

A meeting of the **CABINET** will be held in **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **THURSDAY, 19 JANUARY 2017** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact  
(01480)**

## **APOLOGIES**

### **1. MINUTES (Pages 7 - 18)**

To approve as a correct record the Minutes of the meeting held on 17 November 2016.

**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. APPOINTMENT OF EXECUTIVE COUNCILLORS**

Following changes made to the Cabinet, to note those Members appointed to hold responsibility for executive powers and duties determined by the Executive Leader.

The following executive responsibilities were confirmed by the Cabinet in May 2016:

- Strategic Partnerships and Shared Services
- Planning Policy, Housing and Infrastructure
- Environment, Street Scene and Operations
- Organisation and Customer Services
- Community Resilience
- Strategic Resources
- Business, Enterprise and Skills
- Leisure and Health
- Operational Resources

As of 21 December 2016 changes to the Cabinet took effect and those Members appointed to hold responsibility for executive powers

and duties determined by the Executive Leader were as follows:

- Commercialisation and Shared Services (Councillor Daryl Brown)
- Housing and Regulatory Services (Councillor Ryan Fuller)
- Operations (Councillor Jim White)
- Transformation and Customers (Councillor Stephen Cawley)
- Community Resilience (Councillor Ms Angie Dickinson)
- Strategic Resources (Councillor Jonathan Gray)
- Leisure and Health (Councillor John Palmer)
- Growth (Councillor Roger Harrison)

The Deputy Leader (Councillor Graham Bull) has responsibility for Development Management and Planning Enforcement.

The following ex-officio appointments are also noted:

The Executive Leader is appointed to serve as an ex-officio Member of the Employment Committee.

The Executive Councillor with responsibility for Development Management and Planning Enforcement is appointed to serve as an ex-officio Member of the Development Management Committee.

The Executive Councillor for Housing and Regulatory Services is appointed to serve as an ex-officio Member of the Licensing and Protection Panel/Licensing Committee.

#### **4. HINCHINGBROOKE COUNTRY PARK JOINT GROUP**

Following changes made to the Cabinet, to amend the membership of Hinchingsbrooke Country Park Joint Group.

#### **5. HUNTINGDONSHIRE DISTRICT COUNCIL GROWTH AND INFRASTRUCTURE THEMATIC GROUP**

Following changes made to the Cabinet, to amend the membership of the Huntingdonshire District Council Growth and Infrastructure Thematic Group.

The Executive Councillor for Growth (formerly Planning Policy, Housing and Infrastructure) is appointed to serve as an ex-officio Member as Chairman of the Group.

#### **6. DEVELOPMENT PLANS POLICY ADVISORY GROUP**

Following changes made to the Cabinet, to amend the membership of the Development Plans Policy Advisory Group.

7. **HUNTINGDONSHIRE LOCAL PLAN TO 2036 QUARTERLY UPDATE AND INFRASTRUCTURE PLANNING UPDATE** (Pages 19 - 28)
- To provide a progress report on preparation of the proposed submission Huntingdonshire Local Plan to 2036, its supporting evidence base and the highways and transport infrastructure projects necessary for its delivery.
- C Kerr  
388430**
8. **ANNUAL MONITORING REPORT, INCLUDING FIVE YEAR HOUSING LAND SUPPLY** (Pages 29 - 34)
- To present to enable the Cabinet to comment on the Annual Monitoring Report.
- C Bond  
388435**
9. **REVIEW OF STREET MARKETS (HUNTINGDON AND ST IVES)** (Pages 35 - 42)
- To endorse the proposals for the relocation of the Huntingdon Street Market and detailed feasibility work for the relocation of part of the St Ives Monday market.
- C Jablonski  
388368**
10. **OPEN SPACES WATER SAFETY POLICY** (Pages 43 - 78)
- To approve the Council's Open Spaces Water Safety Policy.
- M Chudley  
388648**
11. **WASTE AND RECYCLING ROUND RECONFIGURATION UPDATE** (Pages 79 - 92)
- To provide an update on the Waste Service round reconfiguration project.
- N Sloper  
388635**
12. **DRAFT 2017/18 REVENUE BUDGET AND MEDIUM TERM FINANCIAL STRATEGY (2018/19 TO 2021/22)** (Pages 93 - 148)
- To provide detail of the draft budget preparations to date.
- C Mason  
388157  
A Forth  
388605  
G Oliver  
388604**
13. **HINCHINGBROOKE COUNTRY PARK JOINT GROUP MINUTES** (Pages 149 - 154)
- To receive the Minutes of the Hinchingsbrooke Country Park Joint Group meeting held on 14 October 2016.
- M Sage  
388169**

Dated this 11 day of January 2017



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

If you would like a translation of Agenda/Minutes/Reports or would like a large text version or an audio version please contact the 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.*

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## 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, 17 November 2016.

PRESENT: Councillor R B Howe – Chairman.  
Councillors R C Carter, S Cawley, J A Gray, D M Tysoe, G J Bull, S J Criswell and D Brown.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors R Harrison and J M Palmer.

ALSO IN ATTENDANCE: Councillor R West

### **53. MINUTES**

That the Minutes of the meeting held on 20 October 2016 were approved as a correct record and signed by the Chairman.

### **54. MEMBERS' INTERESTS**

At the commencement of Minute No. 60, Councillor D Brown declared a non-statutory disclosable interest by virtue of being a Member of, and the Mayor of, Huntingdon Town Council.

Prior to the consideration the item of business regarding Contractual Arrangements and Potential Improvement Programme, Hinchingsbrooke Country Park, Minute No. 63 refers, Councillor S Criswell declared a non-statutory disclosable interest by virtue of being a Cambridgeshire County Councillor.

### **55. INTEGRATED PERFORMANCE REPORT 2016/17 - QUARTER 2**

The Cabinet considered a report by the Corporate Team Manager and Head of Resources (a copy of which is appended in the Minute Book) and commented on progress against the Key Activities and Corporate Indicators listed in the Council's Corporate Plan for 2016/18 for the period 1 July to 30 September 2016. The report also incorporated progress on the current projects being undertaken at the Council and financial performance information as at the end of September.

Homelessness was noted as a key action with a red status. In line with the national picture homelessness was increasing and Officers were delivering short, medium and long-term actions to try to increase the supply of suitable homes and to move homeless households into sustainable homes.

Another key action with a red status was the number of days lost per full time employee due to staff sickness. The target to reduce staff

sickness absence was missed as a high level of long-term absence continued in Quarter 2. Managing sickness absence was a key priority for the Senior Management Team and as a result the absence triggers within the Sickness Absence and Attendance Procedure had been reviewed with the informal stage being removed from the Policy. There had been a significant amount of work invested to address this target and the Council remained committed at reducing sickness absence. It was reported that the Management was confident that for the same reporting period next year there would be an improvement in the target.

It was noted that increased sickness absence was also an issue for the Police Authority who were experiencing a similar number of days lost per full time employee with regard to operational staff.

In referring to Appendix C – Project Performance and those projects with a red status, the Cabinet agreed that the In Cab Systems Project be removed from the list having been informed that the project was unlikely to come to fruition as there was no bespoke system available to replace the existing manual process for logging waste collection issues. If the project remained on the list it would always be assigned a red status and it was therefore agreed that the project should be removed.

The Cabinet were referred to Appendix D of the report which detailed the Financial Performance Monitoring Suite information, in particular the Revenue and Reserve Forecast table. It was explained that the yearend forecast outturn revenue position for 2016/17 resulted in a saving against budget of £851,000 and the Appendix also provided explanations for the main variances across all services.

*At 7.16pm, Councillor D Brown entered the meeting.*

Regarding miscellaneous income debt it was explained that although the 2015/16 debt position indicated a large outstanding amount the majority of the debt was being collected via direct debit and would be paid by the end of the current financial year.

With regards to the New Homes Bonus, at the end of the current reporting cycle the Council was 36 units ahead of the target of 541 completions with a total of 577 new homes having been completed at the end of September. The impact of these additional units would appear in the 2017/18 figures. However, any growth might be effected by potential changes to the New Homes Bonus scheme that the Government was introducing.

During discussions the Cabinet agreed that although the report was comprehensive it should be revised to reduce the information contained within the report. A Cabinet Member having attended a recent Overview and Scrutiny Panel noted the time dedicated at the meeting to discussions on the actions with a green status. Revising the information contained within the report would enable discussions to focus on those actions assigned with either an amber or red status.

In considering the comments of the Overview and Scrutiny (Performance and Customers) Panel the Cabinet agreed that the siting of mobile homes at Alconbury and Wyton could be a potential



solution to address the homelessness issue and that this should be further investigated by Officers.

In response to the request from the Overview and Scrutiny Panel that details of the budget proposals be presented to the Panel before the budget was agreed by Council, the Managing Director would discuss the budget with the Panel prior to the final decision being taken in February.

Whereupon it was

**RESOLVED**

That the Cabinet

- i. Considered and commented on progress made against Key Activities and Corporate Indicators in the Corporate Plan and current projects, as summarised in Appendix A and detailed in Appendices B and C of the submitted report;
- ii. Considered and commented on the Council's financial performance at the end of September, as detailed in Appendices D and E of the submitted report; and

**RECOMMENDS TO THE PROJECT MANAGEMENT GOVERNANCE BOARD:**

- iii. **Removal of the In Cab Systems Project from the list of current projects, as detailed in Appendix C of the submitted report.**

**56. CAMBRIDGESHIRE AND PETERBOROUGH EAST ANGLIA DEVOLUTION**

The Cabinet received a report by the Managing Director (a copy of which is appended in the Minute Book) to enable the Cabinet to endorse and approve a number of recommendations relating to a Combined Authority across Cambridgeshire and Peterborough area, with a directly elected Mayor.

Having already been discussed by the Council Meeting on 16 November 2016 (Minute No.44 refers), it was noted that East Cambridgeshire District Council had approved the recommendations at their Council meeting on 16 November 2016, the Cabinet at Fenland District Council were considering the recommendations the same day as Huntingdonshire and South Cambridgeshire District Council had deferred their Cabinet meeting due to IT difficulties.

The meeting of Council had allowed the Cabinet to have regard to the discussions of and the will of Council when considering whether to approve the recommendations as detailed in the Officer's report. Whereupon, the Cabinet

**RESOLVED**

- i. to consent to the Secretary of State making an Order to establish the Cambridgeshire and Peterborough Combined

Authority (Appendix 1A of the submitted report, circulated separate to the Agenda);

- ii. to consent to the Council being a constituent member of the Cambridgeshire and Peterborough Combined Authority with effect from the commencement date determined by the final Order;
- iii. to authorise the Managing Director, in consultation with the Leader of the Council, to consent to the final draft Order and associated documents, specifically:
  - a. to agree minor drafting amendments to the Combined Authority Order to be laid before Parliament;
  - b. to consent to the Council being included within the draft Parliamentary Order thereby reflecting this Council's decision;
- iv. to authorise the Combined Authority to have a power to issue a levy to the constituent Councils in respect of any financial year. (This will be subject to the inclusion of a unanimity clause in the Combined Authority constitution on this specific matter);
- v. to recommend to the Combined Authority that the costs of establishing the Combined Authority, holding the elections in May 2017 and running the Combined Authority (including Mayoral Office) for 2016/17 and 2017/18 are funded from the gain share grant provided by Government (as outlined in paragraph 13.9 of the submitted report);
- vi. to appoint the Executive Leader of Council to act as the Council's appointee to the Shadow Combined Authority and once established, to the Combined Authority;
- vii. to appoint Councillor D Brown to act as the substitute to the above (ref (vi));
- viii. to note the outcome of the public consultation on the establishment of the Cambridgeshire and Peterborough Combined Authority as outlined in paragraph 6.1 and 6.2 and Appendices 2A - 2D of the submitted report;
- ix. to note the timetable for the implementation of the Cambridgeshire and Peterborough devolution Order as summarised in paragraph 8.1 of the submitted report;
- x. to note the Government's response to the outline business case for Housing capital investment funds secured as part of the devolution deal as set out in Appendix 3 of the submitted report;
- xi. to agree in principle, for a protocol requiring the Council Executive Leader and the representative on the Overview and Scrutiny Committee to report to each meeting of Council setting out the activities and decisions related to their

respective roles within the Combined Authority; and

- xii. to request that the Chairman and Vice Chairman of the Corporate Governance Committee engage their fellow committee members with a view to devising and agreeing the wording of a protocol for inclusion in the Council's Constitution.

## **57. STREET CLEANSING - UPDATE REPORT**

The Cabinet considered a report by the Operations Manager, presented in his absence by the Head of Operations (a copy of which is appended in the Minute Book) which provided an update on the street cleansing functions and outlined proposals to realign the service delivery arrangements, following the operation of the Service Specification for Street Cleansing, approved by the Cabinet on 21 January 2016 (Minute No. 75 refers).

In response to a question regarding the efficiency of the Highways Team taking responsibility for the cleansing of laybys, arterial routes and the A1/A14, it was explained that relations between the District and County Councils were improving to ensure that street cleansing work was completed simultaneously, for a more satisfactory outcome.

It was noted that the litter on the verges of the A1/A14 did not provide a good impression for people visiting the district and as a significant proportion was from fast food outlets it was enquired whether there was any obligation that the Council could impose on the fast food outlets to litter pick. It was explained that Government guidance had been revised as previously a fast food outlet could be enforced to clean up within 150 metres of its premises boundary.

It was noted that pre-printed forms were available for Councillors to report any witnessed incidents of littering from vehicles.

Referring to the comments of the Overview and Scrutiny (Communities and Environment) Panel it was reported that the incidences of streets where gullies could not be cleansed due to parked cars related to Longsands in St Neots and this had since been actioned.

The issue of flyposting was an ongoing issue particularly in St Neots and the Council would remove graffiti and flyposting if it was offensive or on a public building.

The Cabinet concurred with the view of the Panel that greater education was required in order to tackle the culture of littering as providing additional litter bins was not the solution. A high profile campaign was intended to be discussed at a future date.

In echoing the sentiments of the Panel in congratulating the Street Cleaning Team Staff for their commitment, the Cabinet

**RESOLVED**

to endorse the proposed re-alignments of street cleansing service delivery arrangements as detailed within the submitted report.

## **58. TREASURY MANAGEMENT 6-MONTH PERFORMANCE REVIEW**

By way of a report from the Head of Resources (a copy of which is appended in the Minute Book) the Cabinet were updated on the Council's treasury management activity for the first six months of the year, including investment and borrowing activity and treasury performance.

Best practice and prescribed treasury management guidance required that Members were informed in respect of treasury management activity. All treasury management activity undertaken during the first half of 2016/17 complied with the Chartered Institute of Public Finance and Accountancy Code of Practice and relevant legislative provisions.

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

The Cabinet were referred to Appendix E of the report which detailed the Commercial Investment Strategy (CIS) Indicators relating to investments during the first half of 2016/17 and those investments made in 2015/16. The two investments during the first half of 2016/17 included Wilbury Way, Hitchin and Shawlands Retail Park, Sudbury for a total of £9.20m, the funding for which was taken from the CIS earmarked reserve.

Potential CIS investments were being continually investigated and it was noted that Appendix E also included a summary of 34 potential CIS opportunities that were considered and if not pursued the reasons why. In response to a question it was explained that returns from the CIS portfolio represented a higher return than those from financial institutions and in addition offered a less risky investment being supported by a physical asset. The Council was confident that it had invested in the correct CIS assets and was doing an outstanding job with the resources that it currently had. Whereupon, it was

### **RESOLVED**

that the Cabinet notes the Treasury Management performance for the first six months of 2016/17; and

### **RECOMMENDS**

**the Treasury Management 6-month performance report to Council for consideration.**

## **59. COMMERCIALISATION**

By way of a report by the Corporate Director Services (a copy of which is appended in the Minute Book) the Cabinet considered a number of recommendations to enable the Council to provide services to third parties through its own trading company and/or in

partnership with the private sector including the establishment of a Commercial Business Development Team as part of its transformation programme to ensure any commercial activities were accessed, planned and managed properly.

The report recommended that the Council establish a Local Authority Trading Company with one share for the sum of £100K. The money would be used to establish the company and for any external advice as required on branding, insurance, legal and financial matters of taxation. In addition it would be used to evaluate the viability of proposals to form a new Commercial CCTV Joint Venture with a private sector provider to generate income from the sale of CCTV and associated monitoring services from the Huntingdonshire CCTV Control Room.

The Cabinet were referred to the sixth recommendation contained within the report regarding the procurement of a private partner to provide CCTV technology and maintenance services through a call-off framework and it was envisaged that a private partner would be appointed by March 2017. The proposed timetable for this process was included within the report and by entering a call-off framework there was no obligation for the Council to enter into a contract.

Any potential private partner would need to demonstrate that there would be sufficient income and revenue savings generated to reach a position of 'cost neutrality' for the CCTV service by March 2021.

In addition to the recommendations contained within the report it was requested that the Cabinet approve the outline Business Case, as detailed in Appendix 2 of the report. However, it was noted that a detailed Business Case would be presented to the Cabinet to approve prior to making a firm commitment to pursue the identified opportunities to generate income from selling advertising space on its fixed and mobile assets, and to create a CCTV and associated services partnership with the private sector.

In response to a question it was explained that the Council would make a cash investment of £100k for 100% shareholding in the Company which would be funded from the revenue budget.

In response to a question regarding progress reporting and the governance processes, it was explained that there would be a two stage governance structures adopted with the introduction of two boards, a Board of Directors featuring Executive and Non-Executive Members, and a Management Board led by the company Managing Director who would be an Executive Director of the Board. The Board structure of the Company would initially comprise four company directors, two from elected Members and two Council Officers.

The Company would follow the guidelines as set out by the Institute of Directors regarding Executive and Non-Executive roles and responsibilities. The details of the governance, delegated powers of the Directors and retained shareholder powers would be articulated in the shareholder agreement.

As a shareholder, the Council, through its representation on the Executive Board, was able to propose a special resolution for the

Board to consider.

A progress report would be presented to the Board of Directors and the Management Board but could also be presented to the Cabinet, Council or Overview and Scrutiny Panel as appropriate.

In considering the recommendations, the Cabinet agreed the additional recommendation as previously requested regarding the outline business case and also agreed that the Leader be authorised to nominate another Member to the board as Non-Executive Director subsequent to the meeting, following which the Cabinet

#### RESOLVED

- i. to delegate to the Corporate Director (Services) in consultation with the Executive Councillor for Strategic Partnerships and Shared Services authorisation to exercise the Council's powers granted under s.95 of the Local Government Act 2003 and/or sections 1 and 4 of the Localism Act 2011 to trade on commercial terms with other parties including Public, Private and third sector organisations through the establishment of a Local Authority Trading Hold Company together with associated or subsidiary companies where appropriate and prudent;
- ii. to delegate to the Corporate Director (Services) in consultation with the Executive Councillor for Strategic Partnerships and Shared Services the conclusion of the Articles of Association and Shareholders/Members Agreement(s) for final approval by the Company's Board of Directors;
- iii. to appoint the Executive Councillor for Strategic Partnerships and Shared Services to be a Non-Executive Director and the Chairman of the company and that the Leader be authorised to nominate another member to be on the board as Non-Executive Director;
- iv. that the Cabinet on behalf of Huntingdonshire District Council agree to purchase one ordinary share for the sum of £100K in the new general trading company;
- v. to approve a pan Council commercial operating policy (The Commercial Model) and a Commercial Business Development Team to be used as the sole methodology for evaluating all commercial activity, new propositions and trading with external organisations;
- vi. to delegate to the Corporate Director (Delivery), in consultation with the Executive Councillor for Strategic Partnerships and Shared Services, the procurement of a partner to provide CCTV technology and maintenance services through a call-off framework;
- vii. to delegate to the Corporate Director (Delivery), in consultation with the Executive Councillor for Strategic Partnerships and Shared Services, the sourcing of a partner to jointly deliver CCTV as a commercial joint venture company

(CCTVCo) to other organisations outside any existing shared services arrangements the Council may have;

- viii. to authorise the granting of indemnities against the potential personal liability for non-fraudulent acts or omissions undertaken in the course of their duties for such elected members or officers as were appointed by the Council to serve as Directors of the Local Authority Trading Company or CCTV pursuant to and in accordance with the terms of s265 of the Public Health Act 1875 and the Local Authorities (Indemnities for Members and Officers) Order 2004; and
- ix. to approve the outline Business Case, as detailed in Appendix 2 of the submitted report.

## **60. ASSET EXCHANGE BETWEEN HUNTINGDONSHIRE DISTRICT COUNCIL AND HUNTINGDON TOWN COUNCIL**

At the commencement of the item Councillor D Brown declared a non-statutory disclosable interest by virtue of being a Member of, and the Mayor of, Huntingdon Town Council.

The Cabinet considered a report (a copy of which is appended in the Minute Book) to consider the transfer of assets being One Leisure Huntingdon and the Medway Centre between the District Council and Huntingdon Town Council, including a £300k contribution to equalise the property valuation difference and the provision of an interest free loan to the Town Council.

It was explained that currently One Leisure Huntingdon was owned by Huntingdon Town Council but leased to, and operated by the District Council. Whereas the Medway Centre was owned by the District Council but leased to, and operated by the Town Council. The arrangements were preventing the development of each site and therefore the provision of effective services to its customers and residents.

Consequently, over a period of time both the District Council and Town Council had been seeking a mutually acceptable solution to transfer the freehold of the respective assets to which was presented to the Cabinet. It was reported that Huntingdon Town Council had considered the proposal and had accepted the terms of the agreement.

In response to a question regarding the justification for the recommendations in the report for a £300k cash contribution by the District Council to the Town Council and a loan of £800k to the Town Council for a period of up to 5 years, the Cabinet were referred to Appendix 2 of the report which detailed the financial analysis of the exchange of assets between to two Councils, which explained the reason for the £300k cash contribution. The figure having been obtained following an independent valuation report, the conclusions being that One Leisure Huntingdon (dry side) was valued at £1.4m and the Medway Centre was valued at £0.665m.

Subject to relevant and appropriate security the Council would provide a £800k loan from the Public Works Loan Board to enable the

Town Council to enhance the current community hall provision, the interest for which would be charged to One Leisure. It was reported that Huntingdon Town Hall was the security levied against the loan.

The Cabinet noted that in order to modernise One Leisure Huntingdon the Council needed to invest approximately £800k capital. However, was reluctant to commit investment without security over tenure or the freehold of the property. The transfer of the One Leisure Huntingdon and the Medway Centre between the Councils would result in two modernised facilities for the residents of the District. It was further noted that the transfer of the assets was appropriate as the Councils would now be operating facilities appropriate to their levels of expertise.

In agreeing that the report was fantastic news and congratulating the Members, Officers and the Town Council involved in the long protracted negotiations, the recommendations were put to the vote and the Cabinet (Councillor D Brown having abstained)

#### RESOLVED

- i. to transfer the freehold title of the Medway Centre, Medway Road, Huntingdon to Huntingdon Town Council at £1 (if requested);
- ii. to accept the freehold title of One Leisure Huntingdon, St Peters Road, Huntingdon upon transfer from Huntingdon Town Council at £1 (if requested);
- iii. to make a contribution of £300,000 to Huntingdon Town Council, to be restricted to use on capital expenditure (payment being at the point of asset transfer);
- iv. to finance the £300k contribution (ref (iii) above) from the current 2016/17 forecast underspend. If not available at the year-end, then from the Special Earmarked Reserve;
- v. subject to relevant and appropriate security, to grant a concessionary (soft) loan to Huntingdonshire Town Council of £800k for a period of up to 5 years at 0.25% or less (whatever the minimum interest is legally allowed);
- vi. to finance the £800k loan by way of external finance from the Public Works Loan Board; and
- vii. to charge, over the life of the loan (ref (vi) above), the interest to One Leisure (estimated cost over 5 years being £24.2k).

#### **61. CORPORATE PEER CHALLENGE**

The Cabinet received a report by the Managing Director (a copy of which is appended in the Minute Book) to which was attached the Action Plan that had been devised based on the twelve recommendations of the Local Government Association (LGA) Peer Challenge Team.

Members had been acquainted with the outcome of the Corporate Peer Challenge at the Council Meeting on 19 October 2016 (Minute No. 37 refers), following which the Action Plan had been devised.

In referring to 3.d. of the Action Plan 'Use the Making Assets Count programme to maximise benefits from co-location or better use of existing assets', it was explained that the action required further



consideration as to how progress would continue as a result of the cessation of the Making Assets Count programme.

Having considered the comments of the Overview and Scrutiny (Performance and Customers) Panel, the Cabinet

RESOLVED

- i. to approve the proposed Action Plan; and
- ii. that future monitoring of the Action Plan be the responsibility of the Project Management Governance Board with scrutiny from Members as part of the Integrated Performance Report.

**62. EXCLUSION OF THE PRESS AND PUBLIC**

RESOLVED:

that the press and public be excluded from the meeting because the business to be transacted contains 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.

**63. CONTRACTUAL ARRANGEMENTS AND POTENTIAL IMPROVEMENT PROGRAMME, HINCHINGBROOKE COUNTRY PARK**

Prior to the consideration of the item of business Councillor S Criswell declared a non-statutory disclosable interest by virtue of being a Cambridgeshire County Councillor.

The Cabinet gave consideration to an exempt report by the Head of Operations (a copy of which is appended in the Minute Book) regarding the contractual arrangements and potential improvement programme at Hinchingsbrooke Park, as detailed within the submitted report.

Having been invited to address the Cabinet, the Chairman of Hinchingsbrooke Country Park Joint Group, Councillor R West explained that the Group acknowledged that the Park was much more than a community asset – it was a prime green space that included a significant area of biodiversity that required sensitive management and protection, as well as providing a variety of recreational and nature conservation activities. It was further explained that as a registered charity the support of the Friends of Hinchingsbrooke Country Park was vital as they were able to access grants for various projects to improve facilities throughout the Park.

The Hinchingsbrooke Country Park Joint Group had discussed the report at their meeting on 14 October 2016 (Minute No. 6 refers) and their comments were included within the report to the Cabinet including additional recommendations.

In addition to the significant revenue burden that the District Council incurred for the maintenance of the Park, the Council also invested considerable Officer time and effort in ensuring the Park continued to operate as a success.

In noting the contractual arrangements in place and their implications, and having considered the comments of both the Hinchingsbrooke Country Park Joint Group and the Overview and Scrutiny (Communities and Customers) Panel, the Cabinet endorsed the recommendations as contained within the exempt report, as amended including the recommendations by the Group, whereupon the Cabinet (Councillor S Criswell having abstained from the vote)

RESOLVED:

to endorse the recommendations as contained within the submitted exempt report, including the additional recommendations to the Cabinet.

Chairman

**Public**  
**Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Huntingdonshire Local Plan to 2036 Quarterly Update and Infrastructure Planning Update

**Meeting/Date:** Overview and Scrutiny (Economy and Growth) – 8 December 2016  
Cabinet – 19 January 2017

**Executive Portfolio:** Councillor Roger Harrison – Executive Councillor for Growth

**Report by:** Head of Development

**Ward(s) affected:** All

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### **Executive Summary:**

This quarterly report provides updates on progress on Local plan preparation and the main elements of the evidence base currently under preparation. It highlights the risks arising from delays to the Strategic Transport Study. It also provides a further update in relation to the highways and transport infrastructure projects necessary for its delivery.

### **Recommendations:**

That the Cabinet:

Notes progress on preparation of the Huntingdonshire Local Plan to 2036, its supporting evidence base and the highways and transport infrastructure projects necessary for its delivery.

## **1 PURPOSE OF THE REPORT**

- 1.1 This report provides an update on progress on preparation of the proposed submission Huntingdonshire Local Plan to 2036 (HLP2036), its supporting evidence base and the highways and transport infrastructure projects necessary for its delivery.
- 1.2 The main purpose of the report is to:
- Confirm the delivery programme for the evidence base necessary to deliver the HLP2036.
  - Confirm expected highways and transport infrastructure improvements along with anticipated delivery timescales.

## **2 WHY IS THIS REPORT NECESSARY/BACKGROUND**

- 2.1 At the Cabinet meeting on 19 November 2015 it was resolved that quarterly reports on progress with preparation of the HLP2036 should be provided. To provide a comprehensive picture updates on infrastructure planning are integrated with this as the Local Plan cannot be successfully delivered without the necessary supporting infrastructure.

