976	119,976	119,976	127,313	127,313	127,313
376,481	Insurance - service related	379,825	379,550	0	7,225	0	386,775	386,775	386,775	386,775	386,775	386,775
	Members Allowances											
7,706,813	Supplies & Services Total	8,327,852	7,591,965	(298,305)	1,771,519	1,128,647	68,848	10,262,674	11,831,172	12,697,107	12,839,941	12,918,127
33,689	Benefit & Transfer Payment	6,277	7,700	0	0	0	7,700	7,700	7,700	7,700	7,700	7,700
130,769	Services	116,125	116,125	0	75	0	116,200	116,200	116,200	116,200	116,200	116,200
1,568,314	Irrecoverable V A T	1,282,383	742,730	(137,000)	503,255	0	1,108,985	1,108,985	1,108,985	1,108,985	1,108,985	1,108,985
354,640	Contributions paid	368,206	362,356	(3,000)	(25,356)	0	334,000	334,000	334,000	334,000	334,000	334,000
35,904,283	Grants	36,020,000	36,110,000	(105,000)	(25,000)	0	35,980,000	35,980,000	35,980,000	35,980,000	35,980,000	35,980,000
389,740	Benefits	389,355	394,291	0	(4,936)	0	389,355	389,355	393,249	393,249	397,181	397,181
	Levies											
38,381,435	Benefit & Transfer Payments Total	38,182,347	37,733,202	(245,000)	448,038	0	37,936,240	37,936,240	37,940,134	37,940,134	37,940,134	37,944,066
25,000	Renewals Fund Contribution R&R	25,000	25,000	0	0	0	25,000	25,000	25,000	25,000	25,000	25,000
25,000	Renewals Fund Contribution Total	25,000	25,000	0	0	0	25,000	25,000	25,000	25,000	25,000	25,000
(16,156,654)	Income & Fees	(14,877,515)	(14,524,550)	(266,286)	(1,332,688)	(120)	(16,123,644)	(16,500,363)	(16,775,484)	(17,132,569)	(17,357,502)	(17,357,502)
(974,682)	Fees & charges	(970,017)	(1,019,529)	(30,000)	(129,750)	0	(1,179,279)	(1,215,583)	(1,241,363)	(1,267,918)	(1,295,265)	(1,295,265)
(2,014,384)	Sales	(2,076,112)	(2,075,224)	(80,000)	(3,200)	(875,000)	0	(3,033,424)	(4,361,574)	(5,129,729)	(5,291,888)	(5,355,052)
(233,696)	Rent	(213,494)	(164,497)	(1,000)	(2,131,017)	0	(2,296,514)	(2,288,360)	(2,330,411)	(2,373,303)	(2,417,053)	(2,417,053)
(77,763)	Other grants and contributions	(151,331)	(151,331)	0	0	0	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)
(38,737,256)	Commented sums	(36,683,868)	(36,466,436)	45,000	355,974	0	(36,065,462)	(36,065,462)	(36,065,462)	(36,065,462)	(36,065,462)	(36,065,462)
174,613	Government grants	198,050	158,050	(20,000)	(25,000)	0	113,050	103,050	103,050	103,050	103,050	103,050
(84,917)	Bad debt provision	(232,882)	(232,014)	0	26,299	0	(205,715)	(204,715)	(204,715)	(209,715)	(209,715)	(209,715)
	Interest											
(58,104,738)	Income & Fees Total	(55,007,170)	(54,475,531)	(352,286)	(3,239,382)	(875,000)	(120)	(58,942,319)	(60,684,338)	(61,795,445)	(62,389,136)	(62,748,330)
15,881,413	Grand Total	18,803,831	19,266,973	(2,236,583)	345,435	213,147	348,810	17,937,783	17,639,403	17,339,747	17,008,425	17,058,174
73,986,150	Gross Service Expenditure	73,811,001	73,742,504	(1,884,297)	3,584,817	1,088,147	348,930	76,880,102	78,323,741	79,135,192	79,397,561	79,806,504
(58,104,738)	Gross Service Income	(55,007,170)	(54,475,531)	(352,286)	(3,239,382)	(875,000)	(120)	(58,942,319)	(60,684,338)	(61,795,445)	(62,389,136)	(62,748,330)
15,881,413	Net Service Expenditure	18,803,831	19,266,973	(2,236,583)	345,435	213,147	348,810	17,937,783	17,639,403	17,339,747	17,008,425	17,058,174

*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

2.2 Service Budgets by Head of Service

Head of Community													
Actuals 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
22,218	= Employees	Hired Staff	15,050	7,000	0	0	0	0	7,000	7,000	7,000	7,000	7,000
24,670		Other staff costs	4,439	10,648	0	(10,208)	0	0	440	440	440	440	440
351,978		Pension & NI	354,295	379,299	(19,000)	25,274	3,791	389,364	392,669	396,298	400,261	404,264	404,264
1,461,934		Salary	1,393,493	1,503,905	(69,000)	27,355	15,039	1,477,299	1,488,353	1,501,530	1,516,538	1,531,697	1,531,697
14,943		Training	30,655	31,826	0	(28,776)	0	3,050	3,050	3,050	3,050	3,050	3,050
189		Uniform & laundry	1,268	2,100	0	(200)	0	1,900	1,900	1,900	1,900	1,900	1,900
1,875,932	Employees Total		1,799,201	1,934,778	(88,000)	13,445	18,830	1,879,053	1,893,412	1,910,218	1,929,189	1,948,351	1,948,351
23,359	= Buildings	Rents	4,801	550	0	0	0	550	550	550	550	550	550
174,410		Repairs & Maintenance	101,049	110,200	(10,000)	(20,000)	0	80,200	75,200	75,200	75,200	75,200	75,200
12,878		Energy Costs	11,377	13,200	0	0	0	13,200	13,200	13,200	13,200	13,200	13,200
164		Water Services	3,880	580	0	80	0	660	660	660	660	660	660
15,986		Premises Cleaning	23,707	22,626	0	0	0	22,626	22,626	22,626	22,626	22,626	22,626
26,278		Rates	26,376	26,316	0	0	526	26,842	27,368	27,915	28,473	29,043	29,043
253,076	Buildings Total		171,190	173,472	(10,000)	(19,920)	526	144,078	139,604	140,151	140,709	141,279	141,279
20,054	= Transport	Mileage Allowance	26,335	30,100	0	(2,250)	0	27,850	25,250	25,250	25,250	25,250	25,250
4,613		Pool Car	9,006	10,950	0	(3,750)	0	7,200	7,000	7,000	7,000	7,000	7,000
5,602		Public Transport	6,249	8,550	0	(4,300)	0	4,250	3,850	3,850	3,850	3,850	3,850
31,537		Operating Costs	30,954	32,711	0	0	0	32,711	32,711	32,711	32,711	32,711	32,711
61,805	Transport Total		72,544	82,311	0	(10,300)	0	72,011	68,811	68,811	68,811	68,811	68,811
1,065	= Supplies & Services	Catering	451	600	0	280	0	880	880	880	880	880	880
121,066		Communication and computing	128,145	127,449	(25,000)	(3,914)	0	98,535	73,175	73,175	73,175	73,175	73,175
244,419		Equipment, furniture & materials	170,271	152,689	0	(10,534)	(6,600)	135,555	135,455	135,455	135,455	135,455	135,455
12,795		Office expenses	28,485	29,944	0	(11,724)	0	18,220	17,520	17,520	17,520	17,520	17,520
50,478		Services	110,423	107,781	0	(40,526)	0	67,255	67,065	67,065	67,065	67,065	67,065
391		Uniform & laundry	475	600	0	(100)	0	500	500	500	500	500	500
430,214	Supplies & Services Total		438,249	419,063	(25,000)	(66,518)	(6,600)	320,945	294,595	294,595	294,595	294,595	294,595
5,503	= Benefit & Transfer Payments	Irrecoverable V A T	4,600	4,600	0	0	0	4,600	4,600	4,600	4,600	4,600	4,600
209,383		Contributions paid	70,956	71,010	0	0	0	71,010	71,010	71,010	71,010	71,010	71,010
281,066		Grants	341,206	335,356	0	(25,356)	0	310,000	310,000	310,000	310,000	310,000	310,000
495,952	Benefit & Transfer Payments Total		416,762	410,966	0	(25,356)	0	385,610	385,610	385,610	385,610	385,610	385,610
(986,444)	= Income & Fees	Fees & charges	(871,326)	(850,267)	0	90,450	0	(759,817)	(754,217)	(754,217)	(759,817)	(754,217)	(754,217)
(5,450)		Rent	(5,450)	(5,450)	0	(200)	0	(5,650)	(5,650)	(5,650)	(5,650)	(5,650)	(5,650)
(31,857)		Other grants and contributions	(34,485)	(34,485)	0	(65,252)	0	(99,737)	(99,737)	(99,737)	(99,737)	(99,737)	(99,737)
(1,023,751)	Income & Fees Total		(911,261)	(890,202)	0	24,998	0	(865,204)	(859,604)	(859,604)	(865,204)	(859,604)	(859,604)
2,093,228	Grand Total		1,986,686	2,130,388	(123,000)	(83,651)	(6,600)	19,356	1,936,493	1,922,428	1,939,781	1,953,710	1,979,042
3,116,979		Gross Service Expenditure	2,897,947	3,020,590	(123,000)	(108,649)	(6,600)	19,356	2,801,697	2,782,032	2,799,385	2,818,914	2,838,646
(1,023,751)		Gross Service Income	(911,261)	(890,202)	0	24,998	0	(865,204)	(859,604)	(859,604)	(865,204)	(859,604)	(859,604)
2,093,228	Net Service Expenditure		1,986,686	2,130,388	(123,000)	(83,651)	(6,600)	19,356	1,936,493	1,922,428	1,939,781	1,953,710	1,979,042

Actuals 2014/15	Objective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
77,219		Head of Service	77,309	78,452	0	388	0	79,602	80,382	81,163	81,951	82,747	82,747
(20,953)		C C T V	(82,318)	(77,973)	0	6,973	0	(71,000)	(71,000)	(71,000)	(71,000)	(71,000)	(71,000)
309,167		C C T V Shared Service	254,585	245,158	(25,000)	(4,622)	(6,600)	3,308	212,244	187,637	188,928	192,232	195,570
319,267		Commercial Team	327,622	359,557	0	(14,089)	0	3,153	348,621	351,869	355,188	358,539	361,924
606,024		Community Team	687,573	688,286	0	40,851	0	2,676	731,813	734,237	737,834	741,466	745,131
8,640		Corporate Health & Safety	26,000	26,000	0	74,608	0	100,608	100,608	101,481	102,363	103,255	103,255
144,068		Environmental Health Admin	146,555	166,156	0	(18,902)	0	1,349	148,603	149,986	151,368	152,764	154,175
439,692		Environmental Protection Team	416,466	476,354	0	(73,536)	0	4,408	407,226	417,362	421,367	419,811	429,496
(187,816)		Licensing	(152,749)	(148,665)	0	(14,134)	0	1,553	(161,246)	(159,651)	(158,093)	(156,519)	(154,929)
397,919		Projects And Assets	285,642	317,063	(98,000)	(81,188)	0	2,147	140,022	130,998	131,545	132,103	132,673
2,093,228	Grand Total		1,986,686	2,130,388	(123,000)	(83,651)	(6,600)	19,356	1,936,493	1,922,428	1,939,781	1,953,710	1,979,042