## **3 PROGRESS WITH PREPARATION OF THE HLP2036 AND ITS SUPPORTING EVIDENCE BASE**

### **Strategic Transport Study**

- 3.1 Following explanation of the implications of the delays to revalidating the Cambridge Sub-Regional Model (CSRM) traffic model Cabinet on 16 June 2016 resolved to endorse the approach that the priority is to develop a defensible transport evidence base necessitating waiting for the revalidated CSRM to be available.
- 3.2 The revalidation work has been completed and reviewed by Mott McDonald to ensure it is fit for use from a Huntingdonshire perspective. Initial runs of the baseline and four scenarios were completed in November to quantify expected trip generation, trip purpose and mode share. The data needs to be analysed, its implications identified and possible mitigation measures devised. A further round of modelling is required to test what the implications would be of any possible mitigation measures to ascertain their impact on the future transport situation.
- 3.3 Mott McDonald prepared a revised timetable for the Strategic Transport Study following receipt of the revalidated CSRM. The timetable focuses on producing sufficient outputs to advise on a preferred scenario in January 2017 to allow preparation of the HLP2036 to move forward, with the final report to follow that.

### **Strategic Flood Risk Assessment (SFRA)**

- 3.4 JBA have made good progress on the SFRA, recently undertaking the climate change modelling work on behalf of the Environment Agency for the whole of the lower Great Ouse. The final report is nearly completed and publication is expected in January 2017.

### **Gypsy and Traveller Needs Assessment**

- 3.5 The Cambridgeshire, King's Lynn and West Norfolk, Peterborough and West Suffolk Gypsy and Traveller Accommodation Assessment 2016 was published in October. This reflects the new 'planning' definition for a Gypsy, Traveller or Travelling Showperson as set out in the national Planning Policy for Traveller Sites (2015); however, this is inconsistent with the definition in place through the Equalities Act (2010) and may be subject to further legal challenge.
- 3.6 The Assessment indicates that there is a need for 9 additional pitches in Huntingdonshire for Gypsy and Traveller households that meet the new definition; a need for up to 19 additional pitches for Gypsy and Traveller households that may meet the new definition and 38 additional pitches for Gypsy and Traveller households who do not meet the new definition but may seek culturally appropriate accommodation. There are no occupied Travelling Showpeople yards in Huntingdonshire so no current or future need is identified.

### **Retail and Commercial Leisure Needs Assessment**

- 3.7 The Assessment is almost complete, having been delayed to update the guidance on Huntingdon West following the sale of the former Sainsbury's site. It is expected to be published in January 2017.

### **Objectively Assessed Need Update**

- 3.8 An update of the Objectively Assessed Need figure for Huntingdonshire has been commissioned from Cambridgeshire County Council's Research Group. This was delayed awaiting completion of an update to the East of England Forecasting Model. The model preparation is now being undertaken by Cambridge Econometrics (CE) and at the time of writing this report CE have yet to clarify the timescale for providing the model. In the interim, the research group will complete the Objectively Assessment Need update using evidence from the most recent version of the model.
- 3.9 The national requirement is to use the most up to date data available. At the time of drafting the previous report it was anticipated a revised model would be available by November 2016. However, given the delay in revising the model it is considered reasonable to complete the study using what is the most recently available data.

### **Wind Energy Development**

- 3.10 A consultation document was issued on 21 November 2016 to seek comments on four possible options for which areas of the district might be designated as potentially suitable for further wind turbine development, supplemented by an additional option allowing for wind turbines of up to 30 metres which could be implemented in combination with the other options. The consultation document also contains a draft policy on which comments are sought prior to inclusion of a policy on wind turbine development in the proposed submission HLP2036. The consultation period is open until the 16<sup>th</sup> January 2017.

## **Habitats Regulations Assessment**

- 3.11 The Conservation of Habitats and Species Regulations 2010 require an assessment of any plan or proposal which may result in a significant effect on the integrity of any European designated site of nature conservation value. This is commonly known as a Habitats Regulations Assessment and is an iterative process whereby the draft HLP2036 is assessed and any modifications or mitigation measures that need to be incorporated are recommended; then a final revised assessment produced. In line with other key elements of the evidence base the initial work will consider the potential significant effects of each of the four development scenarios. Once a preferred scenario is agreed and the draft HLP2036 prepared the Habitats Regulations Assessment will be finalised. The work is being undertaken by Bodsey Ecology based in Ramsey.

## **Growth and Infrastructure Investment and Delivery Plan**

- 3.12 Arup have been commissioned to carry out this study which aims firstly to assess the quality and capacity of infrastructure currently available and its ability to accommodate anticipated growth and then to determine the additional infrastructure investment required to support the level of growth anticipated in the HLP2036. It will estimate the costs involved, funding sources and shortfalls, and the phasing and prioritisation for delivery. This work is essential to be able to successfully demonstrate at examination that the development strategy put forward in the HLP2036 can actually be delivered and builds on the previous infrastructure planning work undertaken most recently to evidence the Community Infrastructure Levy Charging Schedule and the first Huntingdonshire Infrastructure Business Plan 2013/14.
- 3.13 Infrastructure standards are currently being reviewed and assessed in line with recently updated strategies and plans and meetings are being held with key infrastructure providers.

## **Local Plan Viability Testing**

- 3.14 Cushman & Wakefield have been appointed to undertake a Growth Viability Assessment of the HLP2036, building on the work previously undertaken following the Harman approach. It will consider the implications of each policy from a viability perspective in delivering development. By assessing the impact of all requirements to support the HLP2036, it will result in a recommendation for the appropriate percentage of affordable housing to be sought. It will consider the viability issues faced in delivering the three proposed strategic expansion locations and a number of other key sites; it will also complete viability testing for a range of site typologies which should address the many smaller sites proposed for allocation.
- 3.15 Following a recent inception meeting, site typologies are currently being assessed and the programme of work being finalised.

## **4. COMMENTS OF OVERVIEW & SCRUTINY PANEL**

- 4.1 The Panel received and noted the Huntingdonshire Local Plan to 2036 Quarterly Update and Infrastructure Planning Update. Members commended the work of the planning team in reducing the six month delay caused by the wait for the revalidated Cambridge Sub Regional Model from Cambridgeshire County Council to only one month.

## 5. HIGHWAYS AND TRANSPORT INFRASTRUCTURE PROJECTS UPDATE

### A14 Cambridge to Huntingdon Improvement

|  |
|--|
| Construction compounds commenced construction in September 2016 at Brampton and Swavesey plus additional works at Godmanchester  |
| Condition discharge continues in consultation with A14 Integrated Development Team (IDT).  |
| Sub-groups relating to such matters as design, delivery, legacy and environment are on-going. HDC officers service these   |
| Physical works will commence from December 2016 and the programme is as follows: <ul style="list-style-type: none"> <li>• Phase 1 – Section 1 A1 widening between Alconbury and Brampton Hut – from December 2016 to summer 2018</li> <li>• Phase 1 – Section 2 Brampton Hut to ECML – from December 2016 to autumn 2019</li> <li>• Phase 2 – Section 3 ECML to Swavesey – from early 2017 to summer 2019</li> <li>• Phase 3 – Section 4 Swavesey to Girton – from early 2017 to summer 2019</li> <li>• Phase 4 – Section 5 Girton to Milton – from Summer 2018 to autumn 2019</li> <li>• <b>Phase 5 – Section 6 Huntingdon Viaduct removal and new local road network– from January 2020 to early 2021</b></li> </ul> |

### A428: Black Cat to Caxton Gibbet Improvement:

|   |
|---|
| Central government has granted funding to Highways England/Jacobs to progress scheme to Preferred Route announcement stage.   |
| HE/Jacobs engaging with MP's/cross-border Members at counties and districts, plus officers. Separate Parish Forums are being held.  |
| Part of the government's Road Investment Strategy April 2015 to March 2020. It is subject to funding approval and a Development Consent Order (DCO) consent, works on-site would commence by March 2020.  |
| Scheme design will be to the government's 'Expressway' standard to tie into the current Oxford to Cambridge Expressway strategic study.   |
| Proposed timeline is as follows: <ul style="list-style-type: none"> <li>• January to March 2017 – Non-statutory consultation on scheme options</li> <li>• Spring/Summer 2017 – Ministerial announcement of preferred route</li> <li>• Summer/Autumn 2017 – Development of Preferred Scheme</li> <li>• Autumn 2017 – Formal consultation on Preferred Scheme</li> <li>• Summer 2018 – Submission of DCO application</li> <li>• Winter 2019 – Secretary of State for Transport decision</li> <li>• Spring 2020 – Commencement of works</li> </ul> |

### Oxford to Cambridge Expressway: (subject to 2016 Autumn Statement Update)

|   |
|---|
| Identification of options to be taken forward is now complete plus; stakeholder meetings with a range of public bodies/interested parties are on-going. HDC officers service these.   |
| Route currently in place on A421 between M1 and Caxton Gibbet to M11. Black Cat to Caxton Gibbet emerging as a separate scheme (see above). The scheme will consider integration of the route with M11/A14 at Girton and with the A1/M25 to Peterborough Study, East-West Rail and emerging ECML proposals. |

|  |
|--|
| Key 'missing' link between M40 and M1 and route around Oxford.   |
| Whole scheme includes road-based options, plus rail, technology, local access, behaviour change and high-quality public transport elements.  |
| Scheme will feed into the government's Road Investment Strategy, together with the other 5 Strategic Studies across England and, if approved, would be delivered as part of Roads Period 2 via the National Roads Fund after 2020. |

### **East West Rail Central Section (Bedford to Cambridge)**

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| East West Rail (EWR) developed 20 original options and reduced to a final 2, focussed on a Bedford/Sandy/Cambridge corridor or a Bedford/Sandy/Hitchin/Cambridge corridor. Final route option is via Sandy in order to achieve a 125mph line speed   |
| Western Section between Oxford and Bicester now complete and offers a second Oxford to London service to Marylebone. Also looking at development of options between Bicester to Milton Keynes, Bedford and Aylesbury   |
| Work to date has shown that it is not possible to reinstate the old Oxford to Cambridge 'Varsity Line'. Alignment is either too slow for a modern-day railway or the previous alignment has been lost at various locations.  |
| Bedford to Cambridge will be a 'Nationally Significant Infrastructure Project' and will be subject to a Development Consent Order (DCO). Final route option is emerging,   |
| A route via Sandy is likely to result in growth options being explored in that area, which would be of direct relevance and impact on Huntingdonshire.   |
| The (very indicative) timeline is as follows, subject to funding and consents: <ul style="list-style-type: none"> <li>• Initial National Infrastructure Commission report – Late 2016</li> <li>• Preferred Route confirmed – Late 2018</li> <li>• Preferred Alignment confirmed – circa 2021</li> <li>• DCO application – circa 2022</li> <li>• Start on site – circa 2026</li> <li>• New train services running – circa 2031</li> </ul> |

### **A1 M25 to Peterborough: (Subject to possible 2016 Autumn Statement Update)**

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| Identification of options to be taken forward is now complete and stakeholder meetings are on-going with a range of public bodies/interested parties. HDC officers service these.  |
| Scheme aims to bring consistency to the southern section of the route and to improve the non-motorway northern section (Baldock to Brampton) to motorway standard.   |
| Short-list of three packages: <ul style="list-style-type: none"> <li>• Package A – section of new motorway (mostly offline) in the middle (northern) section i.e. 'Middle bypass'</li> <li>• Package B – local improvements (grade separating junctions or creating new grade separated junctions in the middle (northern) section i.e. 'Improve existing junctions')</li> <li>• Package C – upgrade the east-west connectivity of the A1 to avoid 'hop on/hop off' behaviour i.e. 'Modest improvements'.</li> </ul> |
| Next step is for Highways England to submit an option package assessment to the Department for Transport (DfT) during autumn 2016.   |
| Subject to DfT approval, preferred options will be developed and the scheme will feed into the government's Road Investment Strategy, together with another 5 strategic studies across England and, if approved, would be delivered as part of Roads Period 2 via the National Roads Fund after 2020.  |



## East Coast Main Line Study (London Kings Cross to Edinburgh:

### The strategic approach is:

- to increase line capacity by reducing speed difference between services, removing junction conflicts and to improve performance, safety and resilience
- greater dedicated fast and slow lines
- build additional routes to separate routes where necessary
- use technology to reduce headway and manage passenger experience
- develop safer resilient infrastructure giving better performance
- ability to accommodate new InterCity Express Programme

**Initial work is indicating that interventions are required throughout the whole route, that the mix of traffic with different speeds is an overriding issue and there may be conflicting movements at junctions and stations i.e. Peterborough. However, there is also potential for use of loop lines i.e. Hitchin/ Cambridge/ Ely/Peterborough.**

### Key constraints between Kings Cross to Peterborough:

- Kings Cross – turnaround times
- Outer Suburban (services to St. Neots, Huntingdon and Peterborough) – Stevenage turnback, standing time in Kings Cross
- Welwyn Viaduct – two-track section, speed mix, conflict with stopping and freight services
- Welwyn to Peterborough – speed mix on slow lines, including freight, 2-track section at Stilton Fen, station operations/overlaps
- Emerging demands of Thameslink services
- Lack of electrification Ely to Peterborough

Possible options may include the ‘spreading’ of stopping patterns for long-distance services to other stations i.e. possible future Lincoln and Grimsby services to Kings Cross potentially stopping at Huntingdon and St. Neots, rather than all at Peterborough. Need also to consider interchange at Sandy via East West rail and its importance as a possible major interchange/hub.

An early intervention is Huntingdon to Woodwalton four tracking project. This scheme continues consultation to reinstate the 4<sup>th</sup> track between Huntingdon and Wood Walton Fen.

### The current timeline is:

- Spring/Summer 2017 – Public Consultation
- Summer/Autumn 2017 – Scheme design finalisation and application submission
- 2018 – Abbots Ripton level crossing closure
- Summer 2018 to Autumn 2020 – Main Works
- Winter 2020 – Opening to services

Thameslink services are still planned to arrive through Huntingdon and St. Neots circa 2019 via Kings Cross St. Pancras/Farringdon/London Bridge to south of London and the south coast.

## 6 KEY IMPACTS / RISKS

- 6.1 The Strategic Transport Study remains the key risk to the timetable for the remaining stages of the Local Plan process. The September 2016 report left the timetable as set out in the June 2016 report unchanged, but highlighted that it would be impacted by any further delays in the Strategic Transport Study and/or SFRA. The revalidated Cambridge Sub-Regional Model (CSRM) was originally anticipated to be complete by the end of May 2016 but was not completed by Atkins, the County Council's consultants, until the third week in November 2016. There still remains some uncertainty over the timeline for delivery of the Strategic Transport Study which makes the production of a definitive timetable for preparation of the HLP2036 difficult at present. This is because the process of the identification and assessment of mitigation packages for each scenario is iterative, involving rounds of modelling, and needs to be complete to demonstrate a deliverable preferred development strategy. This iterative process is a critical piece of evidence; progressing to submission and examination without it would be futile as it would be sought by any Inspector and its omission give rise to many objections. The table below has been revised from the one in the June and September reports as it is now expected that sufficient outcomes from the study to prepare the preferred development scenario will be available in January 2017 but the final report will not be complete at that time.
- 6.2 The table below has also been updated to reflect the timescales set out above in relation to the finalisation of the other evidence.
- 6.3 Once all the evidence is complete and the proposed submission HLP2036 draft prepared it is necessary to complete a Habitats Regulations Assessment (HRA); this includes a statutory 5 weeks consultation period with specified stakeholders including Natural England and the Environment Agency. The proposed submission HLP2036 cannot be finalised for statutory consultation until the HRA is complete and necessary amendments made.
- 6.4 Although the completion of the re-validation of the CSRM by the County Council was 6 months later than originally expected, Officers continue to make considerable efforts to seek to ensure that the timescale for the Statutory consultation on, and submission of, the Local Plan is only one month later than anticipated in the June and September reports. This includes at least weekly conversations with Atkins and Mott McDonald to push the Strategic Transport Study forward and commissioning work on the HRA to begin based on all four scenarios rather than waiting for the preferred scenario to be determined before work began. Importantly, the timetable below still enables the Council to meet the expected requirement to submit a new Local Plan to the Secretary of State by the end of March 2018.

| Timetable: Key stages- completed  |                          |
|---|--------------------------|
| Sustainability appraisal scoping report   | February – March 2012    |
| Issues and options consultation   | May – June 2012          |
| Strategy and Policy consultation  | August – November 2012   |
| Full draft Local Plan (stage 3) consultation                                    | May – July 2013          |
| Additional sites consultation   | November – December 2013 |
| (Long Term Transport Strategy preparation led by Cambridgeshire County Council) | May – November 2014      |
| Huntingdonshire Local Plan to 2026: Targeted Consultation 2015                  | January – March 2015     |

| Timetable: key stage – to be completed/undertaken  |   |
|--|---|
| Finalisation of evidence base – including Housing and Employment Land Availability Assessment, Strategic Flood Risk Assessment, Growth & Investment Infrastructure Delivery Plan, Growth Viability Assessment and Gypsy and Traveller Accommodation Needs Assessment | August 2015 -<br><del>November 2016</del><br><b>January 2017</b>            |
| Strategic Transport Study in collaboration with Cambridgeshire County Council  | January 2016 -<br><del>December 2016</del><br><b>February 2017</b>          |
| Statutory consultation on proposed submission Local Plan to 2036 (Reg. 19)   | <del>May – June 2017</del><br><b>June – July 2017</b>                       |
| Submission to Secretary of State   | <del>November 2017</del><br><b>December 2017</b>                            |
| Estimated examination  | <del>November 2017 – April 2019</del><br><b>December 2017-<br/>May 2019</b> |
| Receipt of Inspector's report  | <del>May 2019</del><br><b>June 2019</b>                                     |
| Estimated date for adoption  | <del>June 2019</del><br><b>July 2019</b>                                    |

## 7 LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND / OR CORPORATE OBJECTIVES

7.1 The production of the HLP2036 and associated evidence relates to the 2016/17 strategic priority of Delivering Sustainable Growth and specifically two associated strategic objectives.

7.2 The first objective under the strategic priority is as follows:  
*“To improve the supply of new and affordable housing, jobs and community facilities to meet future need.”*

*Our work programme includes:*

- *“ensuring an adequate supply of housing to meet objectively assessed needs;*
- *planning and delivering the provision of decent market and affordable housing for current and future needs;*
- *ensuring that there are the right community facilities to accommodate the housing growth.”*

7.3 The relevant key actions for 2016/18 are:

- prepare the Local Plan;
- facilitate delivery of new housing on the large strategic sites at:
  - St Neots
  - Wyton
  - Alconbury Weald
- maintain a 5 year housing supply position

7.4 The second related objective under the strategic priority is as follows:  
*“To remove infrastructure barriers to growth”*

*Our work programme includes:*

- *influencing the development of the Highways and Transport Infrastructure Strategy; and*
- *facilitating the delivery of infrastructure to support housing growth.*

## **8 RESOURCE IMPLICATIONS**

- 8.1 A single Planning Policy earmarked reserve was agreed at the Cabinet meeting of 17 March 2016 enabling money to be drawn down to support production of the evidence base. It is expected that any additional funding needed can be drawn from this.

## **9 REASONS FOR THE RECOMMENDED DECISIONS**

- 9.1 To update Members on preparation of the HLP2036 and its associated evidence base and raise awareness of the risks and implications for the timetable. To update Members in relation to highways and transport infrastructure projects.

## **BACKGROUND PAPERS**

[Cabinet Report 22 September 2016 Item](#)

[HM Treasury July 2015 Fixing the Foundations](#)

[Written Ministerial Statement July 2015 Local Plans](#)

[Written Ministerial Statement 18 June 2015 on Wind Turbine Development](#)

## **CONTACT OFFICER**

Clara Kerr, Planning Service Manager

Tel: 01480 388430 Email: [clara.kerr@huntingdonshire.gov.uk](mailto:clara.kerr@huntingdonshire.gov.uk)

**Public  
Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

|                              |  |
|------------------------------|--|
| <b>Title/Subject Matter:</b> | Annual Monitoring Report, including Five Year Housing Land Supply                                  |
| <b>Meeting/Date:</b>         | Overview and Scrutiny Panel (Economy and Growth) – 5th January 2017<br>Cabinet – 19th January 2017 |
| <b>Executive Portfolio:</b>  | Councillor R Harrison – Executive Councillor for Growth  |
| <b>Report by:</b>            | Head of Development  |
| <b>Ward(s) affected:</b>     | All  |

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### **Executive Summary:**

The Town and Country Planning (Local Planning) (England) Regulations 2012 require local planning authorities to produce a monitoring report. The Regulations have removed the requirement to make this an annual report submitted to the Secretary of State. This Council continues to produce an annual report as it is felt that this effectively fulfils the purpose of sharing the performance and achievements of the planning service with the local community, as well as showing historic trends through the framework of existing indicators.

The Annual Monitoring Report (AMR) is published in December each year. The December 2016 AMR covers the reporting period 1st April 2015 to 31st March 2016 and provides information on progress of the Local Plan against the Local Development Scheme, details total CIL receipts, sets out the position on Neighbourhood Plans and the Duty to Cooperate, provides an analysis of policy performance and effects based on over 25 indicators, and sets out the position on Housing Development and Supply (including 5 year housing land supply) and Business, Retail and Leisure Development.

In terms of 5 year housing land supply, the AMR demonstrates that the Council continues to have a 5 year housing land supply.

### **Recommendations:**

That the Cabinet is invited to comment on the Annual Monitoring Report.

## **1. PURPOSE OF THE REPORT**

- 1.1 To ensure that the publication of the Annual Monitoring Report (AMR) is more widely publicised and Members are informed of and have the opportunity to comment upon the content of this, the 12<sup>th</sup> AMR.

## **2. WHY IS THIS REPORT NECESSARY/BACKGROUND**

- 2.1 The AMR is published on the Council's website each year but the Peer Review Action Plan included an action to "Present details of progress indicated in the Annual Monitoring Report to O&S and Cabinet". The 2 page Executive Summary of the AMR is reproduced as an Appendix. The full document can be viewed via the link under the Background Papers heading below and via the Planning/New Local Plan to 2036/Monitoring, Research and Evidence Base page on the Council's website.

## **3. ANALYSIS OF 5 YEAR HOUSING LAND SUPPLY**

- 3.1 The AMR provides information on progress of the Local Plan against the Local Development Scheme, details total CIL receipts, sets out the position on Neighbourhood Plans and the Duty to Cooperate, provides an analysis of policy performance and effects based on over 25 indicators, and sets out the position on and Housing, Business, Retail and Leisure Development, but it is often the 5 year housing land supply part that comes under the most scrutiny.
- 3.2 The Government is committed to increasing housing supply, and the National Planning Policy Framework (NPPF) indicates that 'sustainable development' should be approved. If a Council has a 5 year housing land supply it should grant planning permission unless the adverse impacts of doing so would outweigh the identified benefits. If a Council does not have a 5 year housing land supply planning permission should be granted unless "any adverse impacts of doing so would significantly and demonstrably outweigh the benefits, when assessed against the policies in this (the National Planning Policy) Framework taken as a whole" (paragraph 14 of the NPPF). When a Council does not have a 5 year supply, it does not mean that all development should be approved but the bar for justifying refusing of an application is higher. A 5 year housing land supply is therefore important for this reason, but perhaps even more importantly, the supply of land for housing in this short/medium term is necessary to deliver the Council's growth aspirations and meet the identified need in the District.
- 3.3 The December 2016 AMR demonstrates that the Council has a 5.24 years housing land supply. This is very slightly higher than the supply last year of 5.23 years. This small increase is also in the context that some permissions counted towards the supply last year cannot now be counted, and new guidance that a buffer should be added to any backlog. A like-for-like comparison using the same criteria as last year would give a supply of 5.50 years for this year compared to 5.23 years for last year. In demonstrating a 5.24 years supply, the Council continues to take a cautious approach to site delivery rates. The projections of site delivery rates supplied by developers/agents equate to a 6.22 years housing land supply. It is likely that applicants will however continue to challenge the Council's position.
- 3.4 To ensure that we continue to have a 5 year supply it is important that we continue to meet performance targets and issue decisions without delay, and continue to focus on growth and dedicate resources and expertise across the

Service to this. It is also critical that planning consents for new housing developments continue to be granted apace by both delegated decision and schemes presented to Development Management Committee and that it is recognised that developments of all scales, including small developments, make a positive difference to the supply of housing. A Housing White Paper is expected in early 2017 that it is hoped will include wider measures to unlock developments and accelerate the development industry in building out permitted sites.

#### Five year housing supply against Local Plan target

|  |            |
|--|------------|
| Years in Local Plan period                                   | 25         |
| Years remaining in Local Plan period                         | 20         |
| Local Plan dwelling target to 2036                           | 21,000     |
| Annual requirement   | 840        |
| Target 2011 to 2016 (840 x 5)                                | 4,200      |
| Completions 2011 to 2016                                     | 2,996      |
| Shortfall on completions target 2011 to 2016 (4,200 – 2,996) | 1,204      |
| 5 year target (840 x 5)                                      | 4,200      |
| 5 year target + shortfall + 5%                               | 5,674      |
| Annual equivalent requirement                                | 1,135      |
| 5 year supply 1 April 2016 to 31 March 2021                  | 5,941      |
| Achievable supply (as a % of target + shortfall + 5%)        | 104.7%     |
| Equivalent years of requirement + shortfall + 5%             | 5.24 years |

#### **4 COMMENTS OF OVERVIEW & SCRUTINY PANEL**

- 4.1 The Panel received the Annual Monitoring Report including Five Year Housing Land Supply. Members expressed some concern that despite the Council granting planning permission, nothing can be done to ensure that developers build out sites that have extant planning permission therefore making it difficult for the Council to achieve their housing completions target.
- 4.2 A Member questioned whether the Council can meet their housing completions target and also make up the shortfall despite the fact that in the previous five years the target has only been met once. The Panel was told as larger sites are beginning to be developed then the shortfall will be recovered and the target met.
- 4.3 Despite some challenges from outside of the Council, Members welcomed the information that the Council do have a five year housing land supply and that the planning team have the confidence to defend the Council when challenged on this matter.

#### **5. REASONS FOR THE RECOMMENDED DECISIONS**

- 5.1 To ensure that Members are informed of and have the opportunity to comment upon the content of the Annual Monitoring Report.

#### **6. APPENDIX**

- 6.1 Appendix 1 Executive Summary of the AMR

## **BACKGROUND PAPERS**

[Annual Monitoring Report December 2016](#)

[Report to 8th September 2016 Overview & Scrutiny \(Economy and Growth\) Panel - Annual Actual Completions Compared to Projected Housing Completions since 2011/12](#)

### **CONTACT OFFICER**

Clare Bond – Planning Policy Team Leader: Tel No. 01480 388435

[Clare.bond@huntingdonshire.gov.uk](mailto:Clare.bond@huntingdonshire.gov.uk)



## 1 Executive Summary

### Progress against the Local Development Scheme

- 1.1** As at 31 March 2016, the published LDS was the March 2016 version. The LDS indicated that key studies forming part of the evidence base for the Local Plan to 2036 would be finalised by September 2016. This is now anticipated to be early 2017.

### CIL

- 1.2** Total CIL receipts for 2015/16 amounted to **£1,949,750.57**. **£1,490,154.00** was spent on infrastructure, **£97,487.57** was applied to administrative expenditure, and **£289,645.71** was passed to Town/Parish Councils.

### Neighbourhood Plans

- 1.3** During the AMR period, the St Neots Neighbourhood Plan was 'made'. Formal submission consultation and examination were carried out on the Houghton and Wyton Neighbourhood Plan. The Neighbourhood Areas for both Huntingdon and Bury were designated.

### Duty to Co-operate

- 1.4** The Council has co-operated with other local planning authorities, Cambridgeshire County Council and prescribed bodies during the period covered by this monitoring report on issues such as transport, water and other infrastructure, housing (including Gypsies and Travellers) and jobs targets and economic growth.

### Analysis of policy performance and effects

- 1.5** The Annual Monitoring Report includes over 25 indicators, linked to Sustainability Appraisal objectives, to measure the performance of the Council's adopted planning policies and to assess the wider effects on the District. Some headline results are included below. Full results for each indicator are reported in Chapter 4.

### Housing Development and Supply

- 1.6** The 2015 housing trajectory predicted completions of **541** dwellings in 2015/16. The actual number of completions was in fact **535**. The majority of new dwellings were built in the market towns of Huntingdon, St Neots and St Ives with some at Ramsey. The service centres of Godmanchester, Sawtry and Warboys also saw significant completions.
- 1.7** As at 31 March 2016, **514** dwellings were under construction. Completions in 2016/17 are anticipated to be approximately **567** dwellings.

- 1.8** Taking into account completions and projected delivery on sites already committed and those sites identified as being capable of contributing to housing delivery, the Local Plan to 2036 housing trajectory indicates that by 2036 **23,886** dwellings could be delivered. The five year housing land supply stands at **5,941** which is **104.7%** of the Local Plan requirement to 2036 incorporating the 5% buffer (equivalent to **5.24** years). The Council can therefore demonstrate a 5 year supply of housing land. The shortfall of completions against targets is a short-term issue arising from a dramatic increase in the target and predicted completions over the next 5 years will exceed the target and fully make up the current shortfall. Therefore, the policies for the supply of housing should be considered to be up-to-date.
- 1.9** **48.3%** of C3 dwellings completed in the monitoring year were on previously-developed land (PDL), well in excess of the 29% Core Strategy target.
- 1.10** The availability of housing that is affordable is a major issue in the District, with a growing gap between average earnings and housing costs. In 2015/16 **55** new affordable homes were completed, amounting to **9.7%** of all new dwellings completed, and **22%** of completions on qualifying sites (ie those that meet the affordable housing policy criteria).

### **Business, Retail and Leisure Development**

- 1.11** The total percentage of employment floorspace (B uses) completed on previously developed land was **87.2%** in 2015/16, slightly down from **92.9%** in 2014/15. The high proportion is largely as a result of changes of use, extensions to, and replacement of existing business units.
- 1.12** The overall total of net completions of employment floorspace (B uses) was **-12650m<sup>2</sup>**. This was mainly attributable to the loss of office floorspace to residential and retail development in Huntingdon and St Neots.
- 1.13** Retail completions were well up on last year, with the erection of two new supermarkets and other retail units in Huntingdon and St Neots.
- 1.14** D2 completions were up on last year, with a number of conversions of existing business/retail units in St Neots to gyms/fitness clubs.

**Public**  
**Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Review of Street Markets (Huntingdon & St Ives)

**Meeting/Date:** Overview & Scrutiny Panel (Economy & Growth) – 8th December 2016  
Cabinet – 15th December 2016

**Executive Portfolio:** Councillor Jim White – Executive Councillor for Operations

**Report by:** Business Development Manager – Chris Jablonski

**Ward(s) affected:** Huntingdon and St Ives Wards

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### Executive Summary:

1. The report details the review carried out of the Council's Market Service and the improvement actions implemented to return the service to a trading profit. The report also contains proposals for the realignment of the street markets in Huntingdon and St Ives to ensure the long term financial viability for the market traders and the Council.
2. The Council operates traditional street markets in Huntingdon on Wednesdays and Saturdays and in St Ives on Mondays and Fridays; and prior to 2015/16 the Market Service had not been rigorously managed. The consequence is that the markets had gone in decline and the service actually made a trading loss in 2015/16.
3. To address this lack of management, the restructure of the Operations Service in 2015/16 put in place a retail specialist as the Markets Officer. Working with the Business Development Manager the service has been fully reviewed and improvement actions implemented to first stabilise and then develop the markets. Significant progress has been made and this is outlined in Section 3 of this report, with the Markets Service now on course to make a trading surplus of over £50,000 in 2016/17.
4. The next phase of proposed developments are more fundamental and include the following:
  - **Huntingdon Market:** It is proposed to relocate most of the stalls from Market Square to along the High Street. This will capture the main footfall of the town and re-invigorate both the Market and High Street. A by-product will be the release of the Market Square for promotional and community events, such as the recent Italian flag throwing demonstration.

It is also proposed to consolidate the Markets managed by the District Council in Huntingdon into one offering. The fortnightly farmers market has been running at a loss for a number of years and this cannot be sustained. Traders will be invited and actively encouraged to become part of the enhanced High Street Market every Wednesday and Saturday.

The plan is being developed in partnership with a range of stakeholders and positive discussions have taken place with BID Huntingdon, as well as Cambridgeshire County Council, Cambridgeshire Fire and Police Services and the town's retailers.

- **St Ives Market:** It is proposed in 2017 to carry out detailed feasibility work regarding the potential to re-locate part of the Monday Market to negate the need for a partial road closure and to re-introduce some parking spaces on Market Hill for Blue Badge Holders. Before being confirmed a full consultation will be carried with market traders and retailers in St Ives and the proposals brought back to Members for consideration.

**Recommendation(s):**

The Cabinet is recommended to:

- a) Endorse the proposals for the relocation of the Huntingdon Street Market;  
and
- b) Endorse the proposal to carry out detailed feasibility work and consult with retailers in St Ives into the proposed relocation of part of the St Ives Monday market, both to negate the need for a partial road closure and re-introduce some parking spaces on Market Hill for Blue Badge Holders.

## 1. PURPOSE OF THE REPORT

- 1.1 To provide a progress report on the improvement plan being implemented for the Council's Markets Service and to seek endorsement for proposals to reconfigure the layout of the Huntingdon and St Ives markets.

## 2. BACKGROUND

- 2.1 The Markets Service has not been given much focus in terms of its performance over the last three years. The consequence is the following:

- a) Traders had not been rigorously managed against the Market Rules.
- b) The customers' perspective had not driven the development of the markets.
- c) Incentives to attract new traders and improvement actions implemented to retain existing traders had not been developed.
- d) Costs had not been fully controlled and income targets not met.
- e) Overdue debt (outstanding trader fees and charges) had not been actively managed.

- 2.2 The outcome can be summarised as follows:

- a) The development and operation of St Ives Market had stagnated and traders not properly engaged.
- b) Huntingdon Markets (both regular and farmers) had gone into decline with diminishing numbers of traders and again these traders had not been actively managed.
- c) At the end of 2015/16 the Markets Service, like many more up and down the land made a loss. Our loss was £5,745.

- 2.3 Therefore as part of the restructure of the Operations Service in 2015/16 a new post of Markets Officer, a retail specialist was created to lead the review and improvement of the Markets Service. This report outlines the progress made in the improvement of the Markets Service.

## 3. ANALYSIS OF IMPROVEMENTS MADE & ACTION REQUIRED

- 3.1 Analysis of the improvements made and actions required is against the following headings:

- a) Operational matters;
- b) Financial matters;
- c) Development requirements.

- 3.2 **Operational Matters:** To better manage the Markets Service and therefore stabilise the service the actions detailed below have been implemented:

- a) All new applications for pitches have to be made on-line, with support being given when necessary. This has substantially 'leaned' the process and ensures that the Council has the trader's details, including public liability insurance before they commence trading.
- b) Trader's attendance records are updated on a weekly basis by the Markets Officer to enable the active management of traders who are frequent poor attenders and keep track of rents paid, with no new debt being allowed to accumulate. If a direct debit payment fails the Markets Officer immediately resolves the matter.

- c) The Markets Officer spends much of the working week engaged in face to face meetings with traders to sort out any problems and keep a smooth running operation. To underpin this, urgent trader communication can now be transmitted to the traders concerned singularly or to the whole of market by text message. This new system proved invaluable when the first Bank Holiday Market of 2016 needed to be cancelled late on the prior Sunday. No pre booked traders turned up on the day.
- d) Trader parking arrangements have been tightened up and administration costs cut by over 90%. Traders are required to pay by Direct Debit to get a permit and if the traders Direct Debit fails the permit is invalidated. All regular traders now pay via Direct Debit.
- e) Debt management with the Income Section has been reviewed and revised with payment plans in place for all current traders. Overdue debt was £12,821 on 1 February 2016 and as of 30<sup>th</sup> November this had been reduced to £1,078.
- f) The Markets Officer has encouraged all regular traders to transfer to Direct Debit for the quarterly payment of rents. This has significantly reduced the opportunity for future overdue debt. As stated, Traders who do not wish to pay their rent by Direct Debit do not receive a free parking permit and pay a higher 'casual' rent for their stall.
- g) There are no longer any cash payments for rents, casual traders now have to pay by credit or debit card. In turn this has significantly reduced administration and reconciliation of cash. The new processes introduced have been fully supported by the Income Section and Internal Audit.
- h) Most importantly the Market Rules have been fully reviewed and revised to remove the issues of confusion or need for further clarification. The amendments to the Market Rules have been subject to trader consultation.

**3.3 Financial Matters:** The Market Service made a loss of £5,574 in 2015/16. A target was set for 2016/17 that the service should move towards making a trading profit. To achieve this, the following actions have been implemented in line with the Service Improvement Certificate for the Markets Service contained within the Operations Division Service Plan 2016/17 (at the Appendix attached).

- a) All pitches on the St Ives market have been marked out with studs, and rents going forward will be rigorously applied to the precise area taken up by a trader. Previously over 44% of the trading area was given away.
- b) The allocation of pitches in some instances has been amended to place complimentary traders in close proximity to each other to increase footfall past the trader stalls.
- c) There has been some physical relocation of trader pitches to reflect footfall on the markets in order to retain traders and to attract new traders.
- d) All current trade lines on the markets have been reviewed to identify the opportunities for new trade lines and then the Markets Officer has actively targeted new traders for these trade lines.

- e) The Markets Officer has discretion to give rent rebates to existing traders who introduce a good new trader offering a new trade line who stays a minimum of three months.
- f) The Bank Holiday Markets have been fundamentally reviewed and restructured with a significant reduction in the operating costs.
- g) The amendment of the Market Rules has also included clarification of fees and charges removing the discretionary element.
- h) The free trading concession in January each year will cease in January 2017 with permanent traders getting a two week holiday break at no charge for retaining their pitches following consultation with the traders.
- i) A £1.68 increase in fees per day for the first pitch has been introduced following negotiations with the traders.
- j) Further to the Stud programme additional pitches have been reduced in price to various price points, however gross income is still in excess of the pre-stud revenues.
- k) Profit and loss statements have been introduced for both markets. These figures are presented on a trading day and combined trading days. The profit and loss accounts are reviewed every month to confirm trading performance.

**3.4 Development Requirements:** The improvements outlined above have not only stabilised the Markets Service but have improved financial performance to such an extent that the service is now on course to make a surplus of over £50,000 for the current financial year. The next phase of developments proposed are more fundamental and include the following:

**3.4.1 Huntingdon Market:**

- a) It is proposed to relocate the stalls from Market Square to along the High Street to capture the main footfall in the town. Informal consultation has taken place with over 80 retailers who could be directly affected by the proposal of which only two did not support the proposal during the Markets Officers personal visits to their premises. To achieve this proposal the current trading consent for the High Street held by Huntingdon BID will need to be rescinded. Currently this trading consent realises only £1,900 in income for this Council and it is projected that the re-alignment of the market will produce a substantially higher figure.
- b) Positive discussions have taken place with BID and it is proposed to work with BID to implement the relocation of the market. This will include BID retaining a revised trading consent for a designated space on the High Street for their trading activities and access to the Market Square for their shows, displays and 5 themed markets staged each year. This will still provide BID with an income stream but importantly ensure that this Council optimises the income it is generating from trading activities on the High Street.
- c) It is also proposed to consolidate the Markets managed by the District Council in Huntingdon into one offering. The fortnightly Farmers Market has been running at a loss for a number of years and this cannot be sustained.

Traders will be invited and actively encouraged to become part of the enhanced High Street Market every Wednesday and Saturday.

#### **3.4.2 St Ives Market:**

It is proposed in 2017 to carryout detailed feasibility work regarding the potential to re-locate part of the Monday Market into Bridge Street. This would negate the need for the road closure and to re-introduce some parking spaces in Market Hill for Blue Badge Holders. Before being confirmed consultation will be carried with market traders and retailers in St Ives and proposals will be brought back to Members for consideration.

### **4. COMMENTS OF OVERVIEW & SCRUTINY**

- 4.1 The Panel received the Review of the Council's Street Markets. Members welcomed the work done on the improvement of the Market Service and recognised that the changes are needed and long overdue.
- 4.2 Members supported the work of the Markets Officer in improving Huntingdon's market and look forward to viewing the plans for St Ives' market.
- 4.3 Concern was expressed that the average age of market traders was increasing however the Panel recognised that the majority of young entrepreneurs are choosing to trade via the internet and not on a market stall.

### **5. KEY IMPACTS & RISKS**

- 5.1 The action taken to date by the Markets Officer has stabilised the Market and moved it into a trading surplus position.
- 5.2 The proposals to realign the layouts of the markets in Huntingdon and St Ives are being made to improve the medium term performance of the markets particularly in respect to future trading surpluses for both the market traders and the Council in a very challenging retail environment.

### **6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 6.1 The planned service improvements for the Markets Service and deadlines for delivery have been set out in the 2016/17 Service Plan for the Operations Service.

### **7. LINKS TO STRATEGIC PRIORITIES**

- 7.1 The improvement actions implemented and planned for 2017/18 will ensure that the Markets Service meets the strategic priority of becoming more efficient and effective, with the markets operating to generate trading surpluses on a consistent basis.
- 7.2 The proposed realignments of the markets in Huntingdon and St Ives will also contribute to the strategic priority of trying to deliver sustainable growth by being the key drivers in the further growth of these markets.

### **8. CONSULTATION**

- 8.1 Consultation has been conducted with a variety of stakeholders and affected retailers in Huntingdon about the potential realignment of the market and there is support for the proposal. It is proposed to carryout detailed feasibility work on



the realignment of the market in St Ives and this will include full consultation with the current market traders and retailers on the potential layout as the plans are developed.

## **9. LEGAL IMPLICATIONS**

- 9.1 The realignment proposals for the markets have been developed within the context of the Market Charters for Huntingdon and St Ives held by this Council and in respect of the requirements of the County Council as the Highways Authority.

## **10. RESOURCE IMPLICATIONS**

- 10.1 The financial implications of this report are included in Section 3 of this report but they are in summary that the Markets Service made a loss of £5,745 in 2015/16. A target was set for 2016/17 that the service moves towards making a trading profit. Based on financial performance to date a surplus of over £50,000 will be achieved in 2016/17. Moving forward a target surplus of £60,000 has been set for 2017/18.
- 10.2 All the improvements made to the Market Service to date have been delivered within the existing budgets of the service.

## **11. REASONS FOR THE RECOMMENDED DECISIONS**

- 11.1 Markets have an important role to play in maintaining the vibrancy of our town centres. Many markets across the UK are in decline and the average age of market traders is rising fast. To ensure the long term survival of markets, they must be financially viable for Councils, attractive for traders and appealing to customers.
- 11.2 The proposed realignment of the markets in Huntingdon and St Ives are being made to ensure the long term survival of Huntingdonshire's street markets in a challenging retail environment.

## **BACKGROUND PAPERS**

None

## **CONTACT OFFICER**

Chris Jablonski, Business Development Manager

Tel No: 01480 388368

Email: [chris.jablonski@huntingdonshire.gov.uk](mailto:chris.jablonski@huntingdonshire.gov.uk)

**Appendix: Service Improvement Certificate 9: Owner – Business Development Manager**

| <b>9.</b> | <b>Markets</b>  | <b>Priority Rating</b> | <b>Timeframe for Delivery</b> |
|-----------|---|------------------------|-------------------------------|
| 9.1       | Develop a relocation plan for the consolidation of Huntingdon Market and carryout consultation with traders, the Town Council, BID and District Councillors. Implement the relocation plan after O&S and Cabinet approval.              | Priority 1             | 31 December 2016              |
| 9.2       | Develop a relocation plan for the St Ives Market to remove the need for a road closure and carryout consultation with traders, the Town Council and District Councillors. Implement the relocation plan after O&S and Cabinet approval. | Priority 1             | 30 June 2017                  |
| 9.3       | Review the tradelines on the Huntingdon and St Ives Markets to identify new trade lines to be targeted through an incentives package.   | Priority 1             | 31 May 2016                   |
| 9.4       | Develop a package of incentives for new traders.  | Priority 1             | 30 June 2016                  |
| 9.5       | Review and update the Market Rules.   | Priority 1             | 31 July 2016                  |
| 9.6       | Initiate quarterly updates for market traders and use to re-inforce the Market Rules.   | Priority 1             | 31 December 2016              |
| 9.7       | Review and revise fees and charges against the market place and to recover in full operating costs + 5%.  | Priority 1             | 30 June 2016                  |
| 9.8       | Development and implementation of a promotions plan for the markets.  | Priority 1             | 31 March 2017                 |

Public  
Key Decision - Yes

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Open Spaces Water Safety Policy - Implementation

**Meeting/Date:** Overview and Scrutiny Panel (Communities and Environment) – 10 January 2017  
Cabinet – 19 January 2017

**Executive Portfolio:** Councillor Jim White – Executive Councillor for Operations

**Report by:** Neil Sloper – Head of Service (Operations)

**Ward(s) affected:** All

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### **Executive Summary:**

To present the Council's Open Spaces Water Safety Policy for approval and implementation as set out in this report.

### **Recommendation(s):**

The Cabinet invited to approve the Open Spaces Water Policy for implementation.

## 1. PURPOSE

- 1.1 To present the Council's Open Spaces Water Safety Policy for endorsement and approve its implementation as set out in this report.

## 2. IMPLEMENTATION PROGRESS

- 2.1 The draft Open Spaces Water Safety Policy was submitted to the Overview and Scrutiny Panel (Community and Environment) in January 2016 to explain how the Council would manage the safety of users of its public open.
- 2.2 The draft Policy was 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). The Royal Life Saving Society (RLSS) were engaged to review the draft after competitive tender. Their advice was used to significantly improve the policy and establish a programme of risk assessments. The amended policy document is appended to this report.
- 2.3 In partnership with the RLSS a complete list of sites to be Risk Assessed was agreed. The list was then divided into 2 categories:
- 1 – Priority/Phase 1 – to include sites with high footfall and highest perceived risk
  - 2 – Phase 2 – to include local brooks and drainage ditches
- 2.4 In May 2016, RLSS undertook to train 11 members of staff to carry out Risk Assessments in relation to water safety. 7 completed the course exam and now hold a Level 3 Award in Risk Assessment Principles and Practice. During the training, staff received 'on the job' guidance and the priority phase risk assessments were completed.
- 2.5 Phase 2 risk assessments will be completed by the end of March 2017.
- 2.6 A programme of projects to reduce risk further is now in place, such as installing small signs and life buoys.

## 3. TIMETABLE FOR IMPLEMENTATION AND ACTIONS

| Action  | Date       | Complete |
|---|------------|----------|
| Policy submitted to RLSS and amendments made to reflect their expertise | July 16    | Yes      |
| Final Policy approved by RLSS & Head of Service                         | Aug 16     | Yes      |
| Staff Training  | May 16     | Yes      |
| Priority/Phase 1 Risk Assessments carried out as part of training       | May 16     | Yes      |
| Priority/Phase 1 Urgent actions allocated when received from RLSS       | Sept 16    | Yes      |
| Priority/Phase 1 Remedial actions allocated                             | Nov/Dec 16 | Yes      |
| Phase 2 Risk Assessments allocated to staff                             | Dec 16     | Yes      |
| Phase 2 Risk Assessments to be completed                                | Mar 17     |          |
| Phase 2 Urgent actions to be completed                                  | Apr 17     |          |
| Phase 2 remedial actions to be completed                                | June 17    |          |

#### **4. COMMENTS OF OVERVIEW & SCRUTINY**

- 4.1 The Open Spaces Water Safety Policy – Implementation Report was presented to the Panel. Members were informed that the Council is required to have an Open Spaces Water Safety Policy for sites of open static water.
- 4.2 The Panel wanted reassurance that there will be the resources to implement the Policy and that an Officer will be responsible for maintaining the Policy.
- 4.3 Members expressed concern that there was little oversight from Members to ensure that Policies are working well and that staff are adequately trained to implement the Policies.
- 4.4 The Panel recommended that the Cabinet endorse the report.

#### **5. REVIEW**

- 5.1 The policy requires that the risk assessments are reviewed every 6 months to take account of seasonal changes that may not have been present previously i.e. increased water level or waterlogged areas.

#### **6. LINK TO THE CORPORATE PLAN**

- 6.1 The policy will contribute to the Corporate Plan as follows:

- Enhancing fundamentally the safety of the green environment of the District.
- Operations becoming more efficient in the way it delivers safe services.

#### **7. RESOURCE IMPLICATIONS**

- 7.1 The policy has been developed within existing resources. The implementation of the policy 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.

#### **8. OTHER IMPLICATIONS**

- 8.1 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.

#### **9. REASONS FOR THE RECOMMENDED DECISIONS**

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

#### **10. LIST OF APPENDICES INCLUDED**

- 10.1 Appendix 1: Open Spaces Water Safety Policy.

**11. BACKGROUND PAPERS**

None.

**CONTACT OFFICER**

Matt Chudley – Environmental Services - Operations Manager  
Tel No. 07768238708

# Water Safety Management



July 2016

# Water Safety Management Policy: Huntingdonshire District Council

This document presents a Water Safety Management Policy for Huntingdonshire District Council.

## Key Contacts

**Judith Neal**, Operations Division, Huntingdonshire District Council

**Cliff Nelson**, Head of Water Safety Management, Royal Life Saving Society UK

## Water Safety Policy Contents

1. RLSS UK Overview
2. Introduction and Terms of Reference
3. Water Safety Policy
4. Methodology
5. Site and Location
6. Legal Requirements
7. Management Arrangements
8. Risk Management
9. Hazard Categories
10. Significant Risk Outcomes
11. Control Arrangements
12. Consultant
13. References



## 1. RLSS UK Overview

RLSS UK is the UK's leading organisation for water safety management and well placed to support employers/organisations in protecting their employees/workforce, through practical advice and guidance. Our Water Safety Management offering provides a complete range of bespoke services, ensuring we are customer focused, tailoring programmes to meet organisations' operational needs. Our comprehensive suite of products include:

- Development of water safety management policies
- Legal and policy advice
- Technical advice
- Risk assessments and safety audits
- Training and education
- Procurement of equipment
- Research

We have worked with a wide range of sectors on water safety matters, including private engineering and surveying, security, outdoor education and local government. Our key strength and focus is developing partnerships with our customers to provide unique and individual solutions and ongoing support.

## 2. Introduction and Terms of Reference

Huntingdonshire District Council (HDC) owns and is responsible for a wide range of open water spaces with varied access and use. The Council recognises the need for open water for both environmental reasons and for recreation and leisure activities.

RLSS UK have been commissioned to create the Water Safety Management Policy for HDC, with specific requirements to conduct risk assessments at key water locations either owned or managed by HDC. In addition, RLSS UK provided open water risk assessment training for council officers. The training is accredited by RLSS UK and the Chartered Institute of Environmental Health.

### 2.1 Scope

The audit will comment on:

- Legal Responsibility
- Water Safety Hazards at Key Locations
- Risk Management
- Recommendation on signage
- Recommendation on public rescue equipment

### 2.2 Purpose

The purpose of the report is to give a clear indication to Huntingdonshire District Council of the extent to which it is meeting its water safety obligations and of opportunities to improve the suitability and performance of control measures. The report advises as to current best practice and future options.

In the recommendations that follow RLSS UK has endeavoured to identify all the significant risks at key locations. However, it is essential that equipment, signage, risk assessments and operating procedures are continually developed and reviewed in response to changing legislation, best practice documents, active monitoring and the investigation and outcomes of accidents and near misses.

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.

The safety measures detailed in the report will only have initial bearings on the current design of the features.

This report forms the strategic water safety policy. There is a focus on the sites listed below. HDC are trained and qualified in open water risk assessments by RLSS UK and the Chartered Institute of Environmental Health. In addition, mentoring was provided to the candidates to provide them with experience in conducting open water risk assessments themselves. HDC now have the capacity to conduct their own open water risk assessments. Therefore, it is imperative that maintenance and continual monitoring, in the way of risk assessments, are integral to the Council's management system/s.

### **2.3 Limitations**

To determine key areas to risk assess, direction was taken from HDC officers and consultation with local community stakeholder groups. This project focuses solely on the sites listed and does not form a definitive list of all open waters and hazards within the district. It is recommended that a working group be set up to continually map open water hazards within the Council's area of responsibility. HDC officers have been trained and are qualified to undertake open water risk assessments.

In carrying out this safety review RLSS UK would point out that audits and reviews are by nature a sampling exercise – based on observations made during a single site visit on environmental conditions at that times and on information provided and gathered as part of the audit. Therefore, the reviewer cannot guarantee to identify all safety hazards around the sites. Opinion is formed by a review of the site at the time of site visit, and in prior and subsequent dialogue with council officers and key stake holders.

The absence of comment on any issue should not be taken to imply the absence of risk from that issue. It is implicit in these recommendations that HDC pro-actively monitors and reviews safety arrangements in the light of operational, environmental, activity or behavioural changes.

Representatives of HDC responsible for making known any information of relevance to this audit.

## 3. Water Safety Policy

The Water Safety Policy is a strategic working document, designed to manage water safety through effective risk management. The policy will identify a management structure of responsibility and map key water safety locations, identify significant hazards and recommend measures to mitigate against risk as part of a drowning prevention programme. The policy should link to the Council's Health and Safety Policy.

This document relates to water bodies owned by or under the responsibility of HDC. It does not cover water bodies within the district that are not the responsibility of HDC.

### 3.1 Why have a policy

Any drowning is tragic and the emotional cost is immeasurable, impacting not only the victim but family and friends. HDC have taken a very responsible and proactive approach to developing a drowning prevention strategy, to minimize the risk of drowning within the community. The policy includes:

- Proactive approach to water safety management
- Fewer drownings
- Effective risk management
- Compliance with the law
- Development of a water safety culture – instil within the staff

### 3.2 Responsibility

The policy should be the responsibility of an appointed senior manager, with a support team, to include key stakeholders. Typical composition includes an operational manager, representatives from health and safety, environmental health, emergency planning and countryside rangers and outside stakeholders. This group will be responsible for planning, action and reviewing of the document including revision of risk assessments, maintenance of signage and rescue equipment.

## 4. Methodology

RLSS UK were commissioned to conduct a water safety management audit of HDC. The specific work included:

- 1 Review the draft Water Safety Policy recently completed in house.
- 2 Identify higher risk areas in the district and concentrate on assessment advice on these sites.
- 3 Provide water safety training (certificated) for a minimum of six HDC employees.
- 4 Work with the trained HDC employees to create water risk assessments throughout the district.
- 5 Provide ongoing support after the training either one to one, in person or email / phone.

An initial review meeting was held with Judith Neal (2016). The work commenced on the 3rd of May, with a one day RLSS UK/Chartered Institute of Environmental Health open water risk assessment training programme.

The field work, was conducted with HDC staff on both the 9th and 10th of May. To establish the locations to assess, a consultation exercise was conducted. This included gathering information from the local authority, including using their rangers and operators to advise on locations and hazards. In addition, we contacted a series of stakeholders to design the assessment programme, such as Friends of Paxton Pits, to gain as much local knowledge as possible.

The field work focused on specific locations and identified primary hazards. Photographs and notes were taken of relevant features of the water sites and a risk management plan produced. On completion of the field work, the stakeholder group were contacted again for a final review of the sites visited.

This policy document was compiled based on discussion, observations and comparison with industry best practice standards.

### 4.1 Best Practice Guidance

Advice and guidance about the range, nature, severity, risk rating and appropriate control options are drawn from best practice guidance found in RLSS UK Publication 'Safety at Inland Water Sites'<sup>1</sup> in addition to the HSE Risk Management<sup>2</sup> and ISO 31 000 Risk Management<sup>3</sup> standards. Please refer to the reference section.

The opinion of the Consultant, based on training and operational experience is also expressed where appropriate.