*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

Head of Customer Services													
Actuals 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/Oth	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
171,121	=Employees	Hired Staff	160,481	0	0	0	0	0	0	0	0	0	0
55,239		Other staff costs	29,985	31,208	0	(7,208)	0	24,000	24,000	24,000	24,000	24,000	24,000
848,033		Pension & NI	872,018	957,964	(63,500)	(216,017)	9,581	688,028	669,761	657,458	634,033	640,375	640,375
3,645,047		Salary	3,617,001	3,899,284	(250,500)	(977,123)	38,919	2,710,580	2,632,457	2,588,506	2,494,365	2,519,283	2,519,283
44,802		Training	34,404	34,350	0	(33,000)	0	1,350	1,350	1,350	1,350	1,350	1,350
1,980		Uniform & laundry	2,027	2,799	0	(500)	0	2,299	2,299	2,200	2,200	2,200	2,200
4,766,222	Employees Total		4,715,917	4,925,605	(314,000)	(1,233,848)	48,500	3,426,257	3,329,867	3,273,514	3,155,948	3,187,208	3,187,208
70,984	=Buildings	Rents	68,131	26,598	(4,000)	8,000	0	30,598	18,848	0	0	0	0
620		Repairs & Maintenance	838	572	0	0	0	572	572	0	0	0	0
358		Energy Costs	1,671	1,200	0	0	0	1,200	1,200	0	0	0	0
285		Water Services	117	200	0	0	0	200	200	0	0	0	0
4,427		Rates	6,120	4,733	(1,000)	2,000	95	5,828	4,945	0	0	0	0
1,019		Premises Cleaning	1,135	1,008	0	0	0	1,008	1,008	0	0	0	0
77,693	Buildings Total		78,012	34,311	(5,000)	10,000	95	39,406	26,773	0	0	0	0
10,046	=Transport	Mileage Allowance	8,929	10,050	0	(1,650)	0	8,400	8,400	8,350	8,350	8,350	8,350
8,696		Pool Car	11,494	11,610	0	(2,600)	0	9,010	9,010	9,010	9,010	9,010	9,010
6,935		Public Transport	7,013	6,620	0	(730)	0	5,890	5,890	5,890	5,890	5,890	5,890
4,522		Operating Costs	2,315	2,777	0	0	0	2,777	2,777	2,777	2,777	2,777	2,777
30,198	Transport Total		29,752	31,057	0	(4,980)	0	26,077	26,077	26,027	26,027	26,027	26,027
1,091	=Supplies & Services	Catering	520	250	0	0	0	250	250	250	250	250	250
299,115		Communication and computing	274,820	280,042	(19,000)	(172,127)	0	88,915	83,415	77,689	77,689	77,689	77,689
441,227		Equipment, furniture & materials	531,327	492,847	(12,000)	(389,459)	4,680	96,068	96,068	96,068	96,068	96,068	96,068
152,555		Office expenses	134,998	141,683	(16,000)	(3,849)	0	121,834	116,834	116,765	116,765	116,765	116,765
71,151		Rents	91,826	75,894	0	0	0	75,894	75,894	75,894	75,894	75,894	75,894
116,525		Services	(15,177)	(122,177)	0	186,594	0	64,417	69,417	68,337	68,337	68,337	68,337
1,081,664	Supplies & Services Total		1,018,315	868,539	(47,000)	(378,841)	4,680	447,378	441,878	435,003	435,003	435,003	435,003
499,208	=Benefit & Transfer Payments	Contributions paid	515,975	442,244	(120,000)	0	0	322,244	322,244	322,244	322,244	322,244	322,244
35,904,283		Benefits	36,020,000	36,110,000	(105,000)	(25,000)	0	35,980,000	35,980,000	35,980,000	35,980,000	35,980,000	35,980,000
36,403,491	Benefit & Transfer Payments Total		36,535,975	36,552,244	(225,000)	(25,000)	0	36,302,244	36,302,244	36,302,244	36,302,244	36,302,244	36,302,244
(1,872,828)	=Income & Fees	Fees & charges	(1,780,467)	(1,664,772)	23,000	(145,000)	0	(1,786,772)	(1,850,772)	(1,865,772)	(1,870,772)	(1,870,772)	(1,870,772)
0		Rent	(358)	0	0	0	0	0	0	0	0	0	0
(36,431,151)		Government grants	(36,310,374)	(36,357,196)	45,000	274,974	0	(36,037,222)	(36,037,222)	(36,037,222)	(36,037,222)	(36,037,222)	(36,037,222)
166,704		Bad debt provision	138,050	98,050	(20,000)	0	0	78,050	68,050	68,050	68,050	68,050	68,050
0		Internal Sales	0	0	0	(140,207)	0	(140,207)	(140,207)	(140,207)	(140,207)	(140,207)	(140,207)
(38,137,275)	Income & Fees Total		(37,953,149)	(37,923,918)	48,000	(10,233)	0	(37,886,151)	(37,960,151)	(37,975,151)	(37,980,151)	(37,980,151)	(37,980,151)
4,221,994	Grand Total		4,424,821	4,487,838	(543,000)	(1,642,902)	4,680	48,595	2,355,211	2,166,688	2,061,637	1,939,071	1,970,331
42,359,269	Gross Service Expenditure		42,377,970	42,411,756	(591,000)	(1,632,669)	4,680	48,595	40,241,362	40,126,839	40,036,788	39,919,222	39,950,482
(38,137,275)	Gross Service Income		(37,953,149)	(37,923,918)	48,000	(10,233)	0	0	(37,886,151)	(37,960,151)	(37,975,151)	(37,980,151)	(37,980,151)
4,221,994	Net Service Expenditure		4,424,821	4,487,838	(543,000)	(1,642,902)	4,680	48,595	2,355,211	2,166,688	2,061,637	1,939,071	1,970,331

Actuals 2014/15	Objective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/Oth	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
154,798	Head of Service		92,117	88,639	0	6,972	0	866	96,477	97,363	98,328	99,303	100,287
928,244	Customer Services		935,833	1,105,638	(239,000)	(52,388)	4,680	10,372	829,302	787,893	727,837	735,494	743,228
464,206	Document Centre		467,882	466,883	(91,000)	(148,484)	0	3,404	230,803	199,295	187,687	186,113	189,573
240,985	Housing Benefits		586,631	513,609	(139,000)	(105,501)	11,498	280,606	227,445	211,934	96,289	104,487	104,487
799,053	Housing Needs		837,487	823,288	(30,000)	(21,148)	5,597	777,737	783,490	789,108	794,782	800,515	800,515
1,445,953	Information Management		1,353,297	1,264,179	0	(1,274,303)	0	10,124	0	0	0	0	0
188,755	Local Tax Collection		151,574	225,601	(44,000)	(48,049)	6,734	140,286	71,202	46,743	27,090	32,241	32,241
4,221,994	Grand Total		4,424,821	4,487,838	(543,000)	(1,642,902)	4,680	48,595	2,355,211	2,166,688	2,061,637	1,939,071	1,970,331

*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

Head of ICT Shared Services

Actuals 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/ Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
0	=Employees	Pension & NI		0	0	213,625		3,036	216,661	220,994	225,414	229,923	234,522
0		Salary		0	0	2,486,543		42,866	2,529,409	2,579,997	2,631,597	2,684,229	2,737,913
0		Training		0	0	32,380		648	33,028	33,689	34,363	35,050	35,751
0		Other staff costs		0	0	850		17	867	884	902	920	938
0		Uniform & laundry		0	0	500		10	510	520	530	541	552
0		Recruitment		0	0	1,500		30	1,530	1,561	1,592	1,624	1,656
0	Employees Total			0	0	2,735,398		46,607	2,782,005	2,837,645	2,894,398	2,952,287	3,011,332
0	=Buildings	Repairs & Maintenance		0	0	20,000		400	20,400	20,808	21,224	21,648	22,081
0	Buildings Total			0	0	20,000		400	20,400	20,808	21,224	21,648	22,081
0	=Transport	Mileage Allowance		0	0	7,060		141	7,201	7,345	7,492	7,642	7,795
0		Public Transport		0	0	1,530		31	1,561	1,592	1,624	1,656	1,689
0		Pool Car		0	0	3,600		72	3,672	3,745	3,820	3,896	3,974
0	Transport Total			0	0	12,190		244	12,434	12,682	12,936	13,194	13,458
0	=Supplies & Services	Communication and computing		0	0	560,391		11,008	561,399	572,627	584,080	595,761	607,677
0		Equipment, furniture & materials		0	0	2,330,678		46,613	2,377,291	2,424,839	2,473,337	2,522,803	2,573,258
0		Office expenses		0	0	23,240		465	23,705	24,179	24,663	25,158	25,660
0		Services		0	0	(755,217)		10,742	(744,475)	(759,366)	(774,555)	(790,047)	(805,846)
0		Expenses		0	0	1,000		20	1,020	1,040	1,061	1,082	1,104
0	Supplies & Services Total			0	0	2,150,092		68,848	2,218,940	2,263,319	2,308,586	2,354,757	2,401,853
0	=Income & Fees	Fees & charges		0	0	(1,175,999)		(120)	(1,176,119)	(1,199,641)	(1,223,634)	(1,248,106)	(1,273,069)
0		Other grants and contributions		0	0	(2,061,326)		0	(2,061,326)	(2,102,552)	(2,144,603)	(2,187,495)	(2,231,245)
0	Income & Fees Total			0	0	(3,237,325)		(120)	(3,237,445)	(3,302,193)	(3,368,237)	(3,435,601)	(3,504,314)
0	Grand Total			0	0	1,680,355		115,979	1,796,334	1,832,261	1,868,907	1,906,285	1,944,410
0	Gross Service Expenditure		0	0	0	4,917,680	0	116,099	5,033,779	5,134,454	5,237,144	5,341,886	5,448,724
0	Gross Service Income		0	0	0	(3,237,325)	0	(120)	(3,237,445)	(3,302,193)	(3,368,237)	(3,435,601)	(3,504,314)
0	Net Service Expenditure		0	0	0	1,680,355	0	115,979	1,796,334	1,832,261	1,868,907	1,906,285	1,944,410