## 5. Site, Location and Stakeholders

### 5.1 Historical Context

Within the HDC district there have been a number of tragic drownings, details listed below in the table. These sites have been a priority for the risk assessment process.

| Location                                | Incident  | Year |
|---|---|------|
| Regatta Meadows, St Neots               | Man drowned, dived in to river retrieve football                        | 2015 |
| Church Lane, Huntingdon                 | 15yr old boy drowned, swimming in river with friends (he couldn't swim) | 2014 |
| Riverside Park, St Neots                | Suspected suicide, lady jumped off bridge into river                    | 2014 |
| Hinchingbrooke Country Park, Huntingdon | Lad drowned in lake whilst swimming during an event                     | 2003 |
| Hinchingbrooke Country Park Huntingdon  | Skating on frozen lake, people got into difficulty but no one died      | 1998 |

**Table of Water Based Incidents**

### 5.2 Water Sites

The schedule of water sites reviewed are listed below. The risk assessment considered both the general public and HDC staff working around the water margins. Specific staff work operational hazards, such as strimming and mowing near water are not within the remit of this report. Where locations are subject to particular users groups, such as younger people, these have been highlighted.

| Location                        | Reason  |
|---------------------------------|---|
| Black Weir, St Neots            | Used by youths to swim. The site contains a weir.   |
| Conegeare Park, St Neots        | Part of the Great Ouse, known for swimming  |
| Paxton Pits, St Neots           | Nature reserve with many lakes very popular.  |
| Regatta Meadows, St Neots       | Meadows are used for events and every day activities, the river runs the length of the east side. |
| Riverside Park, St Neots        | River runs to east of park with inland brooks and a 'boating lake' in the centre                  |
| Skate Park, St Neots            | Bridge over river, near skate park, well used by skaters  |
| Riverside Rocket Park, St Neots | Small water pond, that can fill following rain  |
| Wigmore Farm                    | Balancing pond near residential housing   |
| Church Lane, Huntingdon         | Well known for swimming   |
| Hinchingbrooke Park,            | Well used park with lots of organised activities, three lakes,                                    |

|                             |   |
|-----------------------------|---|
| Huntingdon                  | marsh pond and a brook with steep banks           |
| Riverside Park , Huntingdon | Park runs alongside river                         |
| Holt Island, St Ives        | Nature Reserve on an island accessible by bridge  |
| Loves Farm, St Neots        | New estate with balancing ponds and water courses |
| Mill Meadow, Little Paxton  | River running past meadow, access limited         |

**Table of Locations Assessed**

### 5.3 Key User Groups / Stakeholders

| Group / Stakeholder  | Email address / phone no  | Location of water                  |
|--|---|------------------------------------|
| Marcus Pickering,<br>Loves Farm<br>Community<br>Association, Loves<br>Farm, St Neots | chair@ourlovesfarm.co.uk  | Loves Farm balancing<br>ponds etc. |
| Friends of<br>Hinchingsbrooke<br>Country Park,<br>Huntingdon                         | www.friendshcp@yahoo.com  | Hinchingsbrooke<br>Country Park    |
| Friends of Paxton<br>Pits, St Neots  | <a href="mailto:friends@paxton-pits.org.uk">friends@paxton-pits.org.uk</a>                            | Paxton Pits<br>Nature Reserve      |
| Huntingdon Boat<br>Club, Riverside,<br>Huntingdon                                    | <a href="mailto:info@huntingdonboatclub.co.uk">info@huntingdonboatclub.co.uk</a><br>Tel: 01480 456963 | Riverside,<br>Huntingdon           |
| Purvis Marine,<br>Riverside,<br>Huntingdon   | 01480 453628  | Riverside,<br>Huntingdon           |
| Cambridgeshire<br>County Council (land<br>owners)                                    |   | Hinchingsbrooke<br>Country Park    |
| Oxford University<br>Press   | Land owners   | Paxton Pits<br>Nature Reserve      |

**Table of Stakeholders**

## 6. Legal Requirements

In addition to safeguarding lives, a key function of this policy document is to ensure compliance with legal requirements. Various pieces of legislation place statutory duties on the site owners of water-sites, or the person responsible for the sites, to provide for the safety and well-being of visitors, which includes employees and members of the public. The Consultant has highlighted those issues which directly relate to the recommendations which follow in this report. However, this does not constitute a complete list of all relevant law and Regulation. Both statute and common law are of relevance to HDC. Extracts of applicable legal instruments, pertaining to working around water are detailed below.

### 6.1 Statutory Health and Safety Requirements

#### 6.1.1 Health and Safety at Work Act 1974:

This is an enabling Act with the aim of securing health and safety in the workplace. Regulations made under the Act place more specific duties on employers than employees. Section Three of the 74 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.

#### 6.1.2 The Management of Health and Safety at Work Regulations 1999:

These were made under the enabling powers of the 74 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 adequate and suitable assessments of work related hazards should be carried out to determine the preventative and protective steps that must be taken.

The Regulations state, with relation to organisations and companies:

*'Their main duty is to plan, manage and monitor the work under their control in a way that ensures the health and safety of anyone it might affect (including members of the public). Contractors working under the control of the principal contractor on projects with more than one contractor'.*

They 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. Individually and in combination the Act and Regulation (and others) have to apply directly to both users of (customers) and employees of (commercial) water sites.

#### 6.1.3 Occupiers Liability Act 1957:

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.



#### **6.1.4 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 EU. The regulations require employers to use safety signs where there is significant risk to health and safety of their employees that has not been avoided or controlled by methods required under other relevant law, provided use of a sign can reduce the risk. These Regulations do not place any duty on employers to provide signs to warn other people (e.g. visitors, neighbours) of risks to their health and safety. They do not apply to the self-employed. However, in both these cases employers, or the self-employed, will still have duties under section 3\* of the Health and Safety at Work etc. Act 1974 (the HSW Act) and regulation 12 of the Management Regulations regarding the health and safety of non-employees, and may find the safety signs described here helpful in meeting these general duties.

A BSI standard, BS 5499-112002, specific to water safety, was published in 2002 and RLSS UK recommend that any new signage should conform to this standard in the future and that a regular review of existing signage is carried out. The RNLI provide good guidance on safety signage design and manufacture<sup>4</sup>.

#### **6.2 Common Law Duty of Care**

Under Common Law, 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, employees and anyone and everyone who may be 'affected by your undertaking'.

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

The duty specified is 'to take reasonable care'. This can be defined as 'what the reasonable man/woman would have foreseen as necessary'. 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 should be reasonable.

#### **6.3 Enforcement**

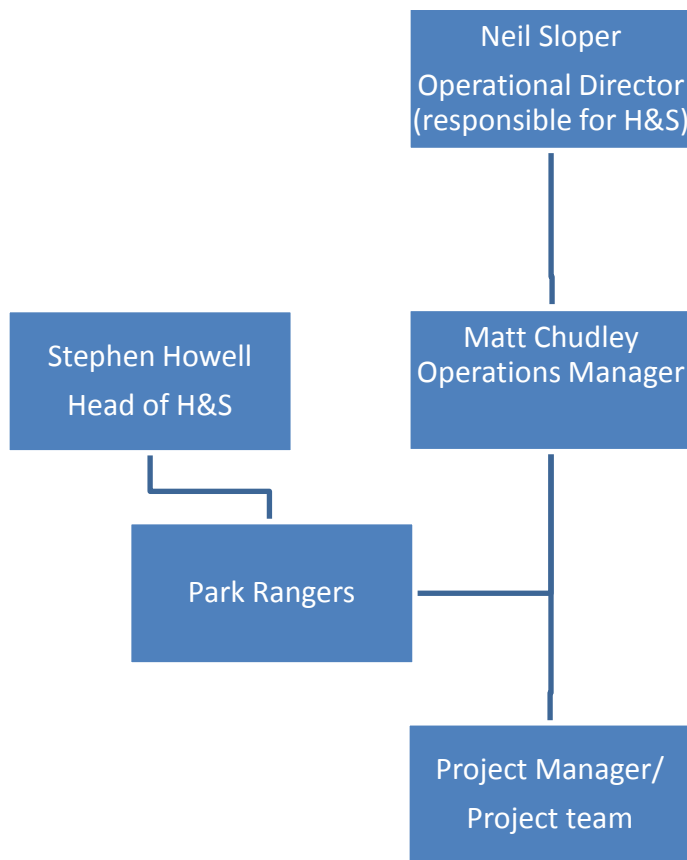
In the event of breaches of law, injury or death it is likely that enforcement action would be taken by either (Local Environmental Officers) or HSE Inspectors who have wider ranging Investigative and enforcement powers. They may issue Prohibition or Improvement notices and may prosecute. The Police may initiate separate or combined investigations and will take action in the normal way if a criminal act has been or is suspected of being committed. Failing to comply with an Act or Regulation is a criminal act.

Private individuals may sue for damages.

## 7. Management Arrangements

### 7.1 Organisational Structure

Organisation structure



Flow Chart of Management Arrangements

## **7.2 Staffing and Contractors**

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

## 8. Risk Management

Open water by its very nature presents risk and it is expected that a certain level of risk is acceptable. When conducting a risk assessment, it is important to take into account technical issues and benefit and cost implications to ensure that control measures are put in place reduce the risk to as low as is reasonably practicable.

The Health and Safety Executive state that as part of the management of health and safety of your organisation you must control risks. We have already looked at the legal requirements, under the Management of Health and Safety at Work Regulations. We now need to understand the practical implications of conducting risk assessments for open water, in connection to protecting the general public and employees.

Understanding the hazards associated with water and working around the water margins introduces a different dimension to health and safety and risk assessments. Water hazards can present serious consequences, even fatal, if appropriate safety measures are not in place.

### 8.1 Generic Risk Assessment and Control Measures

This document contains the generic water safety hazards across the water sites assessed within Huntingdonshire District Council. Site specific hazards and recommended control measures at individual locations are highlighted in a separate risk management document.

### 8.2 People

The risk assessment considers the general public who use or are exposed to the main water hazards at key locations for which HDC is responsible. Due to the variety and number of water spaces within the district, each site has specific hazards and can also have different user groups, from families, dog walkers, young people to fishermen and boat users. In addition, the controls put in place will reduce risk for HDC officers working around the water margins. For each location, where appropriate, a general description of the main user groups at each site is provided.

### 8.3 Control Arrangements

For details of the individual locations risk management arrangements refer to the individual risk management plans. Details of standardised signage and public rescue equipment is contained within this policy, below.

## 8.4 Risk Management Model

Risk management is a systematic approach to considering hazards and introducing controls to mitigate risk, reconciling reasonably practical measures against benefit. There is a whole raft of different methods for assessing risk including some numeric and alpha numeric systems. The process is by its very nature subjective, so risk assessment methods attempt to model the extent of risk and by looking at probability and severity of outcomes. However, many systems are either complicated and /or numerically sensitive.

The risk rating system used for this work follows a traffic light system, which creates an understandable and robust way to assess risk leading to sensible and appropriate control arrangements. Risk management is effective when conducted by competent and experienced personnel that can apply sound principles and logic. The risk management model employed for this project is compliant with the principles laid out by the HSE Risk Management<sup>2</sup> and ISO 31 000 Risk Management<sup>3</sup>.

- i. Establish the context
- ii. Identify the hazards
- iii. Who might be harmed
- iv. Evaluate the risk (traffic light system)
- v. Apply appropriate control measures
- vi. Record your findings
- vii. Review your risk assessment

## 8.5 Risk Rating

The relationship between hazard and risk is subject to an infinite number of inputs including personal capability, weather, task, range and extent of injury and so on. Therefore, the classification of high, medium and low is only a very rudimentary guide and not intended to be an exact science.

The traffic light system, identifies and categorises risk into three levels, Red, Amber and Green. Red is high risk and is not acceptable and must be controlled immediately. Amber is medium risk and where there is a known risk that cannot be removed, appropriate control arrangement are in place to mitigate the risk to an acceptable level. Green is either that the risk has been removed or reduced to an acceptable level.

There are occasions where the risk falls between two levels, for example high to medium (red to amber). Where any result contains a red result, controls must be put in place as this is not acceptable.

High - not acceptable



Medium - As Low as Reasonably Practicable (ALARP)



Low – acceptable or ALARP



## 9. Hazard Categories

### 9.1 Generic Categories

Hazards arising from working around water fall into three generic categories, listed below. Each category will be examined independently. Of significant importance, when considering open water risks, is the dynamic nature of environmental hazards. Clearly, the natural environment is subject to change and quickly in addition to the magnification of risks, when certain environmental hazards interact. When preparing safety systems for open water, it is imperative that weather conditions and water levels are taken into account including nationally available weather predictions, such as provided by the Environment Agency. All workers must be aware of the changing nature of open water hazards and have received training to dynamically risk assess the operations undertaken and make informed decisions to ensure the safety of the team.

- Environmental risks
- Operational risks
- Human risks

### 9.2 Environmental Risks

The table below lists significant hazards associated with open water (this is not exhaustive). For each location consideration must be given to the key hazards at that site.

|                            |   |   |
|----------------------------|---|---|
| <b>Water temperature</b>   | <b>Water quality</b>                        | <b>Water depth and flow</b>               |
| <b>Height of freeboard</b> | <b>Bank stability</b>                       | <b>Access/Egress</b>                      |
| <b>Submerged objects</b>   | <b>Entrapment<br/>Structures/Vegetation</b> | <b>Slip hazards<br/>(trips and falls)</b> |

### 9.3 Operational Risk

Operational risk includes risk to both personnel and equipment. Where personnel are operating close to the water's edge and using equipment, management measures need to be in place to minimise risk of injury or damage to equipment. Safe systems of work or risk assessments should be provided by HDC for work operations.

#### **9.4 Human Risk**

By very nature, humans make errors of judgement that can lead to injury or have negative financial implications. When designing safety processes, management systems need to take into account not only the dynamic nature of open water hazards but also provide an error margin to account for human error and the interaction between environmental and human hazards. Examples of human hazards include, collision between machines and personnel, and foolhardy behaviour, such as making a conscious decision to enter the water, ignorant of the temperature and danger. Research highlights the vulnerability of young people and the impact of both peer pressure and alcohol on drowning statistics.

#### **9.5 Personnel at Risk**

The main purpose for conducting risk assessments is safeguarding the welfare of the general public and council officers. Risk management needs to account for work operations where the general public are likely to be present and there is potential for injury.

The risk assessment needs to consider:

- Employees (including machine operators)
- General public



## 10. Significant Risk Outcomes

### 10.1 Drowning

Let's start by clarifying our understanding of the nature of open water hazards. Water presents many hazards, which can lead directly or indirectly to drowning. The International Life Saving Federation (ILS) defines drowning as 'The process of experiencing respiratory impairment from submersion/immersion in liquid'.

This means that the drowning process doesn't always result in fatality. A tragic consequence of recovery from drowning can be permanent impaired brain function. Our challenge is to ensure appropriate arrangements are in place to prevent accidental immersion. We must be absolutely clear about the hazard from entering cold water and its potential for great harm.

There are three defined outcomes of drowning, these are:

- Death
- Morbidity (injury)
- No morbidity (no injury)

The following image, the Drowning Chain, describes the inter-linking sequence of factors affecting likelihood of drowning and to tackle drowning, each link needs to be broken.



**Table of Drowning Prevention Model**

The national 'Water Incident Database'<sup>5</sup>, managed by the National Water Safety Forum records on average over 600 people drown per year, including intentional drowning. Although each of these may be a contributory factor, the major cause of potential risk on any site is likely to be ignorance or misjudgement of

the danger. Analysis consistently shows that up to 80 per cent of people who drown do not intend to be in the water. That is to say they fell in or went in to assist someone else or an animal in difficulty.

One particular higher risk group are males between 20 and 34 and especially where alcohol has been consumed and is linked to warm weather and impromptu waterside activity. These drownings are likely to occur close to home. In terms of education and awareness this group presents difficulties as they are more likely to be swayed by peer pressure in the heat of the moment rather than by formal water safety messages.

Once the drowning process has begun, with the submersion/immersion of the casualty's airway, an intervention must be made as soon as possible to prevent the drowning resulting in a serious injury or death. Personal survival, self-rescue and rescue are interventions that can interrupt the drowning process. However, it is important to note that even after the drowning process is successfully interrupted, the drowning may still result in short or long term injuries to the casualty.

## **10.2 Cold Water Shock**

The largest contributory risk factor that leads to drowning in cold water, is 'Cold Water Shock'. This is due to the difficulty in maintaining a clear airway during hyperventilation (rapid breathing) and the effect on the heart (cardiac arrest) with sudden immersion in cold water. The casualty quickly loses the ability to function, the colder they become. Cold Water shock is the body's response to immersion in cold water and can be observed from temperatures as moderate as 25°C, although the severity of the body's response increases significantly in colder water.

The effects of Cold Water Shock has the following responses:

- Loss of performance
- Swim fatigue and swim failure
- Hypothermia

All rescues described in this policy are land based. There are no direct in-water rescue skills provided to the work team and they will be explicitly told that they are not to attempt an in-water rescue as this would immediately heighten the risk and the rescuer would also be subject to cold water shock.

## **10.3 Hypothermia**

Water is a good conductor of heat and conducts heat away from the body four times faster than air. Hypothermia is when the body's temperature falls below 35°C. Immersion in UK waters, in particular in winter months, can result in hypothermia. The onset of hypothermia will take approximately 30 minutes and can result in unconsciousness and heart failure.

#### **10.4 Impact Injury and Unconscious Casualty**

Any fall can result in an impact injury. Any trip or fall that leads to an impact injury is compounded when falling into water. Limb injury can inhibit movement in the water and make extraction difficult. The biggest dangers are actually head injury, which could lead to unconsciousness and ultimately drowning and or spinal injury.

#### **10.5 Infection from polluted water**

Water can contain a range of pollutants and microbes that can lead generally to ear, nose and throat infections, sickness and skin infections. A particular hazard at inland water sites is leptospirosis, a bacteria that causes sickness and can lead to Weils disease which can be fatal.

#### **Casualties who have been immersed in water must be taken to hospital if they have:**

- Been unconscious
- Inhaled water
- Received a head injury or spinal injury

## 11. Drowning Prevention Strategy

It is not practicable or reasonable to prevent drowning by denying access to water sites or employing supervision across every water's edge. The purpose of a water safety policy is to ensure a planned approach to proactively considering and managing risk by applying appropriate control measures.

The overall strategy considers the array of options available and application of specific measures for each assessed zone. Control measures will depend on a number of factors, including demographics, environmental hazards and associated risks, accessibility, footfall and human activities.

### 11.1 Control Arrangements

#### 11.1.1 Fencing

The safest approach to avoiding accidental immersion in water is to erect barriers to prevent entry. However, fencing is expensive and does not necessarily compliment the environment. HDC actually provide a balanced approach to applying fencing at key locations. Fencing is generally used where there is a sudden or direct drop into water.

Good examples of fencing can be seen at Hinchingsbrooke Country Park, where wooden fencing has been reconciled with the environmental ethos of the park, shown below.



**Photo Wooden Fencing**

## **11.1.2 Edge Protection**

### **11.1.2.1 Grading**

The water's edge is a key factor in determining risk. One of the most important features is the gradient of the slope, either leading down to the water or the gradient actually underwater. Research shows that non-swimmers in particular and weak swimmers can struggle maintaining their balance in standing depth of water.

As there are a number of balancing ponds, an example is Love Farm below, consideration has been given to the gradient approaching the water basin. Safety at Inland Water Sites recommends that a person can stand with their head above the water at a distance of two body lengths from the water line. Grading can be an effective method of controlling the risk of falling into the water.



**Photo of Gradient at Balancing Pond**

### **11.1.2.2 Planting**

In addition to or as an alternative to grading, planting of aquatic vegetation, particularly with sharp foliage, can be used to provide adequate and aesthetic protection. Where planting is used for edge protection, it is recommended that the vegetation be hostile and dense and a

width of 1m. Mud around the water line also provides an unappealing deterrent from entering the water. There are good examples at Riverside Huntingdon, seen below.



**Photo of Edge Protection**

### **11.1.2.3 Footpaths**

Footpaths can be designed to steer people away from the water's edge. They provide a clear guide where to walk. It is important that footpaths are well maintained.

## **11.2 Public Information and Signage**

Signage can be used to highlight water dangers to the public and should be considered as part of a coordinated approach. Signs should be designed in accordance with the Health and Safety Signs and Signals Regulations (BS 5499-11:2002), which standardises safety signs throughout Europe. Where signs are to be replaced, where they do not meet the regulations, replacement versions should be compliant with BS 5499.

The RNLI have done a great deal of work in developing a comprehensive guide and format to beach safety signs<sup>4</sup> which is now used at the majority of UK beaches.

Signs need to include:

- Safety message (no swimming, danger of drowning)
- Location (grid reference number)
- Emergency Action



Additional information can include location of nearest telephone and a map detailing life-saving appliances and help points.

Those responsible for water safety signage are advised to read this document carefully before deciding on additional signage. Any new signage is recommended based on three classifications and linked to categories of activity.

### **11.2.1 Primary Signs**

Places where the public visit because of an associated water based-amenity value such as Regatta Meadows or Riverside Park, St Neots which may be described as attractions in their own right.

Primary signs should be located at either entrance/gateway or at a most logically central point where the greatest number of visitors will see it. Key information on primary signs will include the safety message, either 'Danger of Drowning' and /or 'No Swimming', location grid reference and reference to emergency services with pictorial diagrams for those who find reading difficult or do not have a conversant knowledge of English. Height of the sign needs to consider people in wheelchairs.

It is advised that primary safety signs do not include additional information, such as local amenities. There are signs in place within Huntingdonshire District that include the water safety message on the main information sign and also signs where the water safety has been added as an afterthought. When signs are next scheduled for renewal, they should comply with BS 5499-112002 and be in line with this policy.

An example of good signage can be seen at Paxton Pits, below. The Danger of Drowning and No Swimming message is clear with a pictorial diagram showing that swimming is not intended for this site. The sign is mounted on a post with a PRE appliance, containing reference information.



**Photo of PRE and Signage**

At Church Lane Huntingdon swimming is undertaken regularly during the warmer months. This sign clearly states the danger of drowning, without prohibiting swimming. The emergency number is provided. It is recommended that a grid reference also be provided.



**Photo of Danger of Swimming Sign**



### **11.2.2 Secondary ('reminder' signs)**

Located where people are near to water and/or walk on known paths alongside waterways. These locations are not necessarily amenity sites in their own right. Secondary signs should be located at the main access points to walkways and possibly along the way particularly at locations where risk levels might increase, for example, a point where a path is closer to the edge. An example of a secondary sign can be seen at Main Lake, South Beach, and Hinchingsbrooke Country Park.



**Photo of Secondary Sign**

### **11.2.3 Nag or Awareness Signs.**

Places where a waterway is present but is not a focal point or a walkway and with lowest level of activity. Nag signs should be located at the main access point to a site. The example below is at the Spit, Hinchingsbrooke Country Park, where swimming is known to take place.



**Photo of Nag Sign**

### **11.3 Public Rescue Equipment**

Public rescue equipment (PRE) has become the default response to providing control measures at inland locations, especially when a drowning incident has occurred.

There is little evidence to suggest that PRE alters perception of risk or that installations improve water safety. The most common types of equipment installed are the Lifebuoy, a circular floatation device, attached to a rescue line and a throw rope. The Lifebuoy was designed for marine purposes, where somebody goes overboard and the rescuer can lower the Lifebuoy down to the casualty, through a vertical drop. Lifebuoys were not designed to be thrown horizontally to casualties, as this may well create injury through collision with the head.

Life buoys are best suited for vertical drops, where there is a steep edge, e.g. locks and marinas or where the casualty is not far from the bank. Research conducted by the RNLI<sup>6</sup> on coastal PRE, confirms that horizontal throwing of Lifebuoys carries risk to the casualty. Throw ropes are better suited for shallow gradient water edges, where the casualty is not far from the bank. Both the use of life buoys and throw ropes require training to use.

In addition, for PRE to be effective the following factors must exist (RLSS UK Safety at Inland Waters Sites<sup>1</sup>):

- i. the victim must be seen by someone
- ii. the victim must be recognised as being in danger
- iii. the victim must remain afloat until rescue arrives
- iv. appropriate rescue equipment must be to hand and in operational condition
- v. the rescuer must have the ability, judgement, strength and skill to effect a rescue
- vi. there must be adequate length of rope with which to reach the casualty
- vii. the weather conditions must be conducive to the rescue and
- viii. the victim must be able to co-operate, i.e. swim towards the rescue device, if necessary, grasp it and maintain hold until towed towards the edge

In some areas PRE is used as a fun floatation device by people using them to throw in and use them as a float, which entices people to enter the water. In addition, provision of PRE encourages a member of the public to engage in a rescue which creates its own safety issues, during an incident. Theft is also a major concern, with PRE being taken from site, in particular throw lines being regularly stolen.

In this context, the Consultant believes provision of PRE should be viewed very much as a last resort in terms of drowning prevention. RLSS UK and the RNLI are designing research to examine the efficacy of PRE with the intention to create a national policy.

A hybrid approach is recommended, where PRE is concerned.

- i. At key locations where PRE is installed, retain the equipment, for example Regatta Meadows and Huntingdon Riverside. At these locations PRE exists and in a number of cases additional PRE is needed and some PRE needs relocating
- ii. Where swimming is known to take place, PRE to be maintained, for example Church Lane, Huntingdon and Coneygeare St Neots.
- iii. At balancing ponds await the outcome of the research noted above, between the RLSS UK and RNLI. In the meantime, run an education programme to highlight the dangers of open water, for example at Loves Farm.

However, the following suggestions may help in reducing the possible human tragedy and on-going financial cost of replacement.

- a) Signage. Incorporate key safety message at locations of Rescue devices (add public information signage to existing Throw-line locations). This has the added advantage in safety terms of making more visible in an emergency.
- b) Enforcement. Consider a zero tolerance approach and always inform the Police on all occasions of PRE theft – providing as much information as possible.

- c) Education. Include awareness and appreciation of the importance of Rescue Equipment in water safety education Programme.
- d) PR. Engage PR activity, possibly, as part of a wider water-safety awareness campaign with other stakeholders, which identifies such theft firmly as unpleasant, anti-social behaviour.
- e) Monitoring. Ensure the continuation of systematic, recorded monitoring by HDC staff. It is important that HDC knows as early as reasonably possible if a device is missing and needs replacing. Furthermore that the device is in an effective, usable condition.

There are no hard and fast rules about inspection periods and a number of factors must be considered including level of risk, likelihood of theft and vandalism, time of year, specific location and so on.

#### **11.4 Recording**

Risk assessment is not a one off exercise but a process. To ensure that all risk assessments are up to date, it is important to review and record all assessments and logs, including.

- Risk assessments
- Training logs
- Equipment logs
- Accident logs
- Lessons learnt

## **12. Consultant**

Dr. Cliff Nelson, Head of Water Safety Management, lead this project. Cliff has a Ph.D. in coastal management and 10 years' experience working with RLSS UK, responsible for open water consultancy and training. Cliff is the Vice Chair of the International Life Saving Federation (Europe) Rescue Committee and Secretariat to the National Water Safety Forum Beach Group.

**Yours sincerely,**



**Dr.Cliff Nelson**  
**Head of Water Safety Management**  
**Tel. 07710 642623**

## 13. References

1. RLSS UK Safety at Inland Water Sites (1999). RLSS UK, PP.77.
2. HSE Risk Management (<http://www.hse.gov.uk/risk>)
3. ISO 31000 Risk Management (<http://www.iso.org/iso/home/standards/iso31000.htm>)
4. RNLI Guide to Beach Safety Signs (2007). RNLI, PP64.
5. Water Incident Database (<http://www.nationalwatersafety.org.uk/waid/>)
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7. RLSS UK Safety at British Beaches (1993). RLSS UK, PP.64.

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**Public**  
**Key Decision - No**

## HUNTINGDONSHIRE DISTRICT COUNCIL

**Title/Subject Matter:** Waste and Recycling Round Reconfiguration Update

**Meeting/Date:** Overview & Scrutiny (Communities and Environment) –  
10th January 2017  
Cabinet – 19th January 2017

**Executive Portfolio:** Councillor Jim White – Executive Councillor for Operations

**Report by:** Neil Sloper – Head of Operations

**Ward(s) affected:** All

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### **Executive Summary:**

1. The reconfiguration of our refuse and recycling rounds aims to maximise efficiencies and reduce fuel usage whilst meeting waste collection needs and delivering good customer service.
2. This report provides an update on the project.
3. The revised rounds for all collection services are complete, crews assigned and the communications plan is now fully underway. Initial communication began in December with advance warning included on Christmas hangers that changes are being made to collection rounds and to look out for more information early in 2017.
4. Implementation is on target for February 2017 with a re-profiled start date of 27<sup>th</sup> February to allow for additional communications to residents.

### **Recommendation(s):**

The Cabinet are asked to:

1. Note the update report and progress.
2. Endorse the re-profiled live date of 27<sup>th</sup> February to allow a longer period for additional communication with residents.
3. That a project review and closure report is scheduled for June 2017 to allow the new service to bed in over a two month period (there are no meetings in May 2017).

## 1. PURPOSE OF THE REPORT

1.1 The report is an update on the Waste Service round reconfiguration project.

## 2. BACKGROUND

2.1 Waste collection rounds were last reviewed in 2011.

2.2 There is a need to reconfigure our rounds to:

- balance workloads that have changed due to positive changes in recycling habits
- balance workloads through housing developments completed and maintain customer service
- meet the new collection requirements of planned housing development in the next 2 to 3 years and maintain customer service
- reduce fuel usage through optimised routing

2.3 The Council agreed a target cost reduction of £276,000 within the waste service in its Zero Based Budgeting process.

2.4 The project started in May 2016 with an original implementation date of 21<sup>st</sup> November 2016. This was revised to 6<sup>th</sup> February 2017 (approved on 4<sup>th</sup> October) to take account of the additional time required to achieve accurate customer data and responses regarding assisted collection and second bin services. It was also the earliest date after the Christmas period, the annual peak of the refuse and recycling workload.

2.5 The last update report on 4<sup>th</sup> October to Overview and Scrutiny Panel (Communities and Environment) confirmed that the project was on track to the revised implementation date. The full project progress report and highlight report were presented and endorsed.

## 3. PROGRESS REPORT

3.1 Appendix 1 to this report contains the formal progress report schedule for the project and Appendix 2 the highlight report for the project. The sub-projects and their status are shown below:

| <b>Sub-projects</b>                               | <b>Status</b> |
|---|---------------|
| Round risk assessments                            | 100% complete |
| Review of properties on a sack collection         | 100% complete |
| Review of official assistance customers           | 100% complete |
| Review of farms and lodges collections            | 100% complete |
| Review of properties with an additional grey bin  | 100% complete |
| Review of a separate trade waste collection round | 100% complete |

3.2 Since the last report to Overview and Scrutiny on October 4<sup>th</sup>, all work has been completed to plan including:

- Assisted collections



- Second grey bin customers (including removal where customers are no longer eligible for the service)
  - Full models of current collections
  - Modelling of new collection rounds for household, recycling and green waste services
  - Review and validation with waste management team and crews
- 3.3 A reduction in the rounds to collect household waste from 7 to 6 has been possible through route optimisation and a reduction in the quantity of household waste collected from residents, illustrating the success of the Council's policy of waste minimisation.
- 3.4 Given the desire of residents to recycle combined with the Council's policy of offering a second free recycling bin and accepting side waste for recycling, the volume and weight has increased. This has meant that the Council is unable to reduce the number of collection rounds for recycling and the number of rounds will remain at 7. The rounds will still change to balance workloads and optimise fuel efficiency.
- 3.5 A review of the green waste routing and tonnages has enabled more efficient routing of the rounds within this service to reduce rounds from 7 to 6 with no loss in service provision.
- 3.6 The reduction in rounds to collect household and green waste will deliver a saving of £180,000. Due to the volume of recycling materials the full saving of £276,000 is not achievable. Permanent revenue savings from the operations budget have delivered this saving elsewhere.
- 3.7 A large number of households will have a different collection day for each of their different waste services due to the:
- reduction in number of the household and green waste rounds
  - necessary re-routing of the recycling rounds to balance tonnage collected
  - need to minimise trips to the disposal sites, minimising pollution and use of fuel
- 3.8 Each household will receive a personalised letter to advise them of the new days, alongside other communication. The online waste calendar on the Council's website will be fully updated in the second week of January to enable them to print off a waste collection calendar. Anyone with access to a computer can then look up the collection dates for any household using house number and postcode.
- 3.9 A separate farms/rural area round has been created. This will make the collections more efficient by using the appropriate resource to undertake this work, allowing the main collection crews to concentrate on the main towns and villages in the district.
- 3.10 A communications campaign (see Appendix 3) has been developed with a range of methods being used to advise the public of the changes. The communications materials are all planned and designed with individual letters primed and ready to go. Methods to be used include:
- Letter to each household advising of new collection days and a copy of the recycling and refuse collection guide
  - Follow up reminder letter to each household before go-live date
  - Councillor, town and parish council information pack

- Contact business cards for crews, customer services, Councillors, town and parish councils
  - Information display in the Customer Service Centre
  - Telephone information within the Council's call centre
  - Sign boards on the refuse collection vehicles
  - Sign boards on other Council vehicles
  - Signage in car parks
  - Pop up banners
  - Posters
  - Press release
  - Website information
  - Weekly countdown information to staff, customer services, Councillors, Town and Parish councils.
- 3.11 Communication has started on the Council's website and on the Christmas collection bin hangers to advise of forthcoming changes and to watch out for more news in January. Full communications activity will commence in January to ensure the message of Christmas collection days remains clear, given it is the busiest time of the waste collection year.
- 3.12 Given the need to establish a clear and strong communications message to residents regarding changed collection days, it is recommended that implementation is re-profiled within February from the 6<sup>th</sup> to the 27<sup>th</sup>.

#### **4. COMMENTS OF OVERVIEW & SCRUTINY**

- 4.1 The Panel received the Waste Round Reconfiguration – Implementation Update. Members were updated on the progress of the reconfiguration and welcomed the hard work of the Operations team.
- 4.2 Members were reassured that the refuse collection crews have enough time to study the new routes before the implementation of the new rounds.
- 4.3 The Panel were content that the savings from the reconfiguration have not been realised as a result of the delayed implementation date as they recognise that it is more important to get the reconfiguration right first time for the benefit of residents.
- 4.4 Members recommended that Cabinet should endorse the re-profiled live date of 27<sup>th</sup> February 2017 because it is important to effectively communicate the new collection dates with residents.

#### **5. KEY IMPACTS & RISKS**

- 5.1 Communication with residents will begin fully in January due to the busy Christmas waste collection period. There was a need to focus on the changed days of collection message for Christmas. A comprehensive communication plan is in place to push the message of round changes in January.
- 5.2 The project is run by a small team within Waste Services so other work is now postponed and an additional temporary resource is in place for three months to support the project team.
- 5.3 Crew availability has been managed through a moratorium on holiday.

- 5.4 Due to the changes to all rounds, full consultation with the waste management team, drivers and crews has been undertaken to ensure the new routes are achievable and understood. Team members will be working as far as possible in areas which encompass their previous rounds to assist with the change.
- 5.5 A new procedure for recording and monitoring 'bins not presented', 'rejected for contamination' or 'missed' is being implemented in December and January to ensure an effective system is in place for February.
- 5.6 Although rounds are being reduced for the household and green waste service, old vehicles will be retained with agency cover to ensure a customer focussed transition, allowing capacity to respond to any non-presented bins during February.
- 5.7 Communication amongst the crews and mutual support is critical so the radio system in the cabs will be upgraded. This will also enable geographic tracking of vehicles in real time, enabling an improved response in the event of any service failure.

## **6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 6.1 The project is being managed within a robust and detailed project plan that has been monitored by this Panel; progress against this plan is now subject to weekly review with necessary remedial action to ensure progress being initiated.
- 6.2 It is proposed to re-profile the go live date to the 27<sup>th</sup> February to allow for additional communication with residents and for a second, reminder, mail drop to every household prior to the start of the new collection rounds.

## **7. LINKS TO STRATEGIC PRIORITIES**

- 7.1 The round reconfiguration will ensure that the Waste Service meets the strategic priority of becoming more efficient and effective, and delivers efficiency savings for the Council whilst continuing to meet waste collection needs.

## **8. CONSULTATION**

- 8.1 Consultation has been conducted with the collection crews to ensure viable collection services.

## **9. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION**

- 9.1 Key dates for the Waste and Recycling Reconfiguration project are as follows:

| <b>Performance against key project milestones</b> |                                |                               |                   |
|---|--------------------------------|-------------------------------|-------------------|
| <b>Milestone</b>                                  | <b>Planned Completion Date</b> | <b>Actual Completion Date</b> | <b>RAG Status</b> |
| Project Kick off meeting                          | 25/05/16                       | 25/05/16                      |                   |
| Project Kick off meeting                          | 25/05/16                       | 25/05/16                      |                   |
| Update to Overview & Scrutiny                     | 12/07/16                       | 12/07/16                      |                   |
| Data Collection                                   | 31/08/2016                     | 30/10/2016                    |                   |
| Completion of "As Is" Model                       | 31/08/2016                     | 30/10/2016                    |                   |
| Scenario modelling                                | 30/09/2016                     | 31/10/2016                    |                   |
| Update to Overview & Scrutiny                     | 06/09/2016                     | 06/09/2016                    |                   |
| Agreement on preferred solution                   | 30/09/2016                     | 31/10/2016                    |                   |
| Update to Overview & Scrutiny                     | 04/10/2016                     | 4/10/2016                     |                   |
| Update to Overview & Scrutiny                     | 06/12/2016                     | 06/12/2016                    |                   |
| Pre-implementation data update                    | 31/10/2016                     | 31/12/2016                    |                   |
| Delivery of communication plan                    | 30/10/2016                     | 31/01/2016                    |                   |
| Implementation*                                   | 21/11/2016                     | 27/02/2017                    |                   |
| Post implementation review*                       | 28/02/2017                     | May 2017                      |                   |
| Project Closure*                                  | 31/03/2017                     | June 2017                     |                   |
| Post Project Review*                              | 30/04/2017                     | July 2017                     |                   |

\*Amended dates to allow for additional communication with residents.

## **10. LEGAL IMPLICATIONS**

- 10.1 The sub-project for round risk assessments will ensure that the reconfigured rounds full comply with health and safety legislation.
- 10.2 The sub-project for assisted collections is to ensure that the reconfigured rounds full comply with Health the Equalities Act.

## **11. RESOURCE IMPLICATIONS**

- 11.1 The project had a target to deliver a full year saving of £270,000. Savings of £207k have to be delivered in 2016/17; one-off in year savings will compensate for the shortfall in savings as the Operations budget has been managed to achieve a breakeven position at the end of the year.
- 11.2 The additional cost of delivering the round reconfiguration is £28,090 for a dedicated Project Officer and this is being met from the agency staffing budget for the Waste Service.

11.3 A saving of £180,000 will be achieved out of the £270,000. This reduced level of saving against target is due to the demand from residents to collect recycling.

## **12. REASONS FOR THE RECOMMENDED DECISIONS**

12.1 The round reconfiguration is essential to rebalancing the current collection rounds to take account of existing housing growth and planned future housing growth; and to deliver £180,000 in savings.

## **13. LIST OF APPENDICES INCLUDED**

Appendix 1: Round Reconfigurations 2016 - Progress Report Schedule

Appendix 2: Round Reconfigurations 2016 – Highlight Report Schedule

Appendix 3: Round Reconfiguration 2016 – Communications Plan

## **CONTACT OFFICER**

Neil Sloper – Head of Operations

Tel No: 01480 388635

Email: [neil.sloper@huntingdonshire.gov.uk](mailto:neil.sloper@huntingdonshire.gov.uk)

## Appendix 1: Round Reconfigurations 2016 - Progress Report Schedule

| Key Action Point  | Actions  | Start Date | Expected End Date | Date of scheduled meeting   | Responsible Officer |
|---|--|------------|-------------------|---|---------------------|
| <b>Update collection crews</b>  | <ul style="list-style-type: none"> <li>What we have been up to and their involvement</li> </ul>  |            |                   | 15 June - Full staff meeting  | AC/HF               |
| <b>Progress report</b> <ul style="list-style-type: none"> <li>Overview and Scrutiny (Communities and Environment)</li> <li>Executive Councillor</li> <li>Management Team</li> <li>Cabinet</li> <li>Call Centre</li> </ul> | <ul style="list-style-type: none"> <li>Progress to date,</li> <li>What's next</li> <li>Proposed dates for new collection model and start of these changes</li> </ul> |            | 1 July            | 12 July 16 – Overview and Scrutiny (Communities and Environment)<br><br>21 July 16 – Cabinet                | HF/BG               |
| <b>Progress report</b> <ul style="list-style-type: none"> <li>Overview and Scrutiny (Communities and Environment)</li> <li>Executive Councillor</li> <li>Management Team</li> <li>Cabinet</li> <li>Call Centre</li> </ul> | <ul style="list-style-type: none"> <li>Proposed changes</li> <li>Key dates including implementation date</li> </ul>  |            | 23 August 2016    | 6 September – Overview and Scrutiny Panel (Communities and Environment)<br><br>22 September - Cabinet       | HF/BG               |
| <b>Update collection crews</b>  | <ul style="list-style-type: none"> <li>Revised implementation date</li> <li>Key dates</li> </ul>   |            | 28 September 2016 | 28 Sept 16 – Full staff meeting   | AC/HF/BG            |
| <b>Progress report</b> <ul style="list-style-type: none"> <li>Overview and Scrutiny (Communities and Environment)</li> <li>Executive Councillor</li> <li>Management Team</li> </ul>                                       | <ul style="list-style-type: none"> <li>Progress to date,</li> <li>What's next</li> <li>Proposed dates for new collection model and start of</li> </ul>               |            | 20 September 2016 | 4 October 2016 - Overview and Scrutiny Panel (Communities and Environment)<br><br>20 October 2016 - Cabinet | HF/BG               |

|  |   |                  |                      |  |       |
|--|---|------------------|----------------------|--|-------|
| <ul style="list-style-type: none"> <li>• Cabinet</li> <li>• Call Centre</li> </ul>   | <ul style="list-style-type: none"> <li>• <b>these changes</b></li> <li>• <b>Revised implementation date</b></li> </ul>  |                  |                      |  |       |
| <b>Progress report</b> <ul style="list-style-type: none"> <li>• Overview and scrutiny (Communities and Environment)</li> <li>• Executive Councillor</li> <li>• Management Team</li> <li>• Cabinet?</li> <li>• Call Centre</li> </ul> | <ul style="list-style-type: none"> <li>• <b>New collections,</b></li> <li>• <b>Numbers affected,</b></li> <li>• <b>Proposed communication plan</b></li> <li>• <b>Implementation date</b></li> </ul> | 6 December 2016  | 19 January 2017      | 10 January 2017 - Overview and Scrutiny Panel (Communities and Environment)<br><br>19 January 2017 - Cabinet | HF/BG |
| <b>Update Collection crews</b>   | <ul style="list-style-type: none"> <li>• <b>New collections,</b></li> <li>• <b>Numbers affected,</b></li> <li>• <b>Proposed communication plan</b></li> <li>• <b>Implementation date</b></li> </ul> |                  | w/c 12 December 2016 |  | HF/AC |
| <b>Staff Briefing</b>  | <ul style="list-style-type: none"> <li>• <b>Preparation for implementation</b></li> </ul>   |                  | w/c 23 January 2017  |  | HF/AC |
| <b>Progress report</b> <ul style="list-style-type: none"> <li>• Overview and scrutiny (Communities and Environment)</li> <li>• Executive Councillor</li> <li>• Management Team</li> <li>• Cabinet</li> <li>• Call Centre</li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Post implementation update</b></li> </ul>   | 20 February 2017 | 16 March 2017        | June 2017 - Overview and Scrutiny Panel (Communities and Environment)<br><br>June 2017 - Cabinet             | HF    |

## Appendix 2: Round Reconfigurations 2016 – Highlight Report Schedule

|  |  |   |
|--|--|---|
| <b>Project Name</b>  | <b>Waste &amp; Recycling Reconfiguration</b> | <b>Report No. 2</b><br><b>Period:- to end Sep 16</b><br>(Issued 26 Sept 16) |
| <b>Project Name</b>  | <b>Waste &amp; Recycling Reconfiguration</b> | <b>Report No. 1</b><br><b>Period:- to end Dec 16</b><br>(Issued 06.12.16)   |
| <b>Project</b>   | HEIDI FIELD                                  |   |
| <b>OVERALL PROJECT STATUS</b>  |  |   |
| <b>Items requiring Project Board attention</b>   |  |   |
| Project is now progressing against revised timescales for implementation on 6 February 2017.   |  |   |
| <b>Key activities completed last reporting period (01/10/2016 – 30/11/2016)</b>  |  |   |
| <ul style="list-style-type: none"> <li>o Completed review of clinical waste customers to assess service required – bins issued to those that can be transferred to domestic waste collection service</li> <li>o Database updated with further returns for additional bin customers, additional grey bin customers and bag properties identified as being on bin collections</li> <li>o Letters sent to farms and lodges where collections can continue as normal with indemnity in place</li> <li>o Removal of second grey bins where the household is no longer eligible</li> <li>o Removal of additional garden bins which have not been paid for</li> <li>o Work finished on building “as is” model</li> <li>o Scenario modelling undertaken for refuse rounds, including a separate farms round</li> </ul> |  |   |
| <b>Key activities planned for next period (12/2016 – 01/2017)</b>  |  |   |
| <ul style="list-style-type: none"> <li>o Review of refuse rounds by key stakeholders</li> <li>o Polishing of refuse rounds – including driving of some rounds, input from collection crews</li> <li>o Scenario modelling for recycling and green waste rounds</li> <li>o Allocation of crews to new rounds</li> <li>o Update report to Overview &amp; Scrutiny</li> <li>o Publicity material sent out to public, and other key stakeholders</li> <li>o Waste database updated</li> <li>o Crew information files created and provided to crews in advance of implementation date</li> <li>o Refuse calendar updated</li> </ul>  |  |   |



| Performance against key project milestones  |  |   |            |
|---|--|---|------------|
| Milestone   | Planned Completion Date  | Actual Completion Date  | RAG Status |
| Project Kick off meeting  | 25/05/16   | 25/05/16  |            |
| Update to Overview & Scrutiny   | 12/07/16   | 12/07/16  |            |
| Data Collection   | 31/08/2016   | 30/10/2016  |            |
| Completion of "As Is" Model   | 31/08/2016   | 30/10/2016  |            |
| Scenario modelling  | 30/09/2016   | 31/10/2016  |            |
| Update to Overview & Scrutiny   | 06/09/2016   | 06/09/2016  |            |
| Agreement on preferred solution   | 30/09/2016   | 31/10/2016  |            |
| Update to Overview & Scrutiny   | 04/10/2016   | 4/10/2016   |            |
| Update to Overview & Scrutiny   | 06/12/2016   | 06/12/2016  |            |
| Pre-implementation data update  | 31/10/2016   | 31/12/2016  |            |
| Delivery of communication plan  | 30/10/2016   | 31/01/2016  |            |
| Implementation  | 21/11/2016   | 06/02/2017  |            |
| Post implementation review  | 28/02/2017   | April 2017  |            |
| Project Closure   | 31/03/2017   | May 2017  |            |
| Post Project Review   | 30/04/2017   | June 2017   |            |
| <b>Comments on performance against milestones</b>   | Revised milestones have been included in the report as these have been agreed by Overview & Scrutiny and Cabinet |   |            |
| Risk and Issue Management   |  |   |            |
| <b>Top 5 Open Issues.</b> For full issue log click <a href="#">here</a> (These are items which are affecting the project and have already happened) |  |   |            |
| Description   | Impact   | Comments  |            |
| Project plan behind schedule  | M  | Revised milestones agreed and new implementation date of 6 February 2017  |            |
| Speed of modelling software   | H  | Solution proposed to allow installation on hard drive at HDC rather than accessing software through Citrix server |            |
|   |  |   |            |
|   |  |   |            |
|   |  |   |            |
| <b>Top 5 Open Risks.</b> For full risk log click <a href="#">here</a> (These are items which may affect the project and could happen)               |  |   |            |

| Description   | Priority | Mitigation Agreed? | Comments   |
|---|----------|--------------------|--|
| Small number of additional resources available for the project.   |          | Y                  | Additional overtime offered for key staff  |
| Budget savings may not be met in 2015/16 if implementation delayed  |          | Y                  | Cost of delay to be funded from overall savings within budgets in Operations   |
| Budget savings may not be met if 3 rounds are not able to be removed  |          | N                  | Until scenario modelling is completed this will not be known – early indications for refuse round is that one round can be removed |
|   |          |                    |  |
|   |          |                    |  |
| <b>Financial Performance</b>  |          |                    |  |
| No specific budgeted spend for this project. The costs of additional resource are being met from the agency budget costs within the waste service. Publicity costs for Christmas collections will be kept to a minimum so remaining funding can be used for this project. |          |                    |  |
| <b>Spend (excluding Resource)</b>   |          | <b>Capital (K)</b> | <b>Revenue (K)</b>   |
| Total Budget  |          | £0                 | £28,090  |
| Planned spend to date   |          | £0                 | £16,500  |
| Actual spend to date  |          | £0                 | £16,500  |
| Variance  |          | 0%                 | 0%   |
| <b>Lessons Learnt (if appropriate)</b> A review of what went well, what went badly, and any recommendations for corporate or programme management consideration   |          |                    | <b>R/A/G</b>   |
| N/a   |          |                    |  |

### Circulation List

**Project Board Members:** Neil Sloper, Councillor Jim White, Sharon Connor

**Copies to:** Sharon Connor, Heidi Field, Amy Casey

## Appendix 3 – Communications Plan

### Round Reconfiguration 2016

#### Communications Plan

#### Key Messages

- New day of waste collections
- Why we have reschedule the waste rounds
- What goes in which bin – Recycling and Refuse Guide to be reissued
- Bins need to be out by 6.30am for collection
- No excess waste will be taken
- No black sacks will be collected

| Actions   | Start Date                 | Expected End Date | Status<br>(G, A, R) | To involve       | Responsible Officer             |
|---|----------------------------|-------------------|---------------------|------------------|---------------------------------|
| <ul style="list-style-type: none"> <li>• <b>Information Hangers – Christmas collection arrangements and info about possible new collection days from 6 February</b><br/>To be placed on grey bins starting w/c 5 December. Info will also be attached to sacks which are to be delivered in December</li> </ul>   | 5 December 2016            | 9 December 2016   |                     |                  | HF/JK                           |
| <ul style="list-style-type: none"> <li>• <b>Councillors' Brief</b> – sent out weekly by Corporate Office</li> <li>• <b>Parish Brief</b> – sent out monthly by Corporate Office</li> </ul>   | November and December 2016 |                   |                     | Corporate Office | HF                              |
| <ul style="list-style-type: none"> <li>• <b>HDC Website notifications</b></li> <li>• <b>Calendar updates</b></li> </ul>   | December 16                |                   |                     | IMD              | HF/Joe Beddingfield/Will Wilton |
| <ul style="list-style-type: none"> <li>• <b>RECAP website notifications</b></li> </ul>  | December 16                |                   |                     |                  | HF                              |
| <ul style="list-style-type: none"> <li>• <b>Letters to households affected and also including bank holiday arrangements for 2017</b> <ul style="list-style-type: none"> <li>○ Make available in other languages</li> </ul> </li> </ul> <p>Meeting with the doc centre scheduled for 1 December</p> <ul style="list-style-type: none"> <li>○ Up to 80k letters to be sent</li> <li>○ Inclusion of the Recycling and Refuse Guide – Include Frozen bins &amp; smaller bins update info</li> <li>○ Clear plastic envelope</li> <li>○ Ordering</li> </ul> | W/C 16 January 2017        |                   | ON TARGET           | Doc Centre       | HF/Doc Centre                   |
| <ul style="list-style-type: none"> <li>• <b>Agripa signs – ‘your waste collection days will be changing from 6 February. Download your collection calendar at <a href="http://www.huntingdonshire.gov.uk/bins">www.huntingdonshire.gov.uk/bins</a>’</b></li> </ul>  | 7 January 17               |                   | ON TARGET           |                  | Workshop                        |
| <ul style="list-style-type: none"> <li>• <b>Councillors and parish council pack which includes a copy of the letter and any other material. Could also include list of affected streets/villages with new collection days and particular areas which may have changed weeks for the collection of a certain waste type</b></li> </ul>   | w/c 16 January 2017        |                   | ON TARGET           | Corporate Office | HF/AC                           |

|   |                                       |  |              |                    |                 |
|---|---------------------------------------|--|--------------|--------------------|-----------------|
| <ul style="list-style-type: none"> <li>• <b>Call Centre:</b> <ul style="list-style-type: none"> <li>○ E-mail signature notifications</li> <li>○ Advisors to speak to callers at the end of each call reminding of the possible changes to collection days</li> </ul> </li> </ul>  | 7 January 2017                        |  | ON<br>TARGET | Call centre        | AE/SK           |
| <ul style="list-style-type: none"> <li>• <b>Social Media:</b> <ul style="list-style-type: none"> <li>○ Recycle with Huntingdonshire and Huntingdonshire District Council Facebook and twitter feeds <ul style="list-style-type: none"> <li>▪ Post &amp; tweets to be scheduled <ul style="list-style-type: none"> <li>• Changes happening and your information is on its way (Jan 2016)</li> <li>• You should now have received your new collection day (Jan 2016)</li> <li>• The online bin calendar has now been updated with your new collection dates (end Jan 2016)</li> <li>• Don't forget you waste collections are changing (w/c 6 February)</li> </ul> </li> </ul> </li> </ul> </li> </ul> | w/c 16 January 2017                   |  | ON<br>TARGET | Social Media Group | HF/AC           |
| <ul style="list-style-type: none"> <li>• <b>E-newsletter – Huntingdonshire Online – scheduled for Dec:</b> <ul style="list-style-type: none"> <li>○ Possibly a special edition could be created</li> </ul> </li> </ul>  | 16 January 2017                       |  | ON<br>TARGET |                    | HF              |
| <ul style="list-style-type: none"> <li>• <b>Green News page with in the Hunts Post – scheduled for Dec:</b> <ul style="list-style-type: none"> <li>○ Possibly include the page within January edition <ul style="list-style-type: none"> <li>▪ Reminder to look out for your letters, take note of the changes to your waste collection days</li> </ul> </li> </ul> </li> </ul>   | 11 January 2017<br>Hunts Post edition |  | ON<br>TARGET |                    | HF              |
| <ul style="list-style-type: none"> <li>• <b>Press releases:</b> <ul style="list-style-type: none"> <li>○ Local newspapers</li> <li>○ Parish publications, social media feeds and websites</li> </ul> </li> </ul>  | Early January 2017                    |  | ON<br>TARGET | Corporate Office   | HF              |
| <ul style="list-style-type: none"> <li>• <b>Key Issues and intranet</b></li> </ul>  | January 2017                          |  | ON<br>TARGET | Corporate Office   | HF              |
| <ul style="list-style-type: none"> <li>• <b>Info cards for crew (waste, streets and grounds) that they can give to residents who ask about the changes</b></li> </ul>   | 7 January 2017                        |  | ON<br>TARGET |                    | HF/AC           |
| <ul style="list-style-type: none"> <li>• <b>Posters for One Leisure Sites, Customers service centres, Libraries and the Q-Matic screens</b></li> </ul>  | 7 January 2017                        |  | ON<br>TARGET | Doc Centre         | HF/Peter Archer |

Public  
Key Decision - No

## HUNTINGDONSHIRE DISTRICT COUNCIL

|                              |   |
|------------------------------|---|
| <b>Title/Subject Matter:</b> | <b>Draft 2017/18 Revenue Budget and Medium Term Financial Strategy (2018/19 to 2021/22)</b> |
| <b>Meeting/Date:</b>         | Cabinet - 19 January 2017   |
| <b>Executive Portfolio:</b>  | Strategic Resources: Councillor J A Gray  |
| <b>Report by:</b>            | Head of Resources   |
| <b>Ward(s) affected:</b>     | All Wards   |

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### **Executive Summary:**

#### Revenue Budget

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 4 years. This report sets out the draft Budget for 2017/18, detail of the draft service budgets and the revised MTFS for the period 2018/19 – 2021/22 for Cabinet approval.

At this point in the budget setting process, the draft Net Service Expenditure Budget for 2017/18 is £16.7m (the detailed draft 2017/18 Budget and MTFS is shown in **Appendix 1**).

When comparing the draft 2017/18 Net Service Expenditure Budget to the 2016/17 Forecast Outturn and the Original Budget, there has been a net saving of £0.4m (2%) and £1.2m (7%) respectively. The draft figures for 2017/18 include:

- savings from detailed line by line Budget reviews of £0.7m.
- growth of £0.5m.
- non-realisation of previously approved Zero Based Budgeting (ZBB) savings of £0.4m.
- the impact of all other budget adjustments which adds back £0.96m (inflation, effects of capital and other changes).
- the increased income from the Commercial Investment Strategy of £1.0m.

#### Capital Programme

There is a capital requirement of £9.5m in 2017/18, £4.3m funded from borrowing and the balance from external sources (grants and contributions) and internal contributions (capital receipts, capital reserve and earmarked reserves). The Minimum Revenue Provision (MRP) has been calculated at £2.2m. The revenue implications of the capital proposals are built into the corresponding revenue budgets.

The Commercial Investment Strategy (CIS) has a capital requirement of £31.5m in 2017/18. This is funded from borrowing of £26.4m, a MRP of £1.9m and an earmarked reserve contribution of £3.2m.

## Government Funding

In December 2015 the Government offered to local authorities a Four Year Financial settlement on submission and approval of a Four Year Efficiency Plan. The Council received approval for its Plan in November 2016 and the confirmation letter can be viewed on the Council's website and is attached at **Appendix 5**.