*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

Head of Development														
Actuals 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17				Medium Term Financial Strategy					
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21	
0	=	Employees	Hired Staff	11,547	0	0	0	0	0	0	0	0	0	
9,754			Other staff costs	11,219	0	0	0	0	0	0	0	0	0	
468,548			Pension & NI	424,314	531,856	(19,630)	(50,860)	5,317	466,683	471,663	476,380	481,145	485,957	
1,851,551			Salary	1,698,970	2,108,589	(76,765)	(381,887)	21,086	1,671,023	1,689,147	1,706,040	1,723,101	1,740,331	
28,962			Training	16,356	19,000	0	(19,000)	0	0	0	0	0	0	
116			Uniform & laundry	301	500	0	(150)	0	350	350	350	350	350	
2,358,930		Employees Total		2,162,708	2,659,945	(96,395)	(451,897)	26,403	2,138,056	2,161,160	2,182,770	2,204,596	2,226,638	
1,344	=	Buildings	Rents	566	150	0	(150)	0	0	0	0	0	0	
(34,335)			Repairs & Maintenance	8,120	8,120	0	0	8,120	8,120	8,120	8,120	8,120	8,120	
21,995			Energy Costs	17,982	20,000	0	0	20,000	20,000	20,000	20,000	20,000	20,000	
22,062			Water Services	22,714	19,400	0	3,600	0	23,000	23,000	23,000	23,000	23,000	
11,066		Buildings Total		49,382	47,670	0	3,450	0	51,120	51,120	51,120	51,120	51,120	
30,572	=	Transport	Mileage Allowance	21,846	36,600	0	(19,300)	0	17,300	17,300	17,300	17,300	17,300	
9,982			Pool Car	10,283	13,100	0	(3,000)	0	10,100	10,100	10,100	10,100	10,100	
6,070			Public Transport	3,639	6,100	0	(50)	0	6,050	6,050	6,050	6,050	6,050	
46,624		Transport Total		35,768	55,800	0	(22,350)	0	33,450	33,450	33,450	33,450	33,450	
4,538	=	Supplies & Services	Catering	743	1,500	0	0	1,500	1,500	1,500	1,500	1,500	1,500	
19,707			Communication and computing	13,075	14,696	(7,000)	(3,396)	4,300	4,300	4,300	4,300	4,300	4,300	
63,124			Equipment, furniture & materials	53,218	55,800	0	(52,680)	0	3,120	3,120	3,120	3,120	3,120	
63,183			Office expenses	32,931	35,332	(5,000)	(9,977)	0	20,355	20,355	20,355	20,355	20,355	
23,164			Rents	23,134	23,255	0	0	0	23,255	23,255	23,255	23,255	23,255	
396,596			Services	597,215	535,176	(175,605)	79,531	0	439,102	264,102	239,102	239,102	239,102	
570,312		Supplies & Services Total		720,317	665,759	(187,605)	13,478	0	491,632	316,632	291,632	291,632	291,632	
6,276	=	Benefit & Transfer Payments	Irrecoverable V A T	5,800	5,800	0	0	5,800	5,800	5,800	5,800	5,800	5,800	
390,606			Contributions paid	187,227	185,136	(17,000)	(600)	0	167,536	167,536	167,536	167,536	167,536	
73,050			Grants	25,000	25,000	(3,000)	0	0	22,000	22,000	22,000	22,000	22,000	
469,932		Benefit & Transfer Payments Total		218,027	215,936	(20,000)	(600)	0	195,336	195,336	195,336	195,336	195,336	
(3,128,727)	=	Income & Fees	Fees & charges	(1,644,076)	(1,836,986)	(10,000)	425,227	0	(1,421,759)	(1,415,759)	(1,415,759)	(1,415,759)	(1,415,759)	
(10,341)			Sales	(10,135)	(11,900)	0	2,000	0	(9,900)	(9,900)	(9,900)	(9,900)	(9,900)	
(98,253)			Rent	(100,000)	(100,000)	0	(3,000)	0	(103,000)	(103,000)	(103,000)	(103,000)	(103,000)	
(30,000)			Government grants	(5,000)	(5,000)	0	0	0	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	
(3,267,320)		Income & Fees Total		(1,759,211)	(1,953,886)	(10,000)	424,227	0	(1,539,659)	(1,533,659)	(1,533,659)	(1,533,659)	(1,533,659)	
189,544		Grand Total		1,426,990	1,691,224	(314,000)	(33,692)	26,403	1,369,935	1,224,039	1,220,649	1,242,475	1,264,517	
3,456,864		Gross Service Expenditure		3,186,201	3,645,110	(304,000)	(457,919)	0	26,403	2,909,594	2,757,698	2,754,308	2,776,134	2,798,176
(3,267,320)		Gross Service Income		(1,759,211)	(1,953,886)	(10,000)	424,227	0	0	(1,539,659)	(1,533,659)	(1,533,659)	(1,533,659)	(1,533,659)
189,544		Net Service Expenditure		1,426,990	1,691,224	(314,000)	(33,692)	0	26,403	1,369,935	1,224,039	1,220,649	1,242,475	1,264,517

Actuals 2014/15	Objective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17				Medium Term Financial Strategy				
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
102,739		Head of Service		76,395	77,928	0	(888)	762	77,802	78,582	79,363	80,151	80,947
(61,861)		Building Control		(31,439)	12,892	0	74,892	3,815	91,599	91,599	91,599	91,599	91,599
(1,239,373)		Development Management		(210,354)	(201,414)	(117,605)	81,171	9,584	(228,264)	(218,399)	(207,488)	(196,468)	(185,339)
191,382		Economic Development		268,097	308,167	(80,000)	2,542	1,353	232,062	189,457	190,865	192,288	193,725
265,776		Housing Strategy		275,739	298,921	(54,000)	(25,556)	2,682	222,047	224,797	226,984	229,193	231,423
930,881		Planning Policy		1,048,552	1,194,729	(62,395)	(165,852)	8,207	974,689	858,003	839,326	845,712	852,162
189,544		Grand Total		1,426,990	1,691,224	(314,000)	(33,692)	26,403	1,369,935	1,224,039	1,220,649	1,242,475	1,264,517

*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

Head of Leisure & Health													
Actuals 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
19,773	= Employees	Hired Staff	11,280	14,000	0	(4,000)		0	10,000	10,000	10,000	10,000	10,000
27,358		Other staff costs	18,587	20,417	(500)	(936)		0	18,981	18,781	18,781	18,781	18,781
625,373		Pension & NI	545,285	642,872	(17,500)	26,118		6,434	657,925	652,772	659,301	665,890	672,550
3,861,081		Salary	3,762,959	3,729,304	(59,500)	(50,704)		37,271	3,656,371	3,648,999	3,685,461	3,722,288	3,759,495
56,762		Training	51,000	58,536	(2,000)	(33,736)		0	22,800	22,800	22,800	22,800	22,800
8,882		Uniform & laundry	10,099	10,355	(200)	1,684		0	11,839	11,789	11,789	11,789	11,789
4,599,229	Employees Total		4,399,210	4,475,484	(79,700)	(61,574)		43,705	4,377,916	4,365,141	4,408,132	4,451,548	4,495,415
111,058	= Buildings	Premises Cleaning	102,171	113,555	0	(3,470)		0	110,085	110,085	110,085	110,085	110,085
11,852		Rents	15,740	15,740	(3,000)	0	4,000	0	16,740	7,800	7,800	7,800	7,800
198,778		Repairs & Maintenance	265,722	265,247	0	9,642	(15,000)	0	259,889	257,889	257,889	257,889	257,889
467,781		Rates	476,837	477,410	0	(12,631)		9,548	474,327	483,875	493,553	503,425	513,493
537,568		Energy Costs	530,517	546,550	0	8,539		0	555,089	522,089	486,089	446,089	446,089
65,195		Water Services	59,256	96,461	0	500		0	96,961	96,961	96,961	96,961	96,961
12,260		Ground Maintenance Costs	8,800	2,200	0	10,145		0	12,345	12,345	12,345	12,345	12,345
8,210		Fixtures & Fittings	2,771	3,026	0	(1,370)		0	1,656	1,656	1,656	1,656	1,656
1,412,702	Buildings Total		1,461,815	1,520,189	(3,500)	11,355	(11,000)	9,548	1,527,092	1,492,700	1,466,378	1,436,250	1,446,318
(1,424)	= Transport	Contract Hire & operating leases	301	300	0	0		0	300	300	300	300	300
15,929		Mileage Allowance	10,615	11,580	(2,000)	2,255		0	11,835	10,335	10,335	10,335	10,335
0		Pool Car	117	200	0	(200)		0	0	0	0	0	0
2,671		Public Transport	2,194	2,500	(1,000)	0		0	1,500	1,000	1,000	1,000	1,000
5,823		Operating Costs	9,026	8,783	(500)	170		0	8,453	8,164	8,164	8,164	8,164
22,999	Transport Total		22,254	23,363	(3,500)	2,225		0	22,088	19,799	19,799	19,799	19,799
19,655	= Supplies & Services	Catering	19,099	21,450	0	(2,500)		0	18,950	18,950	18,950	18,950	18,950
66,349		Communication and computing	82,015	67,007	(500)	(6,254)		0	60,253	60,053	61,053	61,053	61,053
735,841		Equipment, furniture & materials	633,840	653,776	(200)	(84,527)		0	569,049	568,649	568,649	568,649	568,649
135,523		Office expenses	145,872	136,112	(2,100)	(5,849)		0	128,162	125,512	125,512	125,512	125,512
148,896		Services	141,494	141,996	(5,000)	(8,214)		0	128,782	123,802	123,802	123,802	123,802
104		Uniform & laundry	200	200	0	0		0	200	200	200	200	200
1,106,368	Supplies & Services Total		1,022,521	1,020,541	(7,800)	(107,344)		0	905,396	897,166	898,166	898,166	898,166
82,991	= Benefit & Transfer Payments	Irrecoverable V A T	81,000	81,000	0	0		0	81,000	81,000	81,000	81,000	81,000
82,991	Benefit & Transfer Payments Total		81,000	81,000	0	0		0	81,000	81,000	81,000	81,000	81,000
25,000	= Renewals Fund Contribution	R&R	25,000	25,000	0	0		0	25,000	25,000	25,000	25,000	25,000
25,000	Renewals Fund Contribution Total		25,000	25,000	0	0		0	25,000	25,000	25,000	25,000	25,000
(6,001,660)	= Income & Fees	Fees & charges	(6,127,444)	(6,134,235)	(7,000)	(161,367)		0	(6,302,602)	(6,503,399)	(6,699,527)	(6,901,540)	(7,107,110)
(825,987)		Sales	(816,315)	(876,929)	0	43,489		0	(833,440)	(859,744)	(885,524)	(912,079)	(939,426)
(6,250)		Rent	(5,000)	(5,000)	0	0		0	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)
(51,843)		Other grants and contributions	(115,841)	(71,380)	(1,000)	(5,151)		0	(77,531)	(28,151)	(28,151)	(28,151)	(28,151)
(6,885,740)	Income & Fees Total		(7,064,599)	(7,087,544)	(8,000)	(123,029)		0	(7,218,573)	(7,396,444)	(7,618,507)	(7,847,234)	(8,080,315)
363,550	Grand Total		(52,800)	58,032	(102,000)	(278,367)	(11,000)	53,253	(280,082)	(515,639)	(720,033)	(935,472)	(1,114,618)
7,249,290	Gross Service Expenditure		7,011,799	7,145,576	(94,000)	(155,338)	(11,000)	53,253	6,938,491	6,880,805	6,898,474	6,911,762	6,965,697
(6,885,740)	Gross Service Income		(7,064,599)	(7,087,544)	(8,000)	(123,029)	0	0	(7,218,573)	(7,396,444)	(7,618,507)	(7,847,234)	(8,080,315)
363,550	Net Service Expenditure		(52,800)	58,032	(102,000)	(278,367)	(11,000)	53,253	(280,082)	(515,639)	(720,033)	(935,472)	(1,114,618)

Actuals 2014/15	Objective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
44,027	Head of Service		75,801	78,028	0	(968)		762	77,822	78,602	79,383	80,171	80,967
258,785	Sports and Active Lifestyles		225,073	323,397	(102,000)	(2,360)		3,842	222,879	205,811	208,407	211,030	213,676
60,738	One Leisure		(353,674)	(343,392)	0	(275,039)	(11,000)	48,649	(580,782)	(800,051)	(1,007,822)	(1,226,672)	(1,409,260)
363,550	Grand Total		(52,800)	58,032	(102,000)	(278,367)	(11,000)	53,253	(280,082)	(515,639)	(720,033)	(935,472)	(1,114,618)

*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

Head of Operations

Actuals 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
535,286	=Employees	Hired Staff	405,878	381,798	(2,100)	0	0	379,698	378,088	375,988	373,888	373,888	
205,940		Other staff costs	234,812	235,572	(35,482)	(19,177)	0	180,913	179,923	178,273	176,623	176,623	
924,400		Pension & NI	910,472	957,886	(120,191)	143,787	9,578	991,060	997,021	999,491	1,001,987	1,012,008	
3,965,438		Salary	3,882,729	4,021,257	(388,541)	(74,932)	39,632	3,597,416	3,619,236	3,524,817	3,529,454	3,564,490	
28,206		Training	14,879	19,485	0	(19,485)	0	0	0	0	0	0	
1,547		Employee Insurance	1,167	2,000	0	0	0	2,000	2,000	2,000	2,000	2,000	
19,831		Uniform & laundry	14,780	20,343	0	(125)	0	20,218	20,218	20,218	20,218	20,218	
5,680,648		Employees Total	5,464,715	5,638,341	(546,314)	30,068	49,210	5,171,305	5,196,486	5,100,787	5,104,170	5,149,227	
81,713	=Buildings	Premises Cleaning	79,622	83,348	0	0	0	83,348	83,348	83,348	83,348	83,348	
21,586		Rents	15,394	13,006	0	0	0	13,006	13,006	13,006	13,006	13,006	
337,581		Repairs & Maintenance	364,660	352,698	0	0	0	352,698	352,698	352,698	352,698	352,698	
576,071		Rates	583,706	585,865	0	0	11,575	597,440	589,440	589,440	589,440	589,440	
194,910		Energy Costs	194,332	175,929	0	16,084	(17,500)	174,513	157,013	157,013	157,013	157,013	
23,076		Water Services	19,157	27,670	0	0	0	27,670	27,670	27,670	27,670	27,670	
5,163		Ground Maintenance Costs	12,484	18,200	0	0	0	18,200	18,200	18,200	18,200	18,200	
(556)	Premises Insurance	2,940	5,040	0	0	0	5,040	5,040	5,040	5,040	5,040		
1,239,545	Buildings Total	1,272,296	1,261,756	0	16,084	(17,500)	1,271,915	1,246,415	1,246,415	1,246,415	1,246,415		
18,471	=Transport	Contract Hire & operating leases	29,245	29,357	0	0	0	29,357	29,357	29,357	29,357	29,357	
14,330		Mileage Allowance	15,706	18,860	0	0	0	18,860	18,860	18,860	18,860	18,860	
10,304		Pool Car	9,023	6,550	0	(2,600)	0	3,950	3,950	3,950	3,950	3,950	
2,931		Public Transport	1,704	1,200	0	0	0	1,200	1,200	1,200	1,200	1,200	
3,116		Vehicle Insurance	5,504	1,200	0	0	0	1,200	1,200	1,200	1,200	1,200	
970,413		Operating Costs	1,007,310	1,079,332	(6,500)	0	0	1,072,832	999,931	993,431	986,931	986,931	
1,019,565		Transport Total	1,068,493	1,136,499	(6,500)	(2,600)	0	1,127,399	1,054,498	1,047,998	1,041,498	1,041,498	
48,493	=Supplies & Services	Catering	2,865	200	0	0	0	200	200	200	200	200	
31,869		Communication and computing	25,711	24,597	0	(17,641)	0	6,956	6,956	6,956	6,956	6,956	
353,394		Equipment, furniture & materials	361,280	371,646	(1,900)	(18,019)	5,000	356,727	355,587	353,687	351,787	351,787	
2,848		Insurance - service related	4,550	7,000	0	0	0	7,000	7,000	7,000	7,000	7,000	
40,445		Office expenses	41,942	49,350	0	(3,630)	0	45,720	45,720	45,720	45,720	45,720	
272,198		Services	452,160	146,053	0	167,075	20,000	333,128	313,128	313,128	313,128	313,128	
749,246	Supplies & Services Total	888,508	598,846	(1,900)	127,785	25,000	749,731	728,591	726,691	724,791	724,791		
4,649	=Benefit & Transfer Payments	Irrecoverable V A T	2,600	2,600	0	0	0	2,600	2,600	2,600	2,600	2,600	
270,909		Contributions paid	508,226	44,340	0	430,000	0	474,340	474,340	474,340	474,340	474,340	
275,558	Benefit & Transfer Payments Total	510,826	46,940	0	430,000	0	476,940	476,940	476,940	476,940	476,940		
(3,782,636)	=Income & Fees	Fees & charges	(3,996,565)	(3,639,543)	(262,286)	(400,000)	0	(4,301,829)	(4,391,829)	(4,431,829)	(4,551,829)	(4,551,829)	
(136,486)		Sales	(139,047)	(130,700)	(30,000)	0	0	(160,700)	(170,700)	(170,700)	(170,700)	(170,700)	
(90,887)		Rent	(114,294)	(86,324)	(13,000)	0	0	(99,324)	(120,324)	(120,324)	(220,324)	(220,324)	
(149,996)		Other grants and contributions	(63,169)	(58,632)	0	712	0	(57,920)	(57,920)	(57,920)	(57,920)	(57,920)	
(20,330)		Government grants	(13,557)	(23,240)	0	0	0	(23,240)	(23,240)	(23,240)	(23,240)	(23,240)	
(77,763)		Commuted sums	(151,331)	(151,331)	0	0	0	(151,331)	(151,331)	(151,331)	(151,331)	(151,331)	
0		Internal Sales	0	0	0	(35,032)	0	(35,032)	(35,032)	(35,032)	(35,032)	(35,032)	
(4,258,098)		Income & Fees Total	(4,477,962)	(4,089,770)	(305,286)	(434,320)	0	(4,829,376)	(4,950,376)	(4,990,376)	(5,210,376)	(5,210,376)	
4,706,463	Grand Total	4,726,876	4,592,612	(860,000)	167,017	7,500	60,785	3,967,914	3,752,554	3,608,455	3,383,438	3,428,495	
8,964,561	Gross Service Expenditure	9,204,839	8,682,382	(554,714)	601,337	7,500	60,785	8,797,290	8,702,930	8,598,831	8,593,814	8,638,871	
(4,258,098)	Gross Service Income	(4,477,962)	(4,089,770)	(305,286)	(434,320)	0	0	(4,829,376)	(4,950,376)	(4,990,376)	(5,210,376)	(5,210,376)	
4,706,463	Net Service Expenditure	4,726,876	4,592,612	(860,000)	167,017	7,500	60,785	3,967,914	3,752,554	3,608,455	3,383,438	3,428,495	

Actuals 2014/15	Objective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
92,137	Head of Service	Car Parks	182,967	92,007	(14,348)	(225)	868	78,302	79,189	79,971	80,761	81,558	
(1,202,950)		Environmental & Energy Mgt	(1,110,079)	(1,298,295)	(186,277)	15,166	6,723	(1,462,683)	(1,528,722)	(1,536,858)	(1,634,976)	(1,633,074)	
157,722		Facilities Management	179,959	182,362	(87,430)	20,902	20,000	1,807	137,641	119,357	120,239	121,131	122,032
998,505		Fleet Management	945,582	969,642	51,942	18,787	(17,500)	9,223	1,032,094	996,690	950,685	854,219	857,789
219,394		Green Spaces	235,396	245,862	42,788	(36,715)	1,500	253,435	254,976	257,056	259,157	261,278	
1,031,685		Markets	1,128,091	1,209,648	(169,409)	14,407	13,419	1,068,065	1,041,840	1,004,963	967,839	980,466	
(110,053)		Operations Management	(98,872)	(89,395)	24,049	(1,040)	688	(65,699)	(65,416)	(64,894)	(64,366)	(63,833)	
847,975		Street Cleansing	388,805	430,407	(275,839)	(129,397)	3,720	28,891	32,713	32,751	32,789	32,828	
815,464		Waste Management	835,802	882,213	(63,329)	4,950	6,099	829,933	816,176	752,538	748,464	754,450	
1,856,586		Grand Total	2,039,226	1,968,161	(182,147)	260,182	5,000	16,738	2,067,935	2,005,751	2,012,004	2,018,420	2,035,001
4,706,463		Grand Total	4,726,876	4,592,612	(860,000)	167,017	7,500	60,785	3,967,914	3,752,554	3,608,455	3,383,438	3,428,495

*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

Head of Resources

Actuals 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
68,892	=	Employees	Hired Staff	79,782	21,000	0	(1,700)	0	19,300	19,300	19,300	19,300	19,300
3,484			Other staff costs	671	1,150	0	(800)	0	350	350	350	350	350
216,045			Pension & NI	205,790	227,038	0	(17,663)	2,270	211,645	203,109	198,406	200,389	202,394
860,471			Salary	822,799	905,178	0	(146,557)	8,952	767,573	736,127	718,623	725,709	732,867
10,623			Training	15,349	18,282	0	(18,282)	0	0	0	0	0	0
1,159,515		Employees Total		1,124,391	1,172,648	0	(185,002)	11,222	998,868	958,886	936,679	945,748	954,911
1,056	=	Buildings	Premises Cleaning	1,230	1,230	0	0	0	1,230	1,230	1,230	1,230	1,230
128,124			Rents	120,000	120,000	0	0	0	120,000	120,000	120,000	120,000	120,000
196,740			Repairs & Maintenance	40,893	42,478	(8,000)	0	(12,000)	0	22,478	22,478	22,478	22,478
19,732			Premises Insurance	20,718	0	0	0	0	0	0	0	0	0
39,122			Rates	34,376	15,300	0	0	306	15,606	15,918	16,236	16,561	16,892
5,980			Energy Costs	4,873	5,000	0	0	0	5,000	5,000	5,000	5,000	5,000
338			Water Services	200	200	0	0	0	200	200	200	200	200
391,095		Buildings Total		222,289	184,208	(8,000)	0	(12,000)	306	164,514	164,826	165,144	165,469
2,878	=	Transport	Mileage Allowance	1,297	1,750	0	(750)	0	1,000	1,000	1,000	1,000	1,000
1,118			Pool Car	1,424	900	0	(100)	0	800	800	800	800	800
3,461			Public Transport	2,904	2,600	0	(1,200)	0	1,400	1,400	1,400	1,400	1,400
7,457		Transport Total		5,625	5,250	0	(2,050)	0	3,200	3,200	3,200	3,200	3,200
9,849	=	Supplies & Services	Communication and computing	5,534	4,380	0	(1,680)	0	2,700	2,700	2,700	2,700	2,700
66,365			Equipment, furniture & materials	55,339	58,960	0	(58,960)	74,567	74,567	20,233	18,233	21,233	21,233
31,779			Insurance - service related	34,116	31,514	0	0	0	31,514	31,514	31,514	31,514	31,514
45,926			Office expenses	49,323	41,170	0	(15,600)	144,000	169,570	247,570	314,570	315,570	316,570
140,028			Services	91,498	45,964	0	209,974	887,000	1,142,938	2,207,938	2,627,938	2,628,938	2,628,938
293,946		Supplies & Services Total		235,810	181,988	0	133,734	1,105,567	0	1,421,289	2,509,955	2,994,955	2,999,955
3,539	=	Benefit & Transfer Payments	Services	4,000	4,000	0	0	0	4,000	4,000	4,000	4,000	4,000
28,974			Irrecoverable V A T	20,500	20,500	0	0	0	20,500	20,500	20,500	20,500	20,500
32,513		Benefit & Transfer Payments Total		24,500	24,500	0	0	0	24,500	24,500	24,500	24,500	24,500
(128,871)	=	Income & Fees	Fees & charges	(149,453)	(134,746)	(10,000)	45,000	0	(99,746)	(99,746)	(99,746)	(99,746)	(99,746)
(1,868)			Sales	(4,520)	0	0	0	0	0	0	0	0	0
(1,813,544)			Rent	(1,851,011)	(1,878,450)	(67,000)	0	(875,000)	0	(2,820,450)	(4,127,450)	(4,895,450)	(4,957,450)
(1,944,283)		Income & Fees Total		(2,004,984)	(2,013,196)	(77,000)	45,000	(875,000)	0	(2,920,196)	(4,227,196)	(4,995,196)	(5,057,196)
(59,758)		Grand Total		(392,368)	(444,602)	(85,000)	(8,318)	218,567	11,528	(307,825)	(565,829)	(870,718)	(918,324)
1,884,525			Gross Service Expenditure	1,612,616	1,568,594	(8,000)	(53,318)	1,093,567	11,528	2,612,371	3,661,367	4,124,478	4,138,872
(1,944,283)			Gross Service Income	(2,004,984)	(2,013,196)	(77,000)	45,000	(875,000)	0	(2,920,196)	(4,227,196)	(4,995,196)	(5,057,196)
(59,758)		Net Service Expenditure		(392,368)	(444,602)	(85,000)	(8,318)	218,567	11,528	(307,825)	(565,829)	(870,718)	(918,324)