On 15 December 2016, the Secretary of State for Communities and Local Government announced the provisional finance settlement for 2017/18. Revenue Support Grant (RSG) and New Homes Bonus (NHB) allocations were in line with the indicative Four Year Settlement announced the previous year. The RSG will no longer exist by 2019/20 and new criteria have been announced for NHB with a transitional year for 2017/18.

Members will recall that in the current MTFS that the Council has an aspiration to be self-financing by 2020/21. With the changes in NHB, this aspiration can be met 1 year earlier i.e. 2019/20. Any NHB received from 2019/20 onwards is to be allocated to the Commercial Investments Strategy Earmarked Reserve.

## Council Tax

The Council Tax base (i.e. the number of Council Tax Band D properties) is 60,111 for 2017/18 with a detailed breakdown by parish shown in **Appendix 3**, for the period of the MTFS this has been increased by 1.2% per annum.

As highlighted to Council in October 2016 (and summarised in the Plan-on-a-Page, **Appendix 4**), the Four Year Efficiency Plan included a proposal to increase Council Tax by 2%. The 2017/18 draft Budget and MTFS therefore includes a 2% increase in Council Tax and this would make the 2017/18 Council Tax £135.84 (an increase of £2.66) and over the life of the MTFS would raise £2.5m.

## Reserves

The Council's policy with regard to the General Fund Reserve is to maintain this at a minimum level of 15% of net revenue expenditure of the authority. There are therefore minor adjustments to the General Fund over the MTFS to maintain this level. Any excess budget (or reserve contribution required) after this adjustment is taken to or made from the Budget Surplus Reserve which is estimated to have a balance of £7.2m at the end of the MTFS.

## Comments of the Overview and Scrutiny Panel (Performance and Customers)

The comments of the O & S Panel are detailed in Section 8. of this report.

## **Recommendations:**

It is recommended that the Cabinet approves:

1. overall draft Budget 2017/18 and MTFS 2018/19 to 2021/22 (**Appendix 1**)
2. savings and growth proposals (**3.1 to 3.3, Appendix 2**), and specifically,
  - i. approval of an Economic Development Officer and Business Administrator Apprentice, and
  - ii. consider the Apprenticeship Scheme proposal to mitigate the impact of the apprenticeship levy.

3. removal of ZBB savings as detailed in **Table 3**.
4. draft Capital Programme 2017/18 to 2021/22 (**3.6 to 3.7**), and
5. planned increase in Council Tax of 2% for 2017/18 and for the duration of the MTFS (**4.4 to 4.6, Table 9**).

## 1. PURPOSE OF THE REPORT

1.1 To provide Cabinet with the detail of the Draft Budget preparations to date for consideration and to provide comments to Cabinet. The report sets out:

- the draft 2017/18 Revenue Budget and Medium Term Financial Strategy (MTFS) for the period 2018/19 to 2021/22,
- how the Budget has moved in comparison to the 2016/17 Original Budget and the 2016/17 Forecast Outturn,
- draft Capital Programme 2017/18 to 2021/22, and
- impact on reserves.

## 2. PREPARATION OF THE DRAFT BUDGET 2017/18 AND MEDIUM TERM FINANCIAL STRATEGY 2018/19 TO 2021/22

2.1 The draft 2017/18 budget and MTFS have been set on the following basis:

- savings from detailed line by line Budget reviews £0.7m.
- growth of £0.5m
- non-realisation of previously approved Zero Based Budgeting (ZBB) savings of £0.4m
- the impact of all other budget adjustments which adds back £0.96m (inflation, effect of capital and other changes).
- the increased income from the Commercial Investment Strategy £1.0m
- a detailed line by line review of all budgets carried out by senior officers,
- on-going impacts of Zero Based Budget savings approved in previous years,
- grant settlement relating to New Homes Bonus and funding estimates for Revenue Support Grant, New Homes Bonus and Business Rates,
- the new Four Year Settlement from Government, and
- the draft Capital Programme 2017/18 to 2021/22.

2.2 The detailed analysis of the draft 2017/18 Budget and MTFS (2018/19 to 2021/22) is attached at **Appendix 1**.

## 3. SAVINGS AND GROWTH

### Line By Line Review

3.1 In order to establish firm foundations for the Budget, in October 2016 senior officers undertook a line by line budget challenge process, comparing the year to date budget variances and, where significant underspends were occurring, challenging as to whether these could be removed. Further savings and additional income was identified by Heads of Services in consultation with Portfolio Holders during the subsequent detailed budget setting. The results of this review are budget reductions for 2017/18 of £0.7m and the main areas of savings are shown in **Table 1** below.



| <b>Table 1</b>   | <b>Main Areas of Savings / Additional Income</b> |             |
|--|--|-------------|
|  |  | <b>£000</b> |
| <b>Savings</b>   |  |             |
| Resources – Insurance Premiums                           |  | 57          |
| Operations Street Cleaning – sub-contractor costs        |  | 32          |
| Operations Car Parks – site works                        |  | 20          |
| Operations Waste Management – various                    |  | 77          |
| Community Services - various                             |  | 55          |
| <b>Additional Income</b>                                 |  |             |
| Operations Waste Management - income (volume increases)  |  | 57          |
| Development Services – Planning Fees (additional income) |  | 200         |
| Commercial Estates – management fee                      |  | 50          |

### **Options for Growth**

3.2 Options to spend more in certain service areas has been included within the budget for the following reasons:

- Inflation on employee costs and business rate changes (1% on employee costs and 2% on Business Rates).
- Employees increment related growth.
- non-employee budgets unavoidable growth – mainly relating to increased homelessness demand.
- Optional growth.

3.3 **Table 2** below shows the total growth for 2017/18 in each of these categories and **Appendix 2** provides a breakdown of the non-employee related growth.

| <b>Table 2</b>                   |                    |                                |                     |                        |              |
|----------------------------------|--------------------|--------------------------------|---------------------|------------------------|--------------|
| <b>OPTIONS FOR BUDGET GROWTH</b> |                    |                                |                     |                        |              |
|                                  | <b>Unavoidable</b> |                                |                     | <b>Optional Growth</b> | <b>TOTAL</b> |
|                                  | <b>Inflation</b>   | <b>Employee Related Growth</b> | <b>Other Growth</b> |                        |              |
|                                  | <b>£'000</b>       | <b>£'000</b>                   | <b>£'000</b>        |                        |              |
| Community Services               | 19                 | 48                             | 0                   | 0                      | 67           |
| Customer Services                | 34                 | 29                             | 278                 | 0                      | 341          |
| Development Services             | 21                 | 11                             | 0                   | 281                    | 313          |
| Operational Services             | 58                 | 120                            | 0                   | 25                     | 203          |
| Leisure and Health               | 53                 | 231                            | 0                   | 148                    | 432          |
| ICT                              | 24                 | 16                             | 0                   | 0                      | 40           |
| Resources                        | 10                 | (2)                            | 0                   | 0                      | 8            |
| Corporate Manager                | 7                  | 0                              | 0                   | 17                     | 24           |
| Directors                        | 5                  | 0                              | 0                   | 26                     | 31           |
| <b>TOTAL</b>                     | <b>231</b>         | <b>453</b>                     | <b>278</b>          | <b>497</b>             | <b>1,459</b> |

### 3.4 **Zero Based Budgeting ZBB**

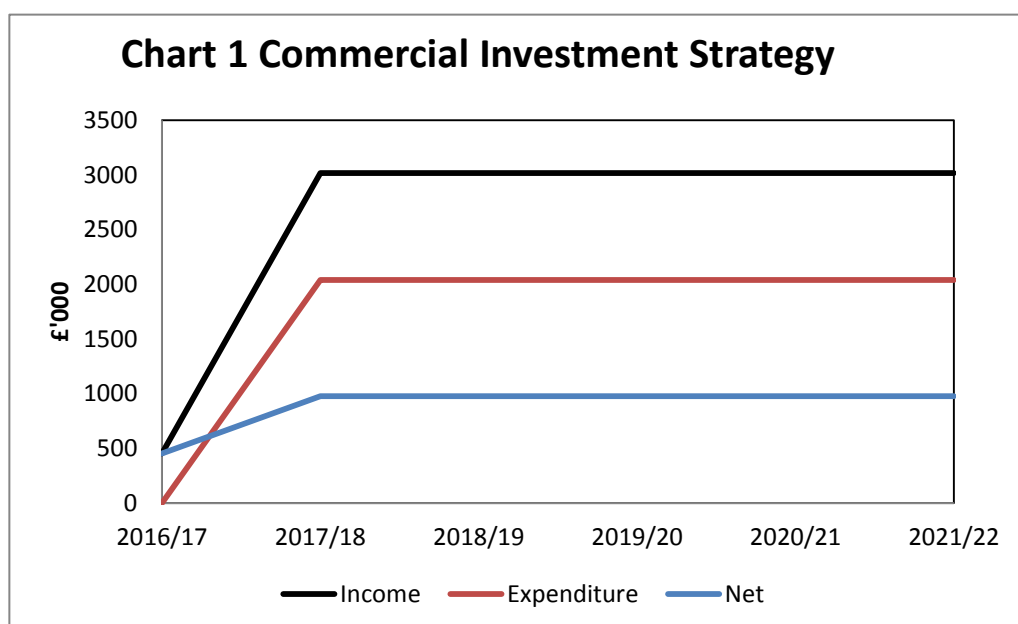
During 2014 and 2015 the Council carried out extensive Zero Based Budgeting (ZBB) reviews across all services and the savings were built into

the 2016/17 Budget and MTFS. Following the review of budgets as part of the 2017/18 Budget setting exercise a number of these savings have not been achieved, totalling £0.4m, as shown in the **Table 3** below.

| <b>Table 3</b>              | <b>£000s</b> | <b>Not Achieved ZBB Savings</b>  |
|-----------------------------|--------------|--|
| <b>Operational Services</b> |              |  |
| Car Parks – income          | 260          | Non implementation of Fees and Charges   |
| Car Parks Rationalisation   | 8            | Programme of rationalisation disposed of small car parks that did not realise an NNDR saving     |
| Grass Cutting – Income      | 70           | County Council not able to fund additional grass cutting to HDC standards. Withdrawn in 16/17    |
| <b>Customer Services</b>    |              |  |
| Document Centre             | 67           | Increased income due to commercialisation of Doc Centre – delay and change of direction in 16/17 |
| <b>Community Services</b>   |              |  |
| CCTV                        | 25           | Savings from new CCTV cameras – delays in implementation due to commercialisation decisions.     |
| <b>Total</b>                | <b>430</b>   |  |

### **Commercial Investment Strategy**

- 3.5 A key part of the Council's overall Budget strategy is the Commercial Investment Strategy (CIS), as approved by the Council in 2015. It is anticipated that the investments from the CIS will increase in 2017/18 and then stabilise for the following years. As a result there is an increase in the net income budget for CIS of £0.5m to give an annual net income stream of £1m as shown in **Chart 1** below.



### **Capital Programme**

- 3.6 The detailed draft Capital Programme for the period 2017/18 to 2021/22 is included in **Section 3 of Appendix 1** and summarised in **Table 4** 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 **£3.8m**. This includes the MRP for the Commercial Investment Strategy (CIS). In addition there is an MRP increase in 2018/19 of £0.3m as the 2017/18 Capital

Programme has increased from last year due to increased CIS and delays from 2016/17.

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

|   | Forecast<br>2016/17<br>£'000 | Budget<br>2017/18<br>£'000 | Medium Term Financial Strategy |                |                |                |
|---|------------------------------|----------------------------|--------------------------------|----------------|----------------|----------------|
|   |                              |                            | 2018/19                        | 2019/20        | 2020/21        | 2021/22        |
|   |                              |                            | £'000                          | £'000          | £'000          | £'000          |
| <b>Community</b>                                | 806                          | 480                        | 0                              | 0              | 0              | 0              |
| <b>Development</b>                              | 1,430                        | 3,285                      | 1,200                          | 1,300          | 1,300          | 1,300          |
| <b>Leisure and Health</b>                       | 931                          | 1,492                      | 495                            | 317            | 317            | 317            |
| <b>Resources</b>                                | 4,366                        | 305                        | 0                              | 0              | 0              | 0              |
| <b>Customer Services</b>                        | 31                           | 484                        | 0                              | 0              | 0              | 0              |
| <b>3C ICT</b>                                   | 435                          | 1,190                      | 50                             | 0              | 0              | 0              |
| <b>Operations</b>                               | 2,860                        | 2,235                      | 1,639                          | 1,882          | 1,110          | 1,428          |
|   | <b>10,859</b>                | <b>9,471</b>               | <b>3,384</b>                   | <b>3,499</b>   | <b>2,727</b>   | <b>3,045</b>   |
| <b>Sources of Finance</b>                       |                              |                            |                                |                |                |                |
| Grants and Contributions                        | (1,401)                      | (1,367)                    | (1,145)                        | (1,092)        | (1,093)        | (1,101)        |
| Use of Capital Reserves                         | (806)                        | (1,985)                    | 0                              | 0              | 0              | 0              |
| Capital Receipts                                | (852)                        | (820)                      | (820)                          | (820)          | (820)          | (820)          |
| Use of Earmarked Reserves                       | (592)                        | (1,014)                    | 0                              | 0              | 0              | 0              |
|   | <b>(3,651)</b>               | <b>(5,186)</b>             | <b>(1,965)</b>                 | <b>(1,912)</b> | <b>(1,913)</b> | <b>(1,921)</b> |
| <b>Net to be funded by borrowing (Internal)</b> | <b>7,208</b>                 | <b>4,285</b>               | <b>1,419</b>                   | <b>1,587</b>   | <b>814</b>     | <b>1,124</b>   |

***Borrowing:***

*Internal - this is the use of the Councils working capital within the balance sheet.*

**4. FUNDING OPTIONS FOR DRAFT BUDGET 2017/18 and MEDIUM TERM FINANCIAL STRATEGY 2018/19 TO 2021/22**

- 4.1 This section of the report provides details on the funding and options of the Council's proposed Budget for 2017/18 and the MTFs 2018/19 to 2021/22.

**Council Tax Base**

- 4.2 The approved Council Tax base is 60,111 for 2017/18, an increase of 1.27% from the 2016/17 base with a detailed breakdown by town and parish councils shown in **Appendix 3**. For future years the Council Tax base has been increased by estimated growth of between 0.94% and 1.5%, this reflects:

- 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.

- 4.3 Members will recall that the current MTFs forecasts a council tax base increase of 1.8% per annum. The reason for the reduction in the rate of growth to that shown in 4.2 is due to a combination of:

- the profile of new builds across the district changing, with a number of key sites being completed in 2016/17 but new sites not due for completion until 2018/19 onwards, and

- the mix of new properties changing with a higher profile of lower banded properties and of those occupied by single persons and therefore attracting the single persons discount (25%).

### **Council Tax Increases**

4.4 The 2017/18 budget and MTFs are based on a proposed Council Tax increase of 2% over the period; this was the position as previously reported to Council in October 2016 when Council was briefed about the approved Four Year Efficiency Plan. A 2% increase has been included after taking into account the:

- a) requirements of the MTFs,
- b) requirement of the Council to set a balanced Budget over the medium term,
- c) Council's objective of setting a financially sustainable Budget over the medium term and,
- d) reflecting the following "local" key employment indicators.
  - Average Wage growth (July 15 – June 16)
    - Huntingdonshire – 4.27%
    - East of England – 3.4%
    - National – 2.2%
  - Pensions are subject to the governments triple lock policy whereby the increase is by the greater of, resulting in a minimum increase of 2.5%:
    - earnings - the average percentage growth in wages (in Great Britain)
    - prices - the percentage growth in prices in the UK as measured by the Consumer Prices Index (CPI)
    - 2.5%
  - The change in the past year for claimants of out of work benefits is:
    - Huntingdonshire – from 0.6% to 0.7% of population
    - East of England – static at 1.2%
    - National – from 1.7% to 1.8%

4.5 A 2% increase on Council Tax in 2017/18 would increase it to £135.84 per Band D equivalent property, an increase of £2.66 and additional income of £0.16m. A 2% increase per annum over the MTFs will reduce the contribution from the General Fund to £0.35m, whereas if Council Tax is frozen the contribution from the General Fund would be £1.22m.

4.6 The current referendum rules are that District Councils are allowed to increase Council Tax by 2% or £5, whichever is greater, before a referendum is triggered.

### **Government Grant**

4.7 In the 2016/17 financial settlement the government proposed giving local authorities a four year financial settlement from 2017/18 subject to the publication of an efficiency plan for the authority. Earlier this year the Council published an efficiency plan and applied for the four year settlement, which was granted. This aim of the efficiency plan was to give local government greater certainty of funding over the coming four years.

4.8 On the 15 December the Provisional Local Government Financial Settlement was issued by the Secretary of State for Communities and Local Government. The outcome of this settlement has been built into the funding section of the budget and MTFS. The main messages from the settlement for HDC were as follows:

- The Council's Four Year Settlement from 2016/17 to 2019/20 was confirmed.
- Revenue Support Grant (RSG) was confirmed and was unchanged from the provisional settlement in 2016/17 and ends after 2018/19.
- New Homes Bonus – the Government has confirmed the changes to the scheme from the consultation that took place in early 2016. The main changes are:
  - The number of years over which NHB is paid is reduced from 6 to 4, with a transitional year on legacy payments in 2017/18.
  - A 'deadweight' factor of 0.4% growth has been added in, thereby meaning that any authority will only get paid NHB on growth above 0.4%.
  - From 2018/19 the Government will withhold payments from authorities not supporting housing growth. This will potentially include no or reduced payments for houses that are built following a successful appeal and to local authorities who do not have an approved Local Plan. There will be a further consultation on these elements.
- The current published MTFS had modelled some NHB changes as it was known a change was happening, therefore the impact on the MTFS for the Council is a reduction of £0.07m in 2017/18 and a gain of £0.3m in 2018/19.
- Business rates – the Council's Business Rates comes from its share of actual bills raised and not government grant. The Government calculates its assumed level of Business Rates income and then has inflated this by 2.04%, 3.22% and 3.56% for the subsequent 3 years. The MTFS includes internally calculated Business Rates figures as at the end of November as it is considered to be more accurate. Then inflation of 2% per annum is added thereafter to reflect the RPI growth that will be applied to the business rates multiplier.

4.9 The approved Four Efficiency Plan that was presented to Council in October 2016 (see Plan-on-a-Page **Appendix 4**) and reduced the budget gap in 2020/21 to £0.7m, compared to the £3.6m that is forecast in the current MTFS. A copy of the efficiency plan is on the Council's website and the confirmation letter from the Department of Local Government and Communities is shown at **Appendix 5**. The Four Year Efficiency Plan included the following items:

|                                 | 2017/18<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | 2020/21<br>£000 |
|---------------------------------|-----------------|-----------------|-----------------|-----------------|
| Expenditure reviews of Services | 750             | 750             | 750             | 750             |
| Income generation               | 1,417           | 1,198           | 1,037           | 975             |
| 2% Council Tax increase         | 161             | 331             | 510             | 700             |
| Strategic Transformation        | 100             | 200             | 350             | 350             |
| Shared Services                 | 74              | 124             | 124             | 124             |

4.10 The Plan-on-a-Page as shown at **Appendix 4** will be updated for 2017/18 in the Final Budget Report.

- 4.11 **Table 5** shows that the draft Budget 2017/18 makes a further £0.3m contribution to reserves than was planned for in the Four Year Efficiency Plan, and by 2020/21 a further £0.2m contribution to reserves. The reasons for these additional contributions are shown in **Table 6**.

| <b>Table 5</b>                                      | <b>Efficiency Plan v Draft Budget and MTFS</b> |                |                |                |
|---|--|----------------|----------------|----------------|
|   | <b>2017/18</b>                                 | <b>2018/19</b> | <b>2019/20</b> | <b>2020/21</b> |
|   | <b>£000</b>                                    | <b>£000</b>    | <b>£000</b>    | <b>£000</b>    |
| Draft Budget/MTFS - Contribution to/(from) reserves | 3,476  | 2,495          | (695)          | (518)          |
| Efficiency Plan – Contribution to/(from) reserves   | 3,158  | 1,773          | 413            | (705)          |
| <b>Variance</b>                                     | <b>(318)</b>                                   | <b>(722)</b>   | <b>1,108</b>   | <b>(187)</b>   |

| <b>Table 6</b>                          | <b>Efficiency Plan v Draft Budget and MTFS</b> |              |              |              |
|---|--|--------------|--------------|--------------|
| <b>Reasons for variance</b>             |  |              |              |              |
| Strategic Transformation                | 100  | 200          | 350          | 350          |
| Shared Services                         | 74   | 124          | 124          | 124          |
| Differential Charging                   | 0  | 60           | 60           | 60           |
| Line by Line Reviews (Para 3.1)         | (45)   | (45)         | (45)         | (45)         |
| Unachieved ZBB Savings (Para 3.4)       | 430  | 430          | 530          | 590          |
| Avoidable Growth                        | 386  | 386          | 386          | 386          |
| Other Growth                            | 278  | 278          | 278          | 278          |
| Council tax Increase                    | 42   | 116          | 177          | 216          |
| Funding Changes (Para 4.3)              | (1,858)  | (1,991)      | (543)        | (1,797)      |
| Other - cumulative minor budget changes | 275  | (280)        | (209)        | (349)        |
|   | <b>(318)</b>                                   | <b>(722)</b> | <b>1,108</b> | <b>(187)</b> |

### **Collection Fund Surplus/Deficit**

- 4.12 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 as shown in **Table 7**.

| <b>Table 7</b> | <b>Collection Fund Estimated Surplus 2016/17</b> |                            |
|----------------|--|----------------------------|
|                | <b>(Surplus)/Deficit<br/>£000s</b>               | <b>HDC Share<br/>£000s</b> |
| Council Tax    | (389)  | (53)                       |
| Business Rates | (3,702)  | (1,481)                    |
|                |  |                            |
| <b>TOTAL</b>   | <b>(4,091)</b>                                   | <b>(1,534)</b>             |

## Impact on Reserves

- 4.13 **Table 8** below shows the estimated impact on the Council's Earmarked reserves and General Fund over the life of the MTFS.

|   | <b>Table 8 Council General Fund and Earmarked Reserves</b> |                |                                       |                |                |                |
|---|--|----------------|---------------------------------------|----------------|----------------|----------------|
|   | <b>Forecast</b>  | <b>Budget</b>  | <b>Medium Term Financial Strategy</b> |                |                |                |
|   | <b>2016/17</b>   | <b>2017/18</b> | <b>2018/19</b>                        | <b>2019/20</b> | <b>2020/21</b> | <b>2021/22</b> |
|   | <b>£'000</b>   | <b>£'000</b>   | <b>£'000</b>                          | <b>£'000</b>   | <b>£'000</b>   | <b>£'000</b>   |
| <b>GENERAL FUND</b>                           |  |                |                                       |                |                |                |
| <b>Brought forward</b>                        | <b>2,537</b>   | <b>2,568</b>   | <b>2,505</b>                          | <b>2,442</b>   | <b>2,467</b>   | <b>2,502</b>   |
| Contribution to Reserve                       | 31   | 3,476          | 2,495                                 |                |                |                |
| Contribution (from) Reserve                   |  |                |                                       | (695)          | (518)          | (349)          |
| Contribution to/(from) Budget Surplus Reserve |  | (3,539)        | (2,558)                               | 720            | 553            | 382            |
| <b>Carried forward</b>                        | <b>2,568</b>   | <b>2,505</b>   | <b>2,442</b>                          | <b>2,467</b>   | <b>2,502</b>   | <b>2,535</b>   |
| <i>Minimum Level of Reserves</i>              | <i>2,568</i>   | <i>2,505</i>   | <i>2,442</i>                          | <i>2,467</i>   | <i>2,502</i>   | <i>2,535</i>   |
| <b>EARMARKED RESERVES</b>                     |  |                |                                       |                |                |                |
| <b>Commercial Investment reserve</b>          |  |                |                                       |                |                |                |
| <b>Brought forward</b>                        | <b>12,390</b>  | <b>3,230</b>   | <b>3,230</b>                          | <b>3,230</b>   | <b>6,331</b>   | <b>9,432</b>   |
| Contribution to Reserve                       | 40   | 0              | 0                                     | 3,101          | 3,101          | 3,101          |
| Contribution (from) Reserve                   | (9,200)  | 0              | 0                                     | 0              | 0              | 0              |
| <b>Carried forward</b>                        | <b>3,230</b>   | <b>3,230</b>   | <b>3,230</b>                          | <b>6,331</b>   | <b>9,432</b>   | <b>12,533</b>  |
| <b>Budget Surplus Reserve</b>                 |  |                |                                       |                |                |                |
| <b>Brought Forward</b>                        | <b>805</b>   | <b>3,425</b>   | <b>6,964</b>                          | <b>9,521</b>   | <b>8,802</b>   | <b>8,249</b>   |
| Contribution to Reserve                       | 2,909  |                |                                       |                |                |                |
| Contribution (from) Reserve                   | (289)  |                |                                       |                |                |                |
| Contribution from/(to) General Fund           | 0  | 3,539          | 2,558                                 | (720)          | (553)          | (382)          |
| <b>Carried forward</b>                        | <b>3,425</b>   | <b>6,964</b>   | <b>9,521</b>                          | <b>8,802</b>   | <b>8,249</b>   | <b>7,867</b>   |

## **5. FUNDING OPTIONS FOR DRAFT BUDGET 2017/18 and MEDIUM TERM FINANCIAL STRATEGY 2018/19 TO 2021/22**

- 5.1 This section provides the details of the net cost of each Service, the funding of these and the proposed Council Tax increase.
- 5.2 A summarised Service analysis of net expenditure is shown at **Table 9** which includes the Savings and Growth Budget changes detailed in Section 3. The detailed Service analysis is at **Appendix 1**, Section 2.
- 5.3 The second part of **Table 9** shows the contributions to and from the General Fund Balances and Earmarked Reserves. It also details the estimated funding streams for Non-Domestic Rates, S31 and Revenue Support Grants, the New Homes Bonus and the Collection Fund surplus (2017/18 only).
- 5.4 It is to be noted that from 2019/20 the New Homes Bonus grant will be allocated to the Commercial Investment Reserve to support the Council's ongoing Commercial Investment Strategy.
- 5.5 The Council Tax requirement for 2017/18 and for the MTFS 2018/19 to 2021/22. This shows the estimated Council Tax base for each financial year and the Council Tax Band D equivalent.