Actuals 2014/15	Objective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
177,906		Audit & Risk Management		211,138	223,542	0	559	1,607	225,708	227,355	229,094	230,849	232,623
(1,362,807)		Commercial Estates		(1,584,605)	(1,618,488)	(85,000)	1,389	144,000	1,342	(1,556,757)	(1,720,380)	(1,999,985)	(2,060,572)
670,319		Finance		634,838	639,512	0	(60,801)	74,567	5,656	658,933	559,904	531,425	541,180
76,509		Head of Service		88,267	86,782	0	478	762	88,022	88,802	89,607	90,420	91,241
292,910		Legal		178,100	142,153	0	68,151	1,534	211,838	213,416	213,431	213,446	213,462
85,405		Procurement		79,894	81,898	0	(18,094)	627	64,431	65,074	65,710	66,353	67,003
(59,758)		Grand Total		(392,368)	(444,602)	(85,000)	(8,318)	218,567	11,528	(307,825)	(565,829)	(870,718)	(918,324)

*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

Directors and Corporate Management

Actuals 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17				Medium Term Financial Strategy				
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
48,871	=Employees	Hired Staff	10,000	10,000	0	0	0	0	10,000	10,000	10,000	10,000	10,000
26,885		Other staff costs	7,260	7,400	(5,000)	0	0	0	2,400	2,400	2,400	2,400	2,400
217,972		Pension & NI	255,637	263,217	(27,447)	12,595	2,632	250,997	250,168	241,866	244,285	246,729	246,729
954,078		Salary	1,128,793	1,027,825	(99,553)	(2,983)	10,279	935,568	932,822	902,956	911,984	921,103	921,103
29,027		Training	32,767	28,823	(48,583)	137,819	0	118,059	118,059	118,059	118,059	118,059	118,059
1,276,833	Employees Total		1,434,458	1,337,265	(180,583)	147,431	12,911	1,317,024	1,313,449	1,275,281	1,286,728	1,298,291	1,298,291
28,869	=Buildings	Rents	23,964	7,200	0	0	0	7,200	7,200	7,200	7,200	7,200	7,200
28,869	Buildings Total		23,964	7,200	0	0	0	7,200	7,200	7,200	7,200	7,200	7,200
13,214	=Transport	Mileage Allowance	18,406	19,250	0	(6,500)	0	12,750	12,750	12,750	12,750	12,750	12,750
947		Pool Car	759	1,000	0	(700)	0	300	300	300	300	300	300
2,498		Public Transport	1,913	1,640	0	0	0	1,640	1,640	1,640	1,640	1,640	1,640
16,659	Transport Total		21,078	21,890	0	(7,200)	0	14,690	14,690	14,690	14,690	14,690	14,690
8,447	=Supplies & Services	Catering	6,871	7,250	(2,000)	(1,000)	0	4,250	4,250	4,250	4,250	4,250	4,250
156,984		Communication and computing	154,576	132,011	(2,000)	(11,511)	0	118,500	118,500	118,500	118,500	118,500	118,500
57,672		Equipment, furniture & materials	61,590	64,443	(2,000)	(60,443)	0	2,000	2,000	2,000	2,000	2,000	2,000
7,332		Insurance - service related	7,332	7,515	0	0	0	7,515	7,515	7,515	7,515	7,515	7,515
376,481		Members Allowances	379,825	379,550	0	7,225	0	386,775	386,775	386,775	386,775	386,775	386,775
199,373		Office expenses	160,125	133,005	(1,000)	15,334	0	147,339	147,339	147,339	147,339	147,339	147,339
0		Rents	4,000	4,000	0	2,000	0	6,000	6,000	6,000	6,000	6,000	6,000
624,742		Services	689,766	554,191	(22,000)	16,309	0	548,500	473,500	477,500	473,500	473,500	473,500
1,431,032	Supplies & Services Total		1,464,085	1,281,965	(29,000)	(32,086)	0	1,220,879	1,145,879	1,149,879	1,145,879	1,145,879	1,145,879
525	=Benefit & Transfer Payments	Grants	2,000	2,000	0	0	0	2,000	2,000	2,000	2,000	2,000	2,000
30,150		Services	2,277	3,700	0	0	0	3,700	3,700	3,700	3,700	3,700	3,700
30,675	Benefit & Transfer Payments Total		4,277	5,700	0	0	0	5,700	5,700	5,700	5,700	5,700	5,700
(257,874)	=Income & Fees	Fees & charges	(308,185)	(264,001)	0	(999)	0	(265,000)	(275,000)	(275,000)	(275,000)	(275,000)	(275,000)
(706,308)		Government grants	(291,762)	(13,000)	0	13,000	0	0	0	0	0	0	0
(964,183)	Income & Fees Total		(599,947)	(277,001)	0	12,001	0	(265,000)	(275,000)	(275,000)	(275,000)	(275,000)	(275,000)
1,819,886	Grand Total		2,347,916	2,377,019	(209,583)	120,146	12,911	2,300,493	2,211,918	2,177,750	2,185,197	2,196,760	2,196,760
2,784,068	Gross Service Expenditure		2,947,863	2,654,020	(209,583)	108,145	0	12,911	2,585,493	2,486,918	2,452,750	2,460,197	2,471,760
(964,183)	Gross Service Income		(599,947)	(277,001)	0	12,001	0	0	(265,000)	(275,000)	(275,000)	(275,000)	(275,000)
1,819,886	Net Service Expenditure		2,347,916	2,377,019	(209,583)	120,146	0	12,911	2,300,493	2,211,918	2,177,750	2,185,197	2,196,760

Actuals 2014/15	Objective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17				Medium Term Financial Strategy				
					ZBB Heavy	ZBB Light/Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
556,050	Corporate Team		1,123,243	1,139,452	(206,583)	159,640	0	5,197	1,097,706	1,001,244	965,250	958,796	962,377
948,643	Democratic & Elections		765,077	774,341	(3,000)	(40,585)	0	3,176	733,932	737,188	744,388	743,618	746,882
315,193	Directors		459,596	463,225	0	1,092	0	4,538	468,855	473,486	478,112	482,783	487,501
1,819,886	Grand Total		2,347,916	2,377,019	(209,583)	120,146	0	12,911	2,300,493	2,211,918	2,177,750	2,185,197	2,196,760

*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

Head of Resources (Corporate Budgets)

Actuals 2014/15	Subjective Analysis : Controllable Only *		Forecast 2015/16	Budget 2015/16	Budget 2016/17					Medium Term Financial Strategy			
					ZBB Heavy	ZBB Light/ Other	Capital	Inflation	Budget	2017/18	2018/19	2019/20	2020/21
142,554	= Employees	Employee Insurance	161,506	177,516	0	(9,752)		0	167,764	167,764	167,764	184,540	184,540
794,669		Pension & NI	1,136,000	1,135,000	0	375,000		0	1,510,000	1,574,000	1,649,000	1,724,000	1,799,000
455,403		Severance payments	206,241	207,000	0	0		0	207,000	207,000	206,000	206,000	205,000
1,392,626	Employees Total		1,503,747	1,519,516	0	365,248		0	1,884,764	1,948,764	2,022,764	2,114,540	2,188,540
0	= Buildings	Insurance - service related			0	5,000		0	5,000	5,000	5,000	5,500	5,500
62,276		Premises Insurance	55,633	59,244	0	(3,997)		0	55,247	55,247	55,247	60,772	60,772
62,276	Buildings Total		55,633	59,244	0	1,003		0	60,247	60,247	60,247	66,272	66,272
81,337	= Transport	Vehicle Insurance	81,360	84,535	0	(917)		0	83,618	83,618	83,618	91,980	91,980
81,337	Transport Total		81,360	84,535	0	(917)		0	83,618	83,618	83,618	91,980	91,980
550	= Supplies & Services	Communication and computing	580	610	0	(610)		0	0	0	0	0	0
19,553		Equipment, furniture & materials	21,478	20,258	0	(19,821)		0	437	437	437	481	481
62,385		Insurance - service related	77,218	67,772	0	6,175		0	73,947	73,947	73,947	81,284	81,284
1,961,542		Services	2,440,771	2,466,625	0	(54,525)		0	2,412,100	3,158,773	3,523,216	3,613,399	3,643,488
2,044,031	Supplies & Services Total		2,540,047	2,555,265	0	(68,781)		0	2,486,484	3,233,157	3,597,600	3,695,163	3,725,253
198,209	= Benefit & Transfer Payments	Contributions paid	0	0	0	73,855		0	73,855	73,855	73,855	73,855	73,855
2,375		Irrecoverable V A T	1,625	1,625	0	75		0	1,700	1,700	1,700	1,700	1,700
389,740		Levies	389,355	394,291	0	(4,936)		0	389,355	389,355	393,249	393,249	397,181
590,323	Benefit & Transfer Payments Total		390,980	395,916	0	68,994		0	464,910	464,910	468,804	468,804	472,736
7,909	= Income & Fees	Bad debt provision	60,000	60,000	0	(25,000)		0	35,000	35,000	35,000	35,000	35,000
2,387		Fees & charges	0	0	0	(10,000)		0	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
(1,549,467)		Government grants	(63,175)	(68,000)	0	68,000		0	0	0	0	0	0
(84,917)		Interest	(232,882)	(232,014)	0	26,299		0	(205,715)	(204,715)	(204,715)	(209,715)	(209,715)
(1,624,087)	Income & Fees Total		(236,057)	(240,014)	0	59,299		0	(180,715)	(179,715)	(179,715)	(184,715)	(184,715)
2,546,507	Grand Total		4,335,710	4,374,462	0	424,846		0	4,799,308	5,610,982	6,053,318	6,252,044	6,360,066
4,170,594	Gross Service Expenditure		4,571,768	4,614,476	0	365,547		0	4,980,023	5,790,697	6,233,033	6,436,759	6,544,781
(1,624,087)	Gross Service Income		(236,057)	(240,014)	0	59,299		0	(180,715)	(179,715)	(179,715)	(184,715)	(184,715)
2,546,507	Net Service Expenditure		4,335,710	4,374,462	0	424,846		0	4,799,308	5,610,982	6,053,318	6,252,044	6,360,066

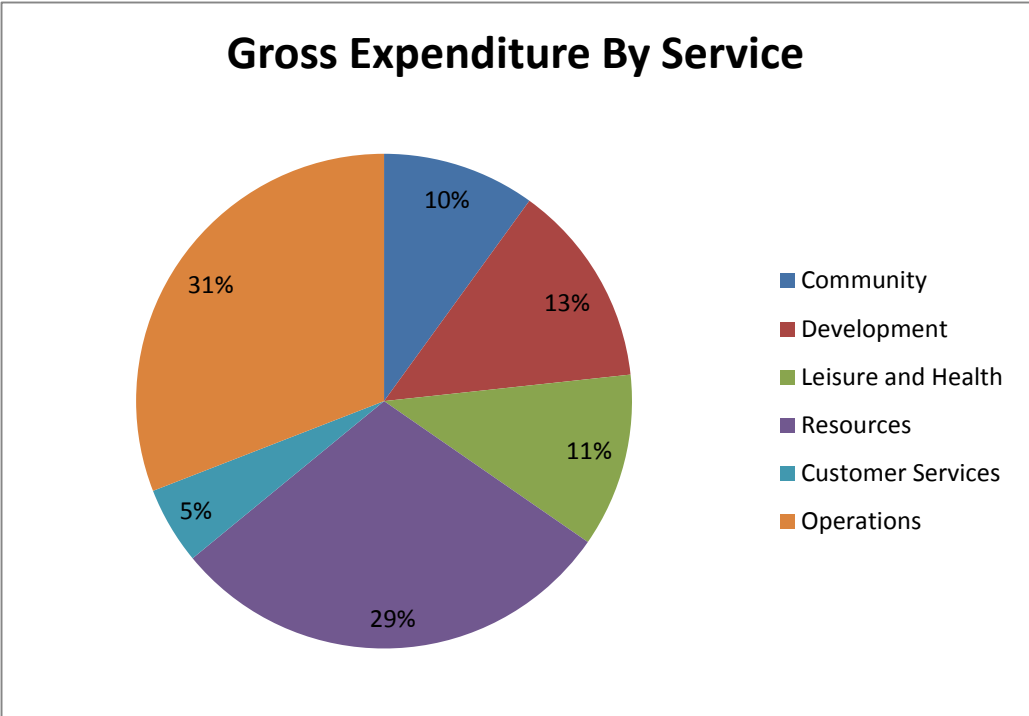
*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

3.0 CAPITAL

- 3.1 The detailed draft capital programme for the period 2016/17 to 2020/21 is shown below in **Table G**, along with the sources of finance. The revenue implications of the individual capital proposals are built into the individual revenue budgets and the impact of the proposed programme on the minimum revenue position (MRP) is **£61,000**. In addition there is an MRP increase in 2017/18 of £0.6m as a result of the funding of the 2016/17 capital programme.

Table G	Forecast	Budget	Medium Term Financial Strategy			
	2015/16 £000s	2016/17 £000s	2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s
Community						
CCTV Camera Replacements	87	40	40	40	40	40
CCTV Shared Service Room	2					
Loves Farm Community Building	72					
Pathfinder House Site	10					
Huntingdon West Development	1,059	718				
CCTV Pathfinder House Resilience		20				
CCTV Wi-Fi		250				
Lone Worker Software		20				
Development						
Alconbury Weald Remediation	1,985					
Private Sector Housing Grants	75					
Disabled Facilities Grants	1,545	1,400	1,300	1,200	1,100	1,000
A14 Upgrade					200	200
Leisure and Health						
Pedals Scheme	9					
One Leisure Synthetic Pitch	392					
One Leisure St Ives Development	0					
One Leisure Improvements	226	249	270	281	317	317
Replacement Fitness Equipment	185					
One Leisure St Ives String Bowling System		42				
One Leisure Huntingdon Changing Facilities		92				
One Leisure Huntingdon Expansion		811				
Resources						
VAT Exempt Capital	121					
Housing Association Loan	2,750	2,750				
Phoenix Industrial Unit Roof Replacement	200					
Octagon Improvements	50					
Cash Receipting System Upgrade	17					
Levellers Lane Industrial Unit Roof Replacement		78				
Clifton Road Industrial Unit Roof Replacement		70				
Financial Management System Replacement		192				
Customer Services						
Business Systems	13					
CRM System Upgrade		117				
E-forms		44				
Flexible Working - 3CSS		50	50	50		
Telephones - 3CSS		100	100			
Virtual Server - 3CSS		220				
Operations						
Building Efficiencies (Salix)	70	74	74			
Environment Strategy Funding (Loves Farm Community Building)	30					
Wheeled Bins	127	234	234	234	234	234
Vehicle Fleet Replacement	761	1,861	1,062	551	1,344	971
Car Park Improvements	25					
In-Cab Technology		75				
Play Equipment	45	25	20	20	21	21
Retro-Fitting Buildings		662	320			
Bridge Place Car Park Godmanchester		318				
Total Cost	9,856	10,512	3,470	2,376	3,256	2,783
Asset Sales	(847)					
Capital Receipts	(500)	(400)	(300)	(300)	(300)	(300)
Grants and Contributions	(3,456)	(536)	(758)	(792)	(810)	(853)
Borrowing - External	(2,750)	(7,750)	(2,000)	(1,000)	(2,000)	(1,000)
Borrowing - Internal	(2,303)	(1,826)	(412)	(284)	(146)	(630)
Total Sources of Finance	(9,856)	(10,512)	(3,470)	(2,376)	(3,256)	(2,783)

Borrowing: External; for 2016/17 this includes the balance of the loan to Luminus Housing. Any additional external borrowing to the capital programme will be included in the Treasury Management Strategy that will be approved in February 2016.



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 2016/17.

- **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 £15,000; this is based on an estimated daily cash flow balance of £8.0m. The cost of borrowing is based on an estimated interest rate of 0.75%.

- **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 2015/16, it is forecast that the total balances in respect of long-term borrowing will be £14.0m. The estimated cost of long term borrowing in 2016-17 is £0.649m.

During 2016/17 further long-term borrowing will occur to finance the Commercial Investment Strategy. Borrowing of £20m is estimated, with an estimated cost of £55,000 in 2016/17.

5.0 Capital Financing Requirement (CFR)

5.1 The following tables demonstrate, over the period of the MTFs, the Councils capital commitments and plans against its underlying need to borrow. The three tables below show the Council's total CFR which is then split into that which relates to the Council's mainstream spending and that which relates to the Capital Investment Strategy (CIS).

Capital Financing Requirement - Total	Forecast 2015/16 £000s	Budget 2016/17 £000s	Medium Term Financial Strategy			
			2017/18	2018/19	2019/20	2020/21
			£000s	£000s	£000s	£000s
Opening Capital Financing Requirement	35,474	38,997	66,053	79,285	75,780	75,371
Closing Capital Financing Requirement	38,997	66,053	79,285	75,780	75,371	74,420
Increase in Underlying Need to Borrow	3,523	27,056	13,232	(3,505)	(409)	(951)

Capital Financing Requirement - Capital Programme	Forecast 2015/16 £000s	Budget 2016/17 £000s	Medium Term Financial Strategy			
			2017/18	2018/19	2019/20	2020/21
			£000s	£000s	£000s	£000s
Opening Capital Financing Requirement	35,474	38,997	46,938	47,119	45,983	45,574
Property Plant and Equipment	2,172	4,753	2,020	1,126	1,956	1,583
Intangible Assets	30	743	150	50	0	0
Investment Properties	240	148	0	0	0	0
Revenue Expenditure Funded From Capital Under Statute	4,589	2,118	1,300	1,200	1,300	1,200
Community Infrastructure Levy	700	0	0	0	0	0
Repayable Advances	2,825	2,750	0	0	0	0
Additional Requirement	10,556	10,512	3,470	2,376	3,256	2,783
Capital Receipts	(1,347)	(400)	(300)	(300)	(300)	(300)
Grants and Contributions	(3,456)	(536)	(758)	(792)	(810)	(853)
Capital Reserves	0	0	0	0	0	0
Capital Reserves - Community Infrastructure Levy	(700)	0	0	0	0	0
Minimum Revenue Provision	(1,530)	(1,635)	(2,231)	(2,420)	(2,555)	(2,581)
	(7,033)	(2,571)	(3,289)	(3,512)	(3,665)	(3,734)
Closing Capital Financing Requirement	38,997	46,938	47,119	45,983	45,574	44,623
Increase in Underlying Need to Borrow	3,523	7,941	181	(1,136)	(409)	(951)

Capital Financing Requirement - Commercial Investment Strategy	Forecast 2015/16 £000s	Budget 2016/17 £000s	Medium Term Financial Strategy			
			2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s
Opening Capital Financing Requirement	0	0	19,115	32,166	29,797	27,428
Property Shares	5,000	5,000	0	0	0	0
Direct Assets (Local Area)	5,000	10,000	5,000	0	0	0
Direct Assets (Regional Cities)	0	5,000	10,000	0	0	0
Additional Requirement	10,000	20,000	15,000	0	0	0
Capital Investment Earmarked Reserve	(10,000)	0	0	0	0	0
Minimum Revenue Provision	0	(885)	(1,949)	(2,369)	(2,369)	(2,369)
	(10,000)	(885)	(1,949)	(2,369)	(2,369)	(2,369)
Closing Capital Financing Requirement	0	19,115	32,166	29,797	27,428	25,059
Increase in Underlying Need to Borrow	0	19,115	13,051	(2,369)	(2,369)	(2,369)

Council Tax Base 2016/17 – methodology and the net tax base by Parish

Methodology

A tax base calculation for the whole of the District Council's area has been undertaken, starting with relevant Tax Base data held as at November 2015. Added to this information are details of new properties likely to be completed and banded for Council Tax purposes during the period December 2015 to March 2017. Estimates have been made regarding the possible level of occupation of these new properties and the likely discounts that they may attract, and in particular it assumes that the discount awarded to “second homes”, and that the discount awarded to properties unoccupied and substantially unfurnished will be 0% for up to one month and 0% thereafter; Properties left unoccupied for more than two years will be charged the “Empty Homes Premium of 50%. Expected levels of Council Tax Support have also led to a reduction in the Tax Base. The resulting calculation shows a Band D equivalent tax base of 59,716 properties before provision for losses on collection.

The tax base calculation has to be reduced by a percentage which, in the District Council's opinion, represents the likely losses on collection during the financial year. This “bad debt provision” has been once again assumed to be 0.6%. On applying the reduction to this calculation, a net tax base figure of 59,358 is achieved.

This compares with the 2015/16 tax base of 58,329 and the consequent increase is therefore 1.76% (which is fairly consistent with an increase of 1.69% between 2014/15 and 2015/16).