- 5.6 It is proposed that the MTFs assumption of a 2% Council Tax increase is applied for 2017/18 and that the policy to increase the Council Tax by 2% over the period of the MTFs (as per the 4-Year Efficiency Plan) is continued. This will provide Members with opportunities to invest in services.

| <b>Table 9 Council Services Net Expenditure Budget and MTFs</b> |               |                 |               |                                |               |               |               |
|---|---------------|-----------------|---------------|--------------------------------|---------------|---------------|---------------|
|   | Forecast      | Original Budget | Budget        | Medium Term Financial Strategy |               |               |               |
|   | 2016/17       | 2016/17         | 2017/18       | 2018/19                        | 2019/20       | 2020/21       | 2021/22       |
|   | £000          | £000            | £000          | £000                           | £000          | £000          | £000          |
| <b>Services Provided:</b>                                       |               |                 |               |                                |               |               |               |
| Community Services  | 1,829         | 1,911           | 1,830         | 1,827                          | 1,840         | 1,867         | 1,886         |
| Customer Services   | 2,524         | 2,355           | 2,702         | 2,634                          | 2,657         | 2,693         | 2,724         |
| Development Services  | 725           | 1,370           | 1,022         | 1,016                          | 1,038         | 1,060         | 1,082         |
| Operational Services  | 3,961         | 3,968           | 3,791         | 3,576                          | 3,580         | 3,643         | 3,706         |
| Leisure and Health  | 3             | (280)           | (148)         | (273)                          | (286)         | (251)         | (195)         |
| Corporate Office  | 1,855         | 1,791           | 1,772         | 1,706                          | 1,719         | 1,735         | 1,743         |
| ICT   | 1,986         | 1,796           | 1,725         | 1,733                          | 1,742         | 1,750         | 1,759         |
| Directors   | 509           | 509             | 509           | 509                            | 509           | 509           | 509           |
| Resources   | (720)         | (308)           | (1,444)       | (1,551)                        | (1,624)       | (1,614)       | (1,604)       |
| Corporate Finance   | 4,408         | 4,799           | 4,943         | 5,104                          | 5,275         | 5,288         | 5,291         |
| <b>TOTAL</b>  | <b>17,081</b> | <b>17,913</b>   | <b>16,701</b> | <b>16,282</b>                  | <b>16,450</b> | <b>16,680</b> | <b>16,902</b> |
| - Expenditure   | 76,175        | 76,806          | 77,586        | 77,504                         | 77,812        | 78,074        | 78,327        |
| - Income  | (59,095)      | (58,893)        | (60,884)      | (61,222)                       | (61,363)      | (61,394)      | (61,425)      |
| <b>- Net Expenditure</b>  | <b>17,081</b> | <b>17,913</b>   | <b>16,701</b> | <b>16,282</b>                  | <b>16,450</b> | <b>16,680</b> | <b>16,902</b> |

| <b>Funding Streams and a 2% Council Tax Increase</b> |                 |                 |               |                                |               |               |               |
|--|-----------------|-----------------|---------------|--------------------------------|---------------|---------------|---------------|
|  | Forecast        | Original Budget | Budget        | Medium Term Financial Strategy |               |               |               |
|  | 2016/17         | 2016/17         | 2017/18       | 2018/19                        | 2019/20       | 2020/21       | 2021/22       |
|  | £'000           | £'000           | £'000         | £'000                          | £'000         | £'000         | £'000         |
| <b>Net Expenditure</b>                               | <b>17,081</b>   | <b>17,913</b>   | <b>16,701</b> | <b>16,282</b>                  | <b>16,450</b> | <b>16,680</b> | <b>16,902</b> |
| Contribution to/(from) Earmarked Reserves:           |                 |                 |               |                                |               |               |               |
| - Commercial Investment Strategy                     | 0               | 0               | 0             | 0                              | 2,674         | 2,674         | 2,674         |
| - Other  | (257)           | (257)           | 0             | 0                              | 0             | 0             | 0             |
| General Reserves                                     | 3,107           | 2,276           | 3,476         | 2,495                          | (695)         | (518)         | (349)         |
| <b>Budget Requirement</b>                            | <b>19,931</b>   | <b>19,931</b>   | <b>20,177</b> | <b>18,777</b>                  | <b>18,429</b> | <b>18,837</b> | <b>19,227</b> |
| Non-Domestic Rates                                   | (4,190)         | (4,190)         | (4,622)       | (5,961)                        | (6,059)       | (6,158)       | (6,260)       |
| S31 Grant  | (1,018)         | (1,018)         | (1,018)       | (1,018)                        | (1,018)       | (1,018)       | (1,018)       |
| Revenue Support Grant (RSG)                          | (2,110)         | (2,110)         | (1,182)       | (604)                          | 0             | 0             | 0             |
| New Homes Bonus                                      | (4,965)         | (4,965)         | (3,656)       | (2,787)                        | (2,674)       | (2,674)       | (2,674)       |
| Collection Fund Surplus                              | 0               | 0               | (1,534)       | 0                              | 0             | 0             | 0             |
| <b>Council Tax Requirement</b>                       | <b>(12,026)</b> | <b>7,905</b>    | <b>8,166</b>  | <b>8,407</b>                   | <b>8,678</b>  | <b>8,986</b>  | <b>9,276</b>  |
| - Base (*)   | 59,358          | 59,358          | 60,111        | 60,675                         | 61,403        | 62,338        | 63,085        |
| - Per Band D   |                 | 133.18          | 135.84        | 138.56                         | 141.33        | 144.16        | 147.04        |

- 5.7 **Table 10** compares the proposed 2% increase in Council Tax over the MTFs period against a freeze in Council Tax (0% increase). This shows that by 2021/22, if Council Tax is increased by 2% per annum the contribution from the General Fund will be £0.35m; whereas if Council Tax is frozen the contribution from the General Fund will be £1.22m (a three-fold increase).



| <b>Table 10</b>                              | <b>2016/17</b> | <b>2017/18</b> | <b>2018/19</b> | <b>2019/20</b> | <b>2020/21</b> | <b>2021/22</b> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
|  | £000s          | £000s          | £000s          | £000s          | £000s          | £000s          |
| <b>2% Council Tax increase</b>               |                |                |                |                |                |                |
| - Contributions to / (from) General Reserves | 2,276          | 3,476          | 2,495          | (695)          | (518)          | (349)          |
| - Council Tax Requirement per Band D         | £133.18        | £135.84        | £138.56        | £141.33        | £144.16        | £147.04        |
| <b>0% Council Tax increase (freeze)</b>      |                |                |                |                |                |                |
| - Contributions to / (from) General Reserves | 2,276          | 3,316          | 2,169          | (1,195)        | (1,202)        | (1,223)        |
| - Council Tax Requirement per Band D         | 133.18         | 133.18         | 133.18         | 133.18         | 133.18         | 133.18         |
| <b>Changes</b>                               |                |                |                |                |                |                |
| - General Reserves                           | 0              | 160            | 326            | 500            | 684            | 874            |
| - Council Tax Requirement per Band D         | £0.00          | £2.66          | £5.38          | £8.15          | £10.98         | £13.86         |

5.8 It is therefore proposed that a 2% increase in Council Tax for 2017/18 is considered in line with the Four Year Settlement Agreement.

## 6. WHY IS THIS REPORT NECESSARY

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

## 7. OPTIONS CONSIDERED/ANALYSIS

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

## 8. COMMENTS OF OVERVIEW AND SCRUTINY PANEL

8.1 Due to the statutory date of the publication of the Cabinet agenda and accompanying reports occurring prior to the Overview and Scrutiny Panel (Performance and Customers) meeting, comments following the Panel meeting on 11 January 2017 will be circulated to the Cabinet subsequent to the agenda publication.

## 9. KEY IMPACTS

9.1 The delivery of the 2017/18 Budget, when approved will be managed via the Council's budgetary monitoring processes throughout the year.

## 10. TIMETABLE FOR IMPLEMENTATION

10.1 The 2017/18 Budget forms an integral part of service plans for 2017/18 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.

## 11. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND / OR CORPORATE OBJECTIVES

11.1 The Budget is the financial interpretation of the Councils strategic and operational priorities that are included within the entire Corporate Plan. However, the budget process itself meets the following specific aims and objectives of the Corporate Plan:

- Becoming a more efficient and effective Council.

11.2 This will assist the Council to:

- Become more efficient in the way we deliver services providing value for money services.

## **12. CONSULTATION**

12.1 A consultation process is currently underway.

## **13. LEGAL IMPLICATIONS**

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

## **14. RESOURCE IMPLICATIONS**

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

## **15. OTHER IMPLICATIONS**

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

## **16 REASONS FOR THE RECOMMENDED DECISIONS**

16.1 To enable Overview and Scrutiny Panel (Performance and Customers) to comment on the draft Budget 2017/18 and the MTFS:

- the impact of Budget changes on service budgets.
- draft Capital Programme 2017/18 to 2021/22.
- Increasing the Council Tax over the life of the MTFS.

## **17. LIST OF APPENDICES INCLUDED**

**Appendix 1:** Draft 2017/18 Budget and Medium Term Financial Strategy 2018/19 to 2021/22

**Appendix 2:** Optional Growth

**Appendix 3:** Council Tax Base 2017/18

**Appendix 4:** Plan-on-a-Page


**Appendix 5:** Confirmation of the Multi Year Settlement Offer

## **BACKGROUND PAPERS**


Working papers in Resources; Accountancy Services

## **CONTACT OFFICER**


Clive Mason, Head of Resources

 01480 388157

Adrian Forth, Finance Manager

 01480 388605

Graham Oliver, Interim Finance Manager

 01480 388604



**DRAFT**  
**2017/18 Budget**  
**&**  
**Medium Term Financial**  
**Strategy**  
**2018/19**  
**To**  
**2021/22**

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## 1.0 STRATEGIC BUDGET SUMMARY

### 1.1 Savings and Growth

- **Line by Line Review**

1.1.1 In October 2016 senior officers undertook a line by line budget challenge process, comparing the year to date budget variances and, where significant underspends were occurring, challenging as to whether these could be removed. Further savings were identified by Heads of Services during the subsequent detailed budget setting. The results of this review are budget reductions of £700,000 as detailed in **Table 1** below.

|                      | <b>2017/18</b><br>£000 |
|----------------------|------------------------|
| Community Services   | (55)                   |
| Customer Services    | (26)                   |
| Development Services | (223)                  |
| Operational Services | (246)                  |
| Leisure & Health     | 0                      |
| Corporate Manager    | (36)                   |
| ICT                  | 0                      |
| Directors            | 0                      |
| Resources            | (114)                  |
| <b>TOTAL</b>         | <b>(700)</b>           |

- **Capital**

1.1.2 The revenue budget contains any implications from the proposed capital programme for 2017/18 and the MTF5, whether that be savings as a result of investment, additional running costs or the cost of borrowing and Minimum Revenue Provisions.

- **Growth**

1.1.3 Growth as appeared within the budget for one of 4 reasons:

- Inflation on employee costs and business rate changes
- Employees increment related growth
- non-employee budgets non-controllable growth
- Controllable growth

1.1.4 **Table 2** below shows the total growth for 2017/18 in each of these categories

|                      | Unavoidable |                         |              | Optional Growth | TOTAL        |
|----------------------|-------------|-------------------------|--------------|-----------------|--------------|
|                      | Inflation   | Employee Related Growth | Other Growth |                 |              |
|                      | £'000       | £'000                   | £'000        | £'000           | £'000        |
| Community Services   | 19          | 48                      | 0            | 0               | 67           |
| Customer Services    | 34          | 29                      | 278          | 0               | 341          |
| Development Services | 21          | 11                      | 0            | 281             | 313          |
| Operational Services | 58          | 120                     | 0            | 25              | 203          |
| Leisure and Health   | 53          | 231                     | 0            | 148             | 432          |
| ICT                  | 24          | 16                      | 0            | 0               | 40           |
| Resources            | 10          | (2)                     | 0            | 0               | 8            |
| Corporate Manager    | 7           | 0                       | 0            | 17              | 24           |
| Directors            | 5           | 0                       | 0            | 26              | 31           |
| <b>TOTAL</b>         | <b>231</b>  | <b>453</b>              | <b>278</b>   | <b>497</b>      | <b>1,459</b> |

- Commercial Investment Strategy

1.1.5 A key part of the Council's overall Budget strategy is the Commercial Investment Strategy (CIS), as approved by the Council in 2015. It is anticipated that the investments from the CIS will increase in 2017/18 and then stabilise for the following years. As a result there is an increase in the net income budget for CIS of £0.5m to give an annual net income stream of £1m.

- **Summary Impact of all budget changes**

1.1.6 Overall, line by line reviews, Capital and Growth have resulted in a net reduction in the Council's budget of £0.4m (2%) and £1.2m (7%) when compared to the 2016/17 Forecast Outturn and the Original Budget respectively. A service by service summary is shown in **Table 3** below.

| Service                         | 2016/17          |                 | 2017/18      |                     |              |            |                 |                           |                 | Variance            |                   |
|---------------------------------|------------------|-----------------|--------------|---------------------|--------------|------------|-----------------|---------------------------|-----------------|---------------------|-------------------|
|                                 | Forecast Outturn | Original Budget | ZBB Savings  | Line by Line Review | Capital      | Inflation  | New Initiatives | Other (Incl Growth Items) | Proposed Budget | To 2016/17 Forecast | To 2016/17 Budget |
|                                 | £'000            | £'000           | £'000        | £'000               | £'000        | £'000      | £'000           | £'000                     | £'000           | %                   | %                 |
| Directors & Corporate Resources | 2,364            | 2,300           | (85)         | (36)                |              | 12         | 47              | 43                        | 2,281           | (4%)                | (1%)              |
| Customer Services               | (720)            | (308)           | (62)         | (53)                | (54)         | 21         | (103)           | (886)                     | (1,445)         | 50%                 | 79%               |
| Operations                      | 2,524            | 2,355           | (188)        | (26)                | (12)         | 34         | 0               | 539                       | 2,702           | 7%                  | 13%               |
| Development                     | 3,961            | 3,968           | (386)        | (246)               | (41)         | 74         | 296             | 126                       | 3,791           | (4%)                | (5%)              |
| Community                       | 725              | 1,370           |              | (223)               |              | 22         | (169)           | 22                        | 1,022           | 29%                 | (34%)             |
| Leisure & Health                | 1,829            | 1,911           | (9)          | (55)                | 0            | 19         | (23)            | (13)                      | 1,830           | 0%                  | (4%)              |
| Corporate Finance               | 3                | (280)           | (50)         |                     | (43)         | 21         | 30              | 173                       | (149)           | 102%                | (88%)             |
| ICT Shared Service              | 4,408            | 4,799           |              | (61)                |              |            |                 | 205                       | 4,943           | 11%                 | 3%                |
| Net Expenditure                 | 1,986            | 1,796           | (1)          |                     |              | 24         |                 | (95)                      | 1,724           | (15%)               | (4%)              |
| <b>Net Expenditure</b>          | <b>17,081</b>    | <b>17,913</b>   | <b>(781)</b> | <b>(700)</b>        | <b>(150)</b> | <b>227</b> | <b>78</b>       | <b>114</b>                | <b>16,701</b>   |                     |                   |

Forecast Outturn 17,081 → (380) ← 16,701 (2%)

Budget 17,913 → (1,212) ← 16,701 (7%)

## 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 focuses 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 15 December the Government made an announcement in respect of New Homes Bonus and that the 2017/18 settlement would be £3.7m. At this time the Council continues to rely on NHB as part of the base budget.
  - On the 15 December the Government announced the Revenue Support Grant (RSG) 2017/18 provisional settlement for the Council. The relative allocations for RSG is £1.2m.

### Council Tax and Business Rates

- 1.2.4 There is an assumption within the Budget 2017/18 and over the term of the MTFs of a Council Tax increase of 2% per annum. Therefore the Council Tax for 2017/18 will be £135.84 per Band D equivalent property.
- 1.2.5 The Council receives 40% of the Business rates collected and, after allowing for the tariff payment, it estimates this to be £4.6m in 2017/18.

### Collection Fund Surplus/Deficit

- 1.2.6 The Collection Fund is the statutory 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 4** below along with the share that is apportioned to the Council.

| <b>Collection Fund Estimated Surplus 2016/17</b> |                                      |                              |
|--|--------------------------------------|------------------------------|
| <b>Table 4</b>                                   | <b>(Surplus)/Deficit<br/>(£'000)</b> | <b>HDC Share<br/>(£'000)</b> |
| Council Tax                                      | (389)                                | (53)                         |
| Business Rates                                   | (3,702)                              | (1,481)                      |
| <b>TOTAL</b>                                     | <b>(4,091)</b>                       | <b>(1,534)</b>               |

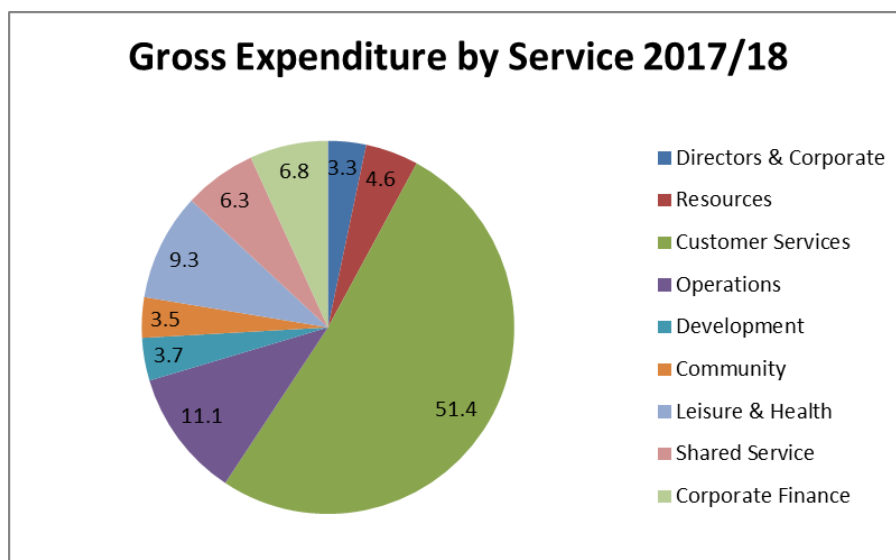
### 1.3 Summary Budget

1.3.1 Considering the 2% increase in Council Tax for 2017/18 and the MTFS period and the Budget setting process, this results in the funding statement shown in **Table 5** and **Table 6** below.

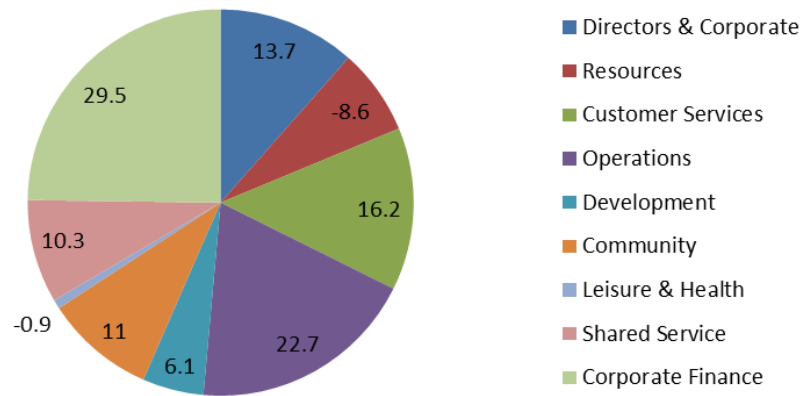
| <b>Table 5</b>            | <b>Council Services Net Expenditure Budget and MTFS</b> |                         |                         |                                       |                         |                         |                         |
|---------------------------|---|-------------------------|-------------------------|---------------------------------------|-------------------------|-------------------------|-------------------------|
|                           | <b>Forecast</b>   | <b>Original Budget</b>  | <b>Budget</b>           | <b>Medium Term Financial Strategy</b> |                         |                         |                         |
|                           | <b>2016/17<br/>£000</b>                                 | <b>2016/17<br/>£000</b> | <b>2017/18<br/>£000</b> | <b>2018/19<br/>£000</b>               | <b>2019/20<br/>£000</b> | <b>2020/21<br/>£000</b> | <b>2021/22<br/>£000</b> |
| <b>Services Provided:</b> |   |                         |                         |                                       |                         |                         |                         |
| Community Services        | 1,829   | 1,911                   | 1,830                   | 1,827                                 | 1,840                   | 1,867                   | 1,886                   |
| Customer Services         | 2,524   | 2,355                   | 2,702                   | 2,634                                 | 2,657                   | 2,693                   | 2,724                   |
| Development Services      | 725   | 1,370                   | 1,022                   | 1,016                                 | 1,038                   | 1,060                   | 1,082                   |
| Operational Services      | 3,961   | 3,968                   | 3,791                   | 3,576                                 | 3,580                   | 3,643                   | 3,706                   |
| Leisure and Health        | 3   | (280)                   | (148)                   | (273)                                 | (286)                   | (251)                   | (195)                   |
| Corporate Office          | 1,855   | 1,791                   | 1,772                   | 1,706                                 | 1,719                   | 1,735                   | 1,743                   |
| ICT                       | 1,986   | 1,796                   | 1,725                   | 1,733                                 | 1,742                   | 1,750                   | 1,759                   |
| Directors                 | 509   | 509                     | 509                     | 509                                   | 509                     | 509                     | 509                     |
| Resources                 | (720)   | (308)                   | (1,444)                 | (1,551)                               | (1,624)                 | (1,614)                 | (1,604)                 |
| Corporate Finance         | 4,408   | 4,799                   | 4,943                   | 5,104                                 | 5,275                   | 5,288                   | 5,291                   |
| <b>TOTAL</b>              | <b>17,081</b>   | <b>17,913</b>           | <b>16,701</b>           | <b>16,282</b>                         | <b>16,450</b>           | <b>16,680</b>           | <b>16,902</b>           |
| - Expenditure             | 76,175  | 76,806                  | 77,586                  | 77,504                                | 77,812                  | 78,074                  | 78,327                  |
| - Income                  | (59,095)  | (58,893)                | (60,884)                | (61,222)                              | (61,363)                | (61,394)                | (61,425)                |
| <b>- Net Expenditure</b>  | <b>17,081</b>   | <b>17,913</b>           | <b>16,701</b>           | <b>16,282</b>                         | <b>16,450</b>           | <b>16,680</b>           | <b>16,902</b>           |



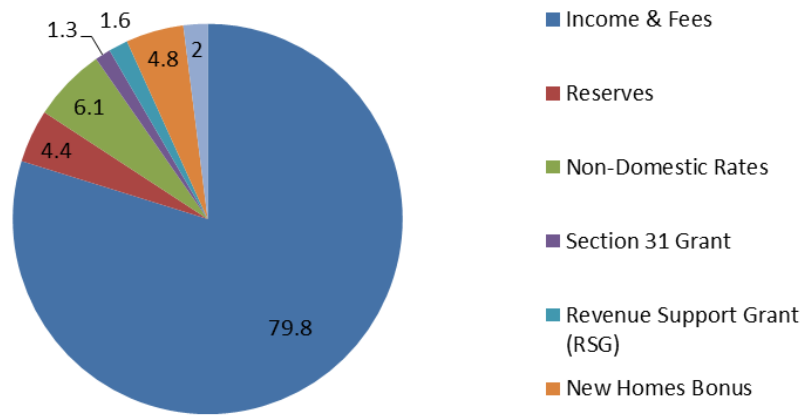
| Table 6                                       | 2% Council Tax Increase |                  |                  |                                |                  |                  |                  |
|---|-------------------------|------------------|------------------|--------------------------------|------------------|------------------|------------------|
|   | Forecast                | Original Budget  | Budget           | Medium Term Financial Strategy |                  |                  |                  |
|   | 2016/17<br>£'000        | 2016/17<br>£'000 | 2017/18<br>£'000 | 2018/19<br>£'000               | 2019/20<br>£'000 | 2020/21<br>£'000 | 2021/22<br>£'000 |
| <b>Net Expenditure</b>                        | <b>17,081</b>           | <b>17,913</b>    | <b>16,701</b>    | <b>16,282</b>                  | <b>16,450</b>    | <b>16,680</b>    | <b>16,902</b>    |
| Contribution to/(from)<br>Earmarked Reserves: |                         |                  |                  |                                |                  |                  |                  |
| - Commercial Investment<br>Strategy           | 0                       | 0                | 0                | 0                              | 2,674            | 2,674            | 2,674            |
| - Other                                       | (257)                   | (257)            | 0                | 0                              | 0                | 0                | 0                |
| General Reserves                              | 3,107                   | 2,276            | 3,476            | 2,495                          | (695)            | (518)            | (349)            |
| <b>Budget Requirement</b>                     | <b>19,931</b>           | <b>19,931</b>    | <b>20,177</b>    | <b>18,777</b>                  | <b>18,429</b>    | <b>18,837</b>    | <b>19,227</b>    |
| Non-Domestic Rates                            | (4,190)                 | (4,190)          | (4,622)          | (5,961)                        | (6,059)          | (6,158)          | (6,260)          |
| S31 Grant                                     | (1,018)                 | (1,018)          | (1,018)          | (1,018)                        | (1,018)          | (1,018)          | (1,018)          |
| Revenue Support Grant (RSG)                   | (2,110)                 | (2,110)          | (1,182)          | (604)                          | 0                | 0                | 0                |
| New Homes Bonus                               | (4,965)                 | (4,965)          | (3,656)          | (2,787)                        | (2,674)          | (2,674)          | (2,674)          |
| Collection Fund Surplus                       | 0                       | 0                | (1,534)          | 0                              | 0                | 0                | 0                |
| <b>Council Tax Requirement</b>                | <b>(12,026)</b>         | <b>7,905</b>     | <b>8,166</b>     | <b>8,407</b>                   | <b>8,678</b>     | <b>8,986</b>     | <b>9,276</b>     |
| - Base (*)                                    | <b>59,358</b>           | <b>59,358</b>    | <b>60,111</b>    | <b>60,675</b>                  | <b>61,403</b>    | <b>62,338</b>    | <b>63,085</b>    |
| - Per Band D                                  |                         | <b>133.18</b>    | <b>135.84</b>    | <b>138.56</b>                  | <b>141.33</b>    | <b>144.16</b>    | <b>147.04</b>    |



### Net Expenditure by Service 2017/18



### How Services are Paid for in 2017/18



## 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 increase Council Tax and the savings and growth built into the budget 2017/18 and MTFS is shown in **Table 7** below.

| <b>Table 7 Council General Fund and Earmarked Reserves</b> |                 |                |                                       |                |                |                |
|--|-----------------|----------------|---------------------------------------|----------------|----------------|----------------|
|  | <b>Forecast</b> | <b>Budget</b>  | <b>Medium Term Financial Strategy</b> |                |                |                |
|  | <b>2016/17</b>  | <b>2017/18</b> | <b>2018/19</b>                        | <b>2019/20</b> | <b>2020/21</b> | <b>2021/22</b> |
|  | <b>£'000</b>    | <b>£'000</b>   | <b>£'000</b>                          | <b>£'000</b>   | <b>£'000</b>   | <b>£'000</b>   |
| <b>GENERAL FUND</b>  |                 |                |                                       |                |                |                |
| <b>Brought forward</b>                                     | <b>2,537</b>    | <b>2,568</b>   | <b>2,505</b>                          | <b>2,442</b>   | <b>2,467</b>   | <b>2,502</b>   |
| Contribution to Reserve                                    | 31              | 3,476          | 2,495                                 |                |                |                |
| Contribution (from) Reserve                                |                 |                |                                       | (695)          | (518)          | (349)          |
| Contribution to/(from) Budget Surplus Reserve              |                 | (3,539)        | (2,558)                               | 720            | 553            | 382            |
| <b>Carried forward</b>                                     | <b>2,568</b>    | <b>2,505</b>   | <b>2,442</b>                          | <b>2,467</b>   | <b>2,502</b>   | <b>2,535</b>   |
| <i>Minimum Level of Reserves</i>                           | <i>2,568</i>    | <i>2,505</i>   | <i>2,442</i>                          | <i>2,467</i>   | <i>2,502</i>   | <i>2,535</i>   |
| <b>EARMARKED RESERVES</b>                                  |                 |                |                                       |                |                |                |
| <b>Commercial Investment reserve</b>                       |                 |                |                                       |                |                |                |
| <b>Brought forward</b>                                     | <b>12,390</b>   | <b>3,230</b>   | <b>3,230</b>                          | <b>3,230</b>   | <b>6,331</b>   | <b>9,432</b>   |
| Contribution to Reserve                                    | 40              | 0              | 0                                     | 3,101          | 3,101          | 3,101          |
| Contribution (from) Reserve                                | (9,200)         | 0              | 0                                     | 0              | 0              | 0              |
| <b>Carried forward</b>                                     | <b>3,230</b>    | <b>3,230</b>   | <b>3,230</b>                          | <b>6,331</b>   | <b>9,432</b>   | <b>12,533</b>  |
| <b>Budget Surplus Reserve</b>                              |                 |                |                                       |                |                |                |
| <b>Brought Forward</b>                                     | <b>805</b>      | <b>3,425</b>   | <b>6,964</b>                          | <b>9,521</b>   | <b>8,802</b>   | <b>8,249</b>   |
| Contribution to Reserve                                    | 2,909           |                |                                       |                |                |                |
| Contribution (from) Reserve                                | (289)           |                |                                       |                |                |                |
| Contribution from/(to) General Fund                        | 0               | 3,539          | 2,558                                 | (720)          | (553)          | (382)          |
| <b>Carried forward</b>                                     | <b>3,425</b>    | <b>6,964</b>   | <b>9,521</b>                          | <b>8,802</b>   | <b>8,249</b>   | <b>7,867</b>   |