Net tax base by Parish

Based on the information contained within this report, it is recommended that pursuant to the Local Taxation Manager's report and in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 2012, the amounts calculated by the Huntingdonshire District Council as their (net) tax base for the whole District for the year 2016/2017 be 59,358 and shall be as listed below for each Parish of the District.:

Abbotsley	249
Abbots Ripton	133
Alconbury	546
Alconbury Weston	284
Alwalton	119
Barham & Woolley	29
Bluntisham	737
Brampton	1725
Brington & Molesworth	166

Broughton	88
Buckden (incorporating Diddington)	1152
Buckworth	52
Bury	617
Bythorn & Keyston	141
Catworth	154
Chesterton	58
Colne	352
Conington	66
Covington	44
Denton & Caldecote	27
Earith	576
Easton	76
Ellington	233
Elton	285
Farcet	524
Fenstanton	1146
Folksworth & Washingley	348
Glatton	129
Godmanchester	2403
Grafham	235
Great & Little Gidding	122
Great Gransden	451
Great Paxton	367
Great Staughton	324
Haddon	25
Hail Weston	243
Hamerton & Steeple Gidding	48
Hemingford Abbots	339
Hemingford Grey	1274
Hilton	451
Holme	230
Holywell-cum-Needingworth	969
Houghton & Wyton	785
Huntingdon	7255
Kimbolton & Stonely	588
Kings Ripton	80
Leighton Bromswold	81
Little Paxton	1523
Morborne	10
Offord Cluny & Offord D'Arcy	501
Old Hurst	97
Old Weston	93
Perry	260
Pidley-cum-Fenton	157
Ramsey	2758
St Ives	5789
St Neots	10760

Sawtry	1788
Sibson-cum-Stibbington	216
Somersham	1354
Southoe & Midloe	152
Spaldwick	245
Stilton	773
Stow Longa	67
The Stukeleys	414
Tilbrook	119
Toseland	37
Upton & Coppingford	81
Upwood & The Raveleys	416
Warboys	1327
Waresley-cum-Tetworth	145
Water Newton	41
Winwick	41
Wistow	218
Woodhurst	153
Woodwalton	78
Wyton-on-the-Hill	412
Yaxley	2859
Yelling	<u>148</u>
	<u>59358</u>

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Extract from:

The provisional Local Government Finance Settlement 2016-17 and an offer to councils for future years

Four-year settlements: an offer to all councils

- 5.1 The Government will offer any council that wishes to take it up a four-year funding settlement to 2019-20. As part of the move to a more self-sufficient local government, these multi-year settlements can provide the funding certainty and stability to enable more proactive planning of service delivery and support strategic collaboration with local partners. Councils should also use their multi-year settlements to strengthen financial management and efficiency, including by maximising value in arrangements with suppliers and making strategic use of reserves in the interests of residents.
- 5.2 The Government is making a clear commitment to provide central funding allocations for each year of the Spending Review period, should councils choose to accept the offer and if they have published an efficiency plan. Indicative allocations are published alongside this year's provisional settlement and will be confirmed in the final settlement. In determining allocations for future years, the Government has assumed that it will continue to use the methodology outlined in this consultation.
- 5.3 In practice, the final determination of the local government finance settlement for any given year cannot be made until calculations are completed taking account of the business rates multiplier, which is based on the Retail Price Index in September each year. The Government will also need to take account of future events such as the transfer of functions to local government, transfers of responsibility for functions between local authorities, mergers between authorities and any other unforeseen events. However, barring exceptional circumstances and subject to the normal statutory consultation process for the local government finance settlement¹⁰, the Government expects these to be the amounts presented to Parliament each year.
- 5.4 The Government proposes in chapter 2 of this consultation to allocate funding on the basis of the core resources available to local authorities, taking into account councils' business rates and council tax, as well as their Revenue Support Grant. It follows that some councils with less Revenue Support Grant in later years will need to contribute funding from the other elements of their settlement core funding in order to meet the overall reductions to local government funding set in the Spending Review. Where this is the case, the Government proposes to adjust the relevant councils' tariff or top up under the business rates retention scheme. This approach has therefore been used in calculating the core spending power projections for the Parliament published alongside the 2016-17 provisional local government finance

¹⁰ As prescribed in sections 78 and 78A of the Local Government Finance Act 1988.

settlement. The Government will consult on the final adjustments for each year as part of the annual statutory process for the local government finance settlement.

Hyperlink to consultation and other provisional settlement documents:

<https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2016-to-2017>

COMMENTS FROM OVERVIEW AND SCRUTINY PANEL (FINANCE AND PERFORMANCE) – 7th January 2016

UPDATE ON 2016/17 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY

The Overview and Scrutiny Panel (Finance and Performance) was informed of the proposed Budget 2016/17 and Medium Term Financial Strategy (MTFS) covering the period 2017/18 until 2020/21. The Panel also noted the Zero Based Budgeting (ZBB) sessions, the possible reduction in Government grants, a proposed four-year settlement offer for Local Authorities from the Government and the Council Tax Base.

Concern was expressed that the MTFS shows that the General Fund would record a deficit by the end of 2020/21. Members indicated that they would like to avoid this scenario and would support further ZBB session to assist in achieving a balanced budget. The Panel accepted the aspiration to freeze Council Tax however if Council Tax needed to rise then Members would be amenable to this.

The Panel discussed the possible introduction of the Bus Departure Levy. Members accept that money would have to be spent on effectively monitoring bus departures from the Bus stations and that a levy could have the effect of bus companies reducing the service they provide. Despite this Members were keen that the option of the bus departure levy should be explored.

The Panel was positive regarding the four-year settlement however have decided to withhold comments until Members have seen the details. Members have noted the Council Tax Base calculations for 2016/17. After discussing the budget proposals the Panel agreed that the Cabinet should adopt Option 1 for dealing with the potential deficit in reserves.

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COMMENTS FROM OVERVIEW AND SCRUTINY PANEL (COMMUNITIES AND CUSTOMERS) – 5th January 2016

VOLUNTARY SECTOR GRANT FUNDING 2016/17 – 2019/20

The Overview and Scrutiny Panel (Communities and Customers) was informed that as the current three year funding programme is coming to an end on 31st March 2016 and with the need to make substantial savings the Council should take the opportunity to review its procedures, criteria and priorities for future support to voluntary sector organisations.

Members were acquainted with the five funding options for voluntary sector organisations, the current organisations in receipt of funding and the three options for future allocation of funding. Members noted that in addition to the voluntary sector grant funding the Council provides Cambridgeshire County Council also allocates just under £19k.

The Panel expressed their disappointment that the report was not presented months earlier and emphasised that the short timescale does not allow for Members to give full consideration to the proposals. Members thought it was unfair that the voluntary sector organisations in receipt of funding would not have sufficient time to source alternative funding if the options were to be adopted.

There was concern that the report does not contain the effect a reduction of funding would have upon the six organisations in receipt of voluntary sector grant funding. Members noted it would be useful if the report contained information concerning the benefit the organisations have upon the District as a result of the funding.

Members expressed the preferred outcome which would be for the Cabinet to set the priorities it would like the voluntary sector organisations to achieve, allocate funding and then invite voluntary sector organisations to bid for funding. However Members emphasised that this could only occur once a full analysis of the existing arrangements has been completed.

The Panel does not support any of the options presented within the report and instead would like to see funding remain at its current level for 2016/17 in order for a working group to carry out and complete work on finding an alternative funding arrangement which will be in place for 2017/18.

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Annual Equality Progress Report 2015

Meeting/Date: Overview & Scrutiny Social Well-Being Panel 5th January 2016
Cabinet 21st January 2016

Executive Portfolio: Councillor Stephen Cawley Executive Councillor for Organisational Change and Development

Report by: Policy, Performance & Transformation Manager

Ward(s) affected: All

Executive Summary:

The purpose of this report is to provide an update on progress with the Council's equality objectives and to propose a more proportionate and effective response to Council's Public Sector Equality Duty.

Recommendation(s):

It is recommended that the Cabinet adopts equality objectives and actions that are more relevant and Huntingdonshire focused as attached as Appendix 1; for example actions that reflect the changing needs of customers and employees; support the Council in becoming more efficient in how it delivers services as well as ensuring statutory obligations are met.

1. WHAT IS THIS REPORT ABOUT/PURPOSE?

- 1.1 The purpose of this report is to provide an update on progress with the Council's equality objectives and to propose a more proportionate and effective response to Council's Public Sector Equality Duty

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 The Equality Act 2010 created a new Public Sector Equality Duty (PSED) on public bodies to tackle discrimination, promote equality of opportunity and encourage good community relations. The duty is relevant to the Council (including Members) as both an employer and as a service provider and therefore relates to the way we work, our employment policies and procedures and the way in which we deliver services.

- 2.2 The Equality Duty consists of a general duty and several specific duties, which are intended to help public bodies meet the general duty. The general duty requires public bodies to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited under the Act.
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it.
- Foster good relations between people who share a protected characteristic and people who do not share it.

- 2.3 Specific duties were introduced in June 2011, requiring public bodies to publish information demonstrating their compliance with the general duty and to set specific, measurable equality objectives.

This meant that the Council would need to publish:

- Equality objectives, at least every four years
- Information to demonstrate our compliance with the equality duty, at least annually (setting out how we understand the impact of our policies and practices on service users/customer and employees with these protected characteristics)
- Information relating to our employees.

- 2.4 The Single Equality Scheme (SES) 2010-2013 and annual HR Employee Equality Monitoring Report demonstrated how the Council would meet its statutory responsibilities, in particular how the Council would take account of:

- the Public Sector Equality Duties (PSED) as set out in the Equality Act 2010; and
- achievement against the Equality Framework for Local Government (EFLG). Achieving status was attained in February 2012.

- 2.5 The Council also committed to the continued use of Equality Impact Assessment's (EIAs) to help comply with the PSED, that is, to consciously think about the three aims of the Equality Duty as part of the process of decision making, and to understand the potential effects of decisions on different people and to keep a record of how decisions were reached. The last annual equality progress report to Members and senior officers was in March 2013. A report was not produced in 2014 due to conflicting work priorities arising out of the Corporate Team restructure. However, EIA's continued to be completed where required. Due regard relating to Information about the Council's employees was demonstrated through an annual HR Employee Equality Monitoring Report; however this was last produced in November 2013.

3. OPTIONS CONSIDERED/ANALYSIS

3.1 The SES was originally approved in September 2010 and it was agreed that a full review would take place every three years and there would be an annual review of the action plan. The planned full review in 2013 was delayed whilst the government completed its review of the PSED (published September 2013). The majority of actions in the SES have been achieved. The Councils equality steering group met in February 2014 and draft equality objectives were agreed, however since that point, no further work has been carried out.

3.2 There is no obligation to have a separate and distinct equality policy as long as the Council has identified equality objectives and can demonstrate compliance with the other specific duties. It is proposed that SES is replaced with more relevant Huntingdonshire focused equality objectives and actions that reflect the changing needs of customers and employees; support the Council in becoming more efficient in how it delivers services as well as ensuring statutory obligations are met.; for example:

- monitoring and reviewing the impact of migrating services online to ensure they remain accessible to customers
- gain accreditation as a Mindful employer and Dementia Friendly employer
- ensure decisions to reduce reliance on central government funding are assessed for equality impact
- Demonstrating compliance with the PSED through an annual report to senior officers and Members

The Council provides a wide variety of services that meet the varied needs of customers however, the HDC equality objectives will not include actions that are contained within any other Council or partnership action plan.

3.3 The Corporate Team will be responsible for producing the HR Equality monitoring report.

4. COMMENTS OF OVERVIEW & SCRUTINY PANEL

4.1 The comments of the Overview & Scrutiny Panel (Communities and Customers) following its meeting on the 5th January 2016 are attached as Appendix 2.

5. KEY IMPACTS/RISKS? HOW WILL THEY BE ADDRESSED?

5.1 The Council has a statutory obligation to demonstrate compliance with the PSED, the adoption of equality objectives and the annual review report to senior officers and members ensures the Council is complying with its statutory duties. Management Team will be responsible for ensuring that the Equality objectives are achieved. Any detailed action plan arising out of the equality objectives can be inserted into the Corporate Team Service Plan.

5.3 Six EIAs were carried out during 2012/13, twelve during 2013/14, two during 2014/15. Since April 2015 there have been four EIAs completed.

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

6.1 Draft report to SMT, Cabinet, O&S Social Well-Being.

7. LINK TO THE CORPORATE PLAN

- 7.1 Equality and inclusion is an integral part to the delivery of Huntingdonshire District Council's Corporate Plan 2015-2016. Embedding equality and inclusion throughout the Council's business is critical to achieving the overall vision of: "continuing to improve the quality of life for the people of Huntingdonshire and work towards sustainable economic growth whilst providing value for money services" and links to all four Strategic Priorities of: - a strong local economy, enable sustainable growth, working with our communities and, a customer focused and service led Council.
- 7.2 There are strong links with the Customer Service Strategy; particularly the objectives – listen to customers, get it right first time, act and behave in the right way and make it matter to staff.

8. CONSULTATION

- 8.1 The Council's Equality Steering Group, comprising members representing each service met in February 2014 and draft equality objectives were discussed and agreed.

9. LEGAL IMPLICATIONS

- 9.1 The Equality & Human Rights Commission is responsible for regulating the PSED, if a public authority does not publish equality information as required by the specific duty regulations, they risk being subject to legal challenge (including enforcement action by the Commission), as well as potential damage to reputation.

10. RESOURCE IMPLICATIONS

- 10.1 Achievement of the equality objectives will be largely met through existing business as usual or management processes. There is a small administration fee (£100) for employers signing the Charter for Employers who are Positive About Mental Health. There may a requirement for some staff to attend mental health and dementia awareness raising sessions.

11. OTHER IMPLICATIONS

- 11.1 N/A

12. REASONS FOR THE RECOMMENDED DECISIONS

- 12.1 The Council should make a proportionate and effective response to statutory and business requirements.

13. LIST OF APPENDICES INCLUDED

- 13.1 Appendix 1 – Equality Objectives
- 13.2 Appendix 2 - Comments of Overview & Scrutiny Panel (Communities and Customers) from its meeting on the 5th January 2016.

CONTACT OFFICER

Louise Sboui

Policy, Performance & Transformation Manager
01480 388032

APPENDIX 1

Corporate Equality Objectives 2015/2019	Action	Link to Corporate Plan Strategic Priorities and other Strategy or Policy (where relevant)	Responsibility	Resource	Action review date
Demonstrate compliance with the equality duty	Annual report (including HR monitoring) to Senior Officers, and Members	Ensuring we are a customer focused and service-led council Working with our communities	Corporate Team LGSS	Staff time	Annual
Continue to ensure proposed decisions are assessed for equality impact	Equality Impact Assessment of any activities to reduce reliance on central government funding (Facing the Future, ZBB, Shared Services etc.) Refresh Management Team awareness of the importance of completing EIA's	Ensuring we are a customer focused and service-led council Customer Service Strategy: Listen to customers Act and behave in the right way	SMT and Corporate Team	Staff time	Annual
To collect and analyse service user information more effectively	Ensure consistency in customer satisfaction survey question(s) so that a summary of customer satisfaction, participation rates or feedback from consultation (disaggregated by equality groups) can be produced	Ensuring we are a customer focused and service-led council Customer Service Strategy: Listen to customers	Corporate Team Customer Services	Staff time	Annual
A skilled and committed workforce	Gain accreditation as a Mindful Employer Gain accreditation as a Dementia Friendly Employer	Ensuring we are a customer focused and service-led council Customer Service Strategy: Act and behave in the right way Make it matter to staff Workforce Strategy: Identify organisation development and learning needs	Corporate Team LGSS	tbc no external costs anticipated	Accreditation achieved by 2017
Provide support to customers to ensure online services are accessible	Monitor and review impact of migrating services online	Ensuring we are customer focused and service-led council Customer Service Strategy: Provide value for money services	Customer Services	tbc	tbc
Compliance with the Cambridgeshire Local Safeguarding Children Board Section 11 Audit'	Complete S11 Safeguarding Audit outcome action plan	Ensuring we are a customer focused and service-led council	Leisure & Health Customer Services	Staff time	Achieved by January 2016

COMMENTS FROM OVERVIEW AND SCRUTINY PANEL (COMMUNITIES AND CUSTOMERS) – 5th January 2016

ANNUAL EQUALITY PROGRESS REPORT 2015

The Overview and Scrutiny Panel (Communities and Customers) was informed that the Council are updating the equality objectives. The aim of this is to provide a more proportionate and effective response to Council's Public Sector Equality Duty. Members were advised that it would be up to individual managers to ensure equality compliance as part of business as usual, as this would be a more efficient use of time and resource compared to the model of monitoring equality compliance from a central location. There would still be support available centrally and an annual report produced. Members supported the more proportionate response and actions proposed.

Due to the content Members questioned why the report was submitted to the Panel and not the Employment Panel. However it was noted that as the report effects customers as well as employees Officers thought it was more appropriate to submit the report to the Panel as its remit covers customers. Members had no further comments to make upon the report.

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SAFETY ADVISORY GROUP

WEDNESDAY, 25 NOVEMBER 2015

CIVIC SUITE, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN

ACTION SHEET

MEMBERS PRESENT: **Management Side**
 Councillor J W Davies
 Councillor A Hansard

Employee Side
 K Lawson
 Mrs S McKerral
 G Vince

IN ATTENDANCE: P Corley
 S Howell
 A Radford
 M Sage
 C Stopford

APOLOGIES: B Bentley, Councillors Mrs B E Boddington, R Harrison and Mrs P A Jordan

ITEM NO.	SUBJECT	ACTION BY
1	<p>REPORT OF THE SAFETY ADVISORY GROUP</p> <p>The report of the Safety Advisory Group meeting held on 9th September 2015 was received and noted.</p> <p>Referring to Item No. 5 of the report regarding the lack of business on recent Safety Advisory Group Agendas, the Chairman explained that the matter was being considered as part of the review of the Constitution currently being undertaken. It was also explained that the posts of One Leisure Quality Systems, Facilities and Safety Manager and the Health Safety and Resilience Officer (Operations) would shortly be reporting under the Community Team.</p>	
2	<p>MEMBERS' INTERESTS</p> <p>There were no declarations of disclosable pecuniary or other interests received at the meeting.</p>	
3	<p>HEADS OF SERVICE - HALF YEARLY REPORT</p> <p>The Safety Advisory Group received and noted a report by the</p>	

ITEM NO.	SUBJECT	ACTION BY
	<p>Corporate Health and Safety Advisor that provided a summary of health and safety compliance and control across the Council's operations during the preceding 6 months.</p> <p>It was explained that this was the third report the Group had received in the new format which was based upon statistics derived from the recently adopted performance indicators, intended to provide a more holistic picture of health and safety performance focussing on management action rather than accident and injury data.</p> <p>There had been a significant decrease in the total number of injury accidents recorded during the six month period which reflected an improved Accident Incidence Rate (AIR) and Accident Frequency Rate (AFR) in comparison to the same period the previous year. Although the Accident Severity Rate (ASR) had slightly decreased in comparison to the same period the previous year, it had increased over the last six months due to 69 days lost in respect of a single Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) reportable incident.</p> <p>Regarding basic health and safety training for office based employees it was noted that the percentage of office based employees who had completed compulsory health and safety training to date was in line with the expectation that all staff would have completed the training by the end of March 2016.</p> <p>Concern was expressed that since the Safety Advisory Group had been receiving the report in the new format there had been one serious accident resulting in a statutorily reportable accident, involving an incident of a trip on the same level that had resulted in 69 lost days. The injured person was still absent from work. There had also been five other lost time injury accidents which had resulted in 8 lost days giving a cumulative total of 77 lost days.</p>	
4	QUARTERLY ACCIDENT/INCIDENT REPORTS	
5	<p>Pathfinder House</p> <p>The Safety Advisory Group received and noted a report from the Corporate Health and Safety Advisor regarding the number and nature of accidents and health and safety incidents that had occurred at District Council owned/occupied premises or associated with work activities by District Council employees.</p> <p>It was noted that a total of five incidents had required first aid attention, but were not reportable via RIDDOR and involved non-employees. Three of the reported injuries were sustained as a result of participating in healthy lifestyle/leisure activities, the other two incidents were sustained by members of the</p>	

ITEM NO.	SUBJECT	ACTION BY
	<p>public whilst visiting Pathfinder House. One person had fallen from a chair and the other person had slipped on the floor. The condition of both the chair and the floor had been confirmed as not having been the cause for the accidents.</p>	
6	<p>One Leisure</p> <p>The Safety Advisory Group received and noted a report from the One Leisure Quality Systems, Facilities and Safety Manager regarding the number and nature of accidents and health and safety incidents that had occurred at One Leisure premises or associated with work activities by One Leisure employees.</p> <p>No accidents had been reportable under the requirements of RIDDOR Regulations. Ten accidents involved employees and 161 accidents involved non-employees of which only four of these accidents were not caused as a direct result of taking part in an activity.</p> <p>In response to a question regarding two employee related accidents at One Leisure St Ives, the Group was informed that these had been fully investigated and follow-up action was being taken.</p> <p>The Group was informed of the status of a non-employee related accident at One Leisure Huntingdon.</p> <p>The Group expressed concern at the speed that some vehicles travelled in the carpark at One Leisure St Ives. It was acknowledged that there was already traffic calming measures in place. However, more measures were required to protect pedestrians and the Group tasked Management to progress the matter. In response it was explained that a lighting assessment had been undertaken and speed limit signs were displayed. It was agreed that One Leisure would contact the various clubs that used the facilities to urge their Members to drive with care in the carpark.</p>	P Corley
7	<p>Operations</p> <p>The Safety Advisory Group received and noted a report from the Health Safety and Resilience Officer (Operations) regarding the number and nature of accidents and health and safety incidents that had occurred in operations service owned, managed and occupied premises or associated with work activities by operations service employees.</p> <p>In total six employee related accidents had been reported during the reporting period, none of which had been reportable under the requirements RIDDOR. Two of the accidents had resulted in a total of 4 days lost time.</p>	

ITEM NO.	SUBJECT	ACTION BY
	<p>The Group congratulated the Operations Service at the continuing decline in the number of accidents and health and safety incidents occurring within the Team.</p>	
8	<p>URGENT ITEM - LETTER FROM HEALTH AND SAFETY EXECUTIVE</p> <p><i>The Head of Community, having received a letter from the Health and Safety Executive subsequent to the agenda dispatch, the Chairman agreed to allow an urgent item of business in accordance with Section 100B (4) (b) of the Local Government Act 1972.</i></p> <p>The Head of Community informed the Safety Advisory Group as to the contents of the letter regarding an incident that had occurred in April 2015 and the likely sanctions and costs.</p> <p>It was explained that the Group would be updated when further information was available.</p>	C Stopford
9	<p>DATE OF NEXT MEETING</p> <p>The Safety Advisory Group noted that the next meeting was scheduled on 24th February 2016 at 3pm.</p>	

By virtue of paragraph(s) 1, 2, 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

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By virtue of paragraph(s) 1, 2, 3, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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