# 2.0 REVENUE OPERATIONAL BUDGETS AND MEDIUM TERM FINANCIAL STRATEGY

## 2.1 Subjective Analysis of Spend and Income

| Huntingdonshire District Council |  |                                  |                     |                     |                     |                     |                     |                     |                     |                   |
|----------------------------------|--|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| Actuals 2015/16                  | Subjective Analysis : Controllable Only *    |                                  | 2016/17 Forecast    | 2016/17 Budget      | 2017/18 Budget      | 2018/19 Budget      | 2019/20 Budget      | 2020/21 Budget      | 2021/22 Budget      |                   |
| £                                |  |                                  | £                   | £                   | £                   | £                   | £                   | £                   | £                   |                   |
| (16,369,887)                     | Income & Fees                                | Fees & charges                   | (16,834,712)        | (16,098,105)        | (16,718,773)        | (16,920,540)        | (16,971,768)        | (16,981,057)        | (16,992,609)        |                   |
| (998,495)                        |  | Sales                            | (1,156,004)         | (1,173,579)         | (1,145,154)         | (1,167,654)         | (1,185,654)         | (1,197,654)         | (1,206,654)         |                   |
| (2,018,099)                      |  | Rent                             | (2,599,680)         | (3,024,904)         | (5,245,835)         | (5,388,735)         | (5,450,735)         | (5,450,735)         | (5,450,735)         |                   |
| 135,242                          |  | Bad Debts Provision              | 148,050             | 113,050             | 135,046             | 135,046             | 135,046             | 135,046             | 135,046             |                   |
| (36,885,493)                     |  | Government grants                | (35,671,707)        | (36,056,144)        | (35,171,319)        | (35,151,319)        | (35,151,319)        | (35,151,319)        | (35,151,319)        |                   |
| (610,981)                        |  | Other grants and contributions   | (2,519,756)         | (2,296,392)         | (2,219,389)         | (2,209,354)         | (2,219,418)         | (2,229,583)         | (2,239,849)         |                   |
| (118,819)                        |  | Commuted sums                    | (151,331)           | (151,331)           | (151,331)           | (151,331)           | (151,331)           | (151,331)           | (151,331)           |                   |
| (160,114)                        | Interest                                     | (309,699)                        | (205,715)           | (367,715)           | (367,715)           | (367,715)           | (367,715)           | (367,715)           |                     |                   |
| <b>(57,026,645)</b>              | <b>Income &amp; Fees Total</b>               |                                  | <b>(59,094,839)</b> | <b>(58,893,120)</b> | <b>(60,884,470)</b> | <b>(61,221,602)</b> | <b>(61,362,894)</b> | <b>(61,394,348)</b> | <b>(61,425,166)</b> |                   |
| 15,967,546                       | Employees                                    | Salary                           | 16,503,186          | 16,701,154          | 17,403,038          | 17,328,102          | 17,444,097          | 17,618,434          | 17,794,445          |                   |
| 1,044,181                        |  | National Insurance               | 1,396,452           | 1,466,892           | 1,516,989           | 1,520,413           | 1,531,241           | 1,546,552           | 1,562,015           |                   |
| 3,558,472                        |  | Pension                          | 3,946,874           | 4,243,738           | 4,329,811           | 4,329,941           | 4,348,283           | 4,391,763           | 4,435,679           |                   |
| 1,217,560                        |  | Hired Staff                      | 1,202,678           | 429,665             | 189,879             | 166,609             | 169,509             | 169,509             | 169,509             |                   |
| 161,505                          |  | Employee Insurance               | 173,554             | 168,764             | 172,907             | 187,016             | 205,717             | 226,289             | 248,918             |                   |
| 16,674                           |  | Recruitment                      | 42,102              | 2,930               | 7,850               | 7,850               | 7,850               | 7,850               | 7,850               |                   |
| 163,994                          |  | Training                         | 182,672             | 178,287             | 178,787             | 178,787             | 178,787             | 178,787             | 178,787             |                   |
| 36,823                           |  | Uniform & laundry                | 59,692              | 57,247              | 48,622              | 54,773              | 52,273              | 54,773              | 52,273              |                   |
| 247,115                          |  | Other staff costs                | 213,718             | 165,190             | 193,675             | 192,025             | 190,375             | 190,375             | 190,375             |                   |
| 688,054                          |  | Severance Payments               | 278,362             | 207,000             | 207,000             | 207,000             | 207,000             | 207,000             | 207,000             |                   |
| <b>23,101,926</b>                |  | <b>Employees Total</b>           |                     | <b>23,999,291</b>   | <b>23,620,867</b>   | <b>24,248,558</b>   | <b>24,172,516</b>   | <b>24,335,132</b>   | <b>24,591,332</b>   | <b>24,846,851</b> |
| 218,311                          |  | Buildings                        | Rents               | 225,112             | 188,136             | 173,512             | 149,914             | 149,914             | 149,914             | 149,914           |
| 970,749                          | Rates  |                                  | 1,103,592           | 1,112,533           | 1,115,510           | 1,133,223           | 1,155,756           | 1,178,741           | 1,202,185           |                   |
| 633,032                          | Repairs & Maintenance                        |                                  | 681,092             | 688,859             | 665,654             | 649,754             | 649,754             | 649,754             | 664,554             |                   |
| 0                                | Fixtures & Fittings                          |                                  | 897                 | 1,656               | 656                 | 656                 | 656                 | 656                 | 656                 |                   |
| 764,874                          | Energy Costs                                 |                                  | 778,276             | 781,954             | 761,757             | 726,520             | 690,924             | 690,924             | 690,924             |                   |
| 107,712                          | Water Services                               |                                  | 149,087             | 142,791             | 147,291             | 147,091             | 147,091             | 147,091             | 147,091             |                   |
| 220,172                          | Premises Cleaning                            |                                  | 222,358             | 223,993             | 232,979             | 230,971             | 231,051             | 231,171             | 231,251             |                   |
| 76,583                           | Premises Insurance                           |                                  | 51,025              | 55,287              | 47,773              | 51,353              | 55,201              | 59,338              | 63,786              |                   |
| 26,433                           | Ground Maintenance Costs                     |                                  | 8,429               | 12,345              | 21,345              | 21,345              | 21,345              | 21,345              | 21,345              |                   |
| <b>3,017,864</b>                 | <b>Buildings Total</b>                       |                                  |                     | <b>3,219,868</b>    | <b>3,207,554</b>    | <b>3,166,477</b>    | <b>3,110,827</b>    | <b>3,101,692</b>    | <b>3,128,934</b>    | <b>3,171,706</b>  |
| 38,759                           | Supplies & Services                          | Catering                         | 34,772              | 25,930              | 29,421              | 29,421              | 29,421              | 29,421              | 29,421              |                   |
| 382,928                          |  | Members Allowances               | 384,945             | 386,775             | 404,864             | 404,864             | 404,864             | 404,864             | 404,864             |                   |
| 654,209                          |  | Office expenses                  | 593,122             | 514,466             | 541,190             | 535,505             | 535,280             | 535,280             | 535,280             |                   |
| 683,425                          |  | Communication and computing      | 926,234             | 939,412             | 746,977             | 713,977             | 713,977             | 713,977             | 713,977             |                   |
| 4,398,104                        |  | Services                         | 4,634,693           | 5,005,224           | 6,026,267           | 6,115,501           | 6,258,963           | 6,228,756           | 6,177,948           |                   |
| 1,998,599                        |  | Equipment, furniture & materials | 3,604,998           | 3,555,957           | 3,458,160           | 3,456,560           | 3,456,160           | 3,457,660           | 3,456,160           |                   |
| 98,278                           |  | Rents                            | 174,795             | 249,149             | 249,471             | 249,471             | 249,471             | 249,471             | 249,471             |                   |
| 411                              |  | Uniform & laundry                | 355                 | 700                 | 380                 | 380                 | 380                 | 380                 | 380                 |                   |
| 351                              |  | Expenses                         | 610                 | 1,020               | 0                   | 0                   | 0                   | 0                   | 0                   |                   |
| 183,674                          |  | Insurance - service related      | 78,429              | 121,976             | 81,442              | 83,041              | 84,755              | 86,658              | 88,707              |                   |
| <b>8,438,737</b>                 | <b>Supplies &amp; Services Total</b>         |                                  | <b>10,432,953</b>   | <b>10,800,609</b>   | <b>11,538,172</b>   | <b>11,588,720</b>   | <b>11,733,271</b>   | <b>11,706,467</b>   | <b>11,656,208</b>   |                   |
| 72,995                           | Transport                                    | Mileage Allowance                | 62,799              | 91,996              | 63,849              | 63,524              | 63,524              | 63,524              | 63,524              |                   |
| 36,886                           |  | Pool Car                         | 36,851              | 33,482              | 33,981              | 33,981              | 33,981              | 33,981              | 33,981              |                   |
| 86,660                           |  | Vehicle Insurance                | 76,596              | 85,118              | 76,888              | 81,637              | 86,683              | 92,045              | 97,045              |                   |
| 24,027                           |  | Public Transport                 | 25,001              | 23,151              | 21,011              | 21,011              | 21,011              | 21,011              | 21,011              |                   |
| 896,224                          |  | Operating Costs                  | 893,653             | 985,432             | 835,575             | 829,075             | 834,575             | 834,575             | 834,575             |                   |
| 33,684                           |  | Contract Hire & operating leases | 53,088              | 16,485              | 18,807              | 18,807              | 18,807              | 18,807              | 18,807              |                   |
| 7,450                            | Car Allowance                                | 0                                | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   |                     |                   |
| <b>1,157,925</b>                 | <b>Transport Total</b>                       |                                  | <b>1,147,987</b>    | <b>1,235,664</b>    | <b>1,050,111</b>    | <b>1,048,035</b>    | <b>1,058,581</b>    | <b>1,063,943</b>    | <b>1,068,943</b>    |                   |
| 35,830,955                       | Benefit & Transfer Payments                  | Benefits                         | 35,151,297          | 35,980,000          | 35,295,832          | 35,295,832          | 35,295,832          | 35,295,832          | 35,295,832          |                   |
| 118,553                          |  | Irrecoverable V A T              | 116,200             | 116,200             | 116,500             | 116,500             | 116,500             | 116,500             | 116,500             |                   |
| 388,393                          |  | Levies                           | 391,291             | 389,356             | 391,016             | 392,467             | 392,467             | 392,467             | 392,467             |                   |
| 10,364                           |  | Services                         | 39,702              | 7,700               | 6,900               | 6,900               | 6,900               | 6,900               | 6,900               |                   |
| 1,620,749                        |  | Contributions paid               | 1,341,556           | 1,105,724           | 1,487,799           | 1,487,799           | 1,487,799           | 1,487,799           | 1,487,799           |                   |
| 316,915                          | Grants                                       | 301,975                          | 309,000             | 251,000             | 251,000             | 251,000             | 251,000             | 251,000             |                     |                   |
| <b>38,285,929</b>                | <b>Benefit &amp; Transfer Payments Total</b> |                                  | <b>37,342,021</b>   | <b>37,907,980</b>   | <b>37,549,047</b>   | <b>37,550,498</b>   | <b>37,550,498</b>   | <b>37,550,498</b>   | <b>37,550,498</b>   |                   |
| 30,852                           | Renewals Fund Contribution                   | Renewals Fund Contribution       | 33,232              | 33,232              | 33,232              | 33,232              | 33,232              | 33,232              | 33,232              |                   |
| <b>30,852</b>                    | <b>Renewals Fund Contribution Total</b>      |                                  | <b>33,232</b>       | <b>33,232</b>       | <b>33,232</b>       | <b>33,232</b>       | <b>33,232</b>       | <b>33,232</b>       | <b>33,232</b>       |                   |
| <b>17,006,588</b>                | <b>Net Expenditure</b>                       |                                  | <b>17,080,513</b>   | <b>17,912,786</b>   | <b>16,701,126</b>   | <b>16,282,226</b>   | <b>16,449,512</b>   | <b>16,680,058</b>   | <b>16,902,272</b>   |                   |
| 74,033,233                       | Gross Service Expenditure                    |                                  | 76,175,352          | 76,805,906          | 77,585,597          | 77,503,828          | 77,812,406          | 78,074,406          | 78,327,438          |                   |
| (57,026,645)                     | Gross Service Income                         |                                  | (59,094,839)        | (58,893,120)        | (60,884,470)        | (61,221,602)        | (61,362,894)        | (61,394,348)        | (61,425,166)        |                   |
| <b>17,006,588</b>                | <b>Net Service Expenditure</b>               |                                  | <b>17,080,513</b>   | <b>17,912,786</b>   | <b>16,701,126</b>   | <b>16,282,226</b>   | <b>16,449,512</b>   | <b>16,680,058</b>   | <b>16,902,272</b>   |                   |
|                                  | <b>Budget Totals By Head of Service</b>      |                                  |                     |                     |                     |                     |                     |                     |                     |                   |
| 1,678,523                        | Head of Community                            |                                  | 1,828,794           | 1,911,493           | 1,830,155           | 1,827,187           | 1,840,124           | 1,866,766           | 1,886,415           |                   |
| 2,595,974                        | Head of Customer Services                    |                                  | 2,523,575           | 2,355,212           | 2,701,939           | 2,634,045           | 2,657,452           | 2,693,171           | 2,724,223           |                   |
| 844,974                          | Head of Development                          |                                  | 724,925             | 1,369,936           | 1,022,447           | 1,016,039           | 1,037,763           | 1,060,009           | 1,082,475           |                   |
| (140,701)                        | Head of Leisure & Health                     |                                  | 3,238               | (280,081)           | (148,484)           | (272,680)           | (286,291)           | (285,060)           | (195,489)           |                   |
| 4,172,803                        | Head of Operations                           |                                  | 3,961,061           | 3,967,914           | 3,790,783           | 3,575,947           | 3,580,189           | 3,642,789           | 3,706,142           |                   |
| 2,481,856                        | Directors & Corporate Manager                |                                  | 2,364,375           | 2,300,493           | 2,281,094           | 2,215,795           | 2,227,954           | 2,244,235           | 2,252,637           |                   |
| 1,466,809                        | Head of ICT Shared Service                   |                                  | 1,986,470           | 1,770,449           | 1,724,504           | 1,732,978           | 1,741,536           | 1,750,180           | 1,758,910           |                   |
| (472,032)                        | Head of Resources                            |                                  | (720,302)           | (281,939)           | (1,444,359)         | (1,550,694)         | (1,623,735)         | (1,613,858)         | (1,603,877)         |                   |
| 4,378,382                        | Head of Resources (Corporate Budgets)        |                                  | 4,408,377           | 4,799,309           | 4,943,047           | 5,103,609           | 5,274,520           | 5,287,827           | 5,290,836           |                   |
| <b>17,006,588</b>                | <b>Net Service Expenditure</b>               |                                  | <b>17,080,513</b>   | <b>17,912,786</b>   | <b>16,701,126</b>   | <b>16,282,226</b>   | <b>16,449,512</b>   | <b>16,680,058</b>   | <b>16,902,272</b>   |                   |

**Analysis of Budget Movements:-**

|   | <b>HDC Budget</b> |                   |                   |                   |                   |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
|   | <b>2017/18</b>    | <b>2018/19</b>    | <b>2019/20</b>    | <b>2020/21</b>    | <b>2021/22</b>    |
|   | <b>£</b>          | <b>£</b>          | <b>£</b>          | <b>£</b>          | <b>£</b>          |
| <b>Original Budget for 2016/17 Approved February 2016</b> | <b>17,912,784</b> | <b>17,912,784</b> | <b>17,912,784</b> | <b>17,912,784</b> | <b>17,912,784</b> |
| Impact of Inflation on Pay, NI and Pensions               | 208,387           | 425,490           | 641,885           | 874,833           | 1,110,103         |
| Impact of Inflation on NDR                                | 17,339            | 39,520            | 62,053            | 85,038            | 108,482           |
| Savings identified during Line by Line review meetings    | (701,141)         | (701,141)         | (701,141)         | (701,141)         | (701,141)         |
| Previous ZBB savings identified                           | (835,100)         | (1,397,000)       | (1,727,000)       | (1,727,000)       | (1,727,000)       |
| Delay to achievement of ZBB savings                       | 53,633            | 15,596            | 20,000            | 20,000            | 20,000            |
| Impact of Service Initiatives                             | (95,138)          | (120,138)         | (120,138)         | (120,138)         | (120,138)         |
| Impact of Corporate Initiatives                           | 173,788           | 173,788           | 173,788           | 173,788           | 173,788           |
| Impact of Capital Schemes                                 | (149,483)         | (221,334)         | (282,134)         | (301,834)         | (316,634)         |
| Payroll Adjustments                                       |                   |                   |                   |                   |                   |
| Community Services  | 48,463            | 50,463            | 50,463            | 50,463            | 50,463            |
| Customer Services   | 29,416            | 10,076            | 10,076            | 10,076            | 10,076            |
| Development   | 10,613            | 20,390            | 20,390            | 20,390            | 20,390            |
| Leisure & Health  | 230,685           | 230,685           | 230,685           | 230,685           | 230,685           |
| Operations  | 120,314           | 120,314           | 120,314           | 120,314           | 120,314           |
| Directors & Corporate Team                                | 61,686            | 61,686            | 61,686            | 61,686            | 61,686            |
| ICT Shared Service  | 15,738            | 15,738            | 15,738            | 15,738            | 15,738            |
| Resources   | (2,167)           | (2,167)           | (2,167)           | (2,167)           | (2,167)           |
| Other Budget Adjustments                                  |                   |                   |                   |                   |                   |
| Community Services  | (61,130)          | (57,930)          | (64,030)          | (57,630)          | (58,430)          |
| Customer Services   | 509,871           | 561,018           | 708,518           | 711,018           | 708,518           |
| Development   | 11,892            | (1,003)           | (1,303)           | (1,303)           | (1,303)           |
| Leisure & Health  | (57,598)          | (180,823)         | (181,803)         | (182,789)         | (168,980)         |
| Operations  | 6,098             | 298               | 12,298            | 12,298            | 12,298            |
| Directors & Corporate Team                                | (18,907)          | (29,907)          | (29,907)          | (25,907)          | (29,907)          |
| ICT Shared Service  | (110,645)         | (126,142)         | (141,794)         | (157,602)         | (173,569)         |
| Resources   | (883,011)         | (883,336)         | (875,961)         | (875,961)         | (875,961)         |
| Corporate Finance   | 204,739           | 365,301           | 536,212           | 534,419           | 522,177           |
| <b>Budget Awaiting Approval February 2017</b>             | <b>16,701,126</b> | <b>16,282,226</b> | <b>16,449,512</b> | <b>16,680,058</b> | <b>16,902,272</b> |

*\*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<br>2015/16 | Subjective Analysis : Controllable Only *    |                                  | 2016/17<br>Forecast | 2016/17<br>Budget | 2017/18<br>Budget | 2018/19<br>Budget | 2019/20<br>Budget | 2020/21<br>Budget | 2021/22<br>Budget |
| £                  |  |                                  | £                   | £                 | £                 | £                 | £                 | £                 | £                 |
| (850,807)          | Income & Fees                                | Fees & charges                   | (826,030)           | (759,817)         | (794,066)         | (793,366)         | (798,966)         | (794,066)         | (793,366)         |
| (300)              |  | Sales                            | (493)               | 0                 | (600)             | (600)             | (600)             | (600)             | (600)             |
| (5,450)            |  | Rent                             | (5,550)             | (5,650)           | (5,650)           | (5,650)           | (5,650)           | (5,650)           | (5,650)           |
| (1,596)            |  | Government grants                | 0                   | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| (28,884)           |  | Other grants and contributions   | (97,212)            | (99,737)          | (100,415)         | (100,415)         | (100,415)         | (100,415)         | (100,415)         |
| (795)              |  | Commuted sums                    | 0                   | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| <b>(887,832)</b>   | <b>Income &amp; Fees Total</b>               |                                  | <b>(929,285)</b>    | <b>(865,204)</b>  | <b>(900,731)</b>  | <b>(900,031)</b>  | <b>(905,631)</b>  | <b>(900,731)</b>  | <b>(900,031)</b>  |
| 1,357,807          | Employees                                    | Salary                           | 1,384,518           | 1,477,299         | 1,516,571         | 1,531,735         | 1,547,052         | 1,562,524         | 1,578,148         |
| 103,799            |  | National Insurance               | 138,909             | 146,801           | 153,484           | 155,020           | 156,570           | 158,135           | 159,717           |
| 222,494            |  | Pension                          | 234,110             | 242,563           | 259,737           | 262,334           | 264,959           | 267,609           | 270,285           |
| 24,324             |  | Hired Staff                      | 19,051              | 7,000             | 5,000             | 5,000             | 5,000             | 5,000             | 5,000             |
| 13,465             |  | Training                         | 3,220               | 3,050             | 2,550             | 2,550             | 2,550             | 2,550             | 2,550             |
| 182                |  | Uniform & laundry                | 958                 | 1,900             | 425               | 425               | 425               | 425               | 425               |
| 13,696             |  | Other staff costs                | 36,075              | 440               | 1,130             | 1,130             | 1,130             | 1,130             | 1,130             |
| 0                  |  | Severance Payments               | 43,821              | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| <b>1,735,767</b>   | <b>Employees Total</b>                       |                                  | <b>1,860,662</b>    | <b>1,879,053</b>  | <b>1,938,897</b>  | <b>1,958,194</b>  | <b>1,977,686</b>  | <b>1,997,373</b>  | <b>2,017,255</b>  |
| (1,136)            | Buildings                                    | Rents                            | 14,350              | 550               | 1,150             | 1,150             | 1,150             | 1,150             | 1,150             |
| 26,376             |  | Rates                            | 27,081              | 26,842            | 26,705            | 27,240            | 27,785            | 28,340            | 28,907            |
| 68,018             |  | Repairs & Maintenance            | 86,817              | 80,200            | 74,700            | 74,700            | 74,700            | 74,700            | 74,700            |
| 14,469             |  | Energy Costs                     | 14,657              | 13,200            | 13,200            | 13,200            | 13,200            | 13,200            | 13,200            |
| 27,318             |  | Premises Cleaning                | 28,150              | 22,626            | 21,500            | 21,500            | 21,500            | 21,500            | 21,500            |
| 2,473              |  | Water Services                   | 2,411               | 660               | 660               | 660               | 660               | 660               | 660               |
| <b>137,518</b>     | <b>Buildings Total</b>                       |                                  | <b>173,466</b>      | <b>144,078</b>    | <b>137,915</b>    | <b>138,450</b>    | <b>138,995</b>    | <b>139,550</b>    | <b>140,117</b>    |
| 344                | Supplies & Services                          | Catering                         | 1,116               | 880               | 421               | 421               | 421               | 421               | 421               |
| 118,311            |  | Communication and computing      | 103,316             | 98,535            | 86,041            | 61,041            | 61,041            | 61,041            | 61,041            |
| 55,585             |  | Services                         | 50,816              | 67,255            | 58,442            | 58,442            | 58,442            | 58,442            | 58,442            |
| 183,053            |  | Equipment, furniture & materials | 132,030             | 128,943           | 121,157           | 122,657           | 121,157           | 122,657           | 121,157           |
| 18,682             |  | Office expenses                  | 17,673              | 18,220            | 16,772            | 16,772            | 16,772            | 16,772            | 16,772            |
| 330                |  | Uniform & laundry                | 355                 | 500               | 380               | 380               | 380               | 380               | 380               |
| 99                 |  | Expenses                         | 100                 | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| <b>376,404</b>     | <b>Supplies &amp; Services Total</b>         |                                  | <b>305,406</b>      | <b>314,333</b>    | <b>283,213</b>    | <b>259,713</b>    | <b>258,213</b>    | <b>259,713</b>    | <b>258,213</b>    |
| 14,817             | Transport                                    | Mileage Allowance                | 17,065              | 27,850            | 19,801            | 19,801            | 19,801            | 19,801            | 19,801            |
| 23,146             |  | Operating Costs                  | 22,874              | 32,711            | 22,877            | 22,877            | 22,877            | 22,877            | 22,877            |
| 5,282              |  | Pool Car                         | 6,467               | 7,200             | 6,850             | 6,850             | 6,850             | 6,850             | 6,850             |
| 2,869              |  | Public Transport                 | 1,494               | 4,250             | 1,111             | 1,111             | 1,111             | 1,111             | 1,111             |
| <b>46,114</b>      | <b>Transport Total</b>                       |                                  | <b>47,900</b>       | <b>72,011</b>     | <b>50,639</b>     | <b>50,639</b>     | <b>50,639</b>     | <b>50,639</b>     | <b>50,639</b>     |
| (59,404)           | Benefit & Transfer Payments                  | Contributions paid               | 74,558              | 71,010            | 71,010            | 71,010            | 71,010            | 71,010            | 71,010            |
| 323,015            |  | Grants                           | 284,875             | 285,000           | 238,000           | 238,000           | 238,000           | 238,000           | 238,000           |
| 329                |  | Irrecoverable V A T              | 4,600               | 4,600             | 4,600             | 4,600             | 4,600             | 4,600             | 4,600             |
| <b>263,940</b>     | <b>Benefit &amp; Transfer Payments Total</b> |                                  | <b>364,033</b>      | <b>360,610</b>    | <b>313,610</b>    | <b>313,610</b>    | <b>313,610</b>    | <b>313,610</b>    | <b>313,610</b>    |
| 6,612              | Renewals Fund Contribution                   | Renewals Fund Contribution       | 6,612               | 6,612             | 6,612             | 6,612             | 6,612             | 6,612             | 6,612             |
| <b>6,612</b>       | <b>Renewals Fund Contribution Total</b>      |                                  | <b>6,612</b>        | <b>6,612</b>      | <b>6,612</b>      | <b>6,612</b>      | <b>6,612</b>      | <b>6,612</b>      | <b>6,612</b>      |
| <b>1,678,523</b>   | <b>Grand Total</b>                           |                                  | <b>1,828,794</b>    | <b>1,911,493</b>  | <b>1,830,155</b>  | <b>1,827,187</b>  | <b>1,840,124</b>  | <b>1,866,766</b>  | <b>1,886,415</b>  |
| 2,566,355          | Gross Service Expenditure                    |                                  | 2,758,079           | 2,776,697         | 2,730,886         | 2,727,218         | 2,745,755         | 2,767,497         | 2,786,446         |
| (887,832)          | Gross Service Income                         |                                  | (929,285)           | (865,204)         | (900,731)         | (900,031)         | (905,631)         | (900,731)         | (900,031)         |
| <b>1,678,523</b>   | <b>Net Service Expenditure</b>               |                                  | <b>1,828,794</b>    | <b>1,911,493</b>  | <b>1,830,155</b>  | <b>1,827,187</b>  | <b>1,840,124</b>  | <b>1,866,766</b>  | <b>1,886,415</b>  |
| (82,676)           | C C T V                                      |                                  | (70,484)            | (71,000)          | (70,393)          | (70,393)          | (70,393)          | (70,393)          | (70,393)          |
| 242,981            | C C T V Shared Service                       |                                  | 220,063             | 212,244           | 242,718           | 221,310           | 224,938           | 228,602           | 232,302           |
| 261,958            | Commercial Team                              |                                  | 284,210             | 348,621           | 330,654           | 334,086           | 337,553           | 341,054           | 344,590           |
| 598,674            | Community Team                               |                                  | 626,048             | 625,657           | 563,102           | 565,870           | 568,667           | 571,492           | 574,345           |
| 9,046              | Corporate Health & Safety                    |                                  | 98,266              | 100,608           | 102,974           | 103,878           | 104,793           | 105,716           | 106,648           |
| 134,586            | Environmental Health Admin                   |                                  | 122,237             | 144,279           | 146,842           | 148,912           | 144,696           | 150,995           | 153,108           |
| 371,194            | Environmental Protection Team                |                                  | 415,100             | 492,706           | 485,800           | 492,134           | 495,515           | 501,945           | 505,424           |
| 78,873             | Head Of Community                            |                                  | 82,481              | 79,602            | 84,311            | 85,119            | 85,934            | 86,758            | 87,590            |
| (187,676)          | Licencing                                    |                                  | (196,155)           | (161,246)         | (187,048)         | (185,459)         | (183,854)         | (182,233)         | (180,596)         |
| 251,563            | Projects And Assets                          |                                  | 247,028             | 140,022           | 131,195           | 131,730           | 132,275           | 132,830           | 133,397           |
| <b>1,678,523</b>   | <b>Grand Total</b>                           |                                  | <b>1,828,794</b>    | <b>1,911,493</b>  | <b>1,830,155</b>  | <b>1,827,187</b>  | <b>1,840,124</b>  | <b>1,866,766</b>  | <b>1,886,415</b>  |

**Analysis of Budget Movements:-**

|   | <b>Head of Community Budget</b> |                  |                  |                  |                  |
|---|---------------------------------|------------------|------------------|------------------|------------------|
|   | <b>2017/18</b>                  | <b>2018/19</b>   | <b>2019/20</b>   | <b>2020/21</b>   | <b>2021/22</b>   |
|   | <b>£</b>                        | <b>£</b>         | <b>£</b>         | <b>£</b>         | <b>£</b>         |
| <b>Original Budget for 2016/17 Approved February 2016</b> | 1,911,493                       | 1,911,493        | 1,911,493        | 1,911,493        | 1,911,493        |
| Impact of Inflation on Pay, NI and Pensions               | 18,666                          | 37,963           | 57,455           | 77,142           | 97,024           |
| Impact of Inflation on NDR                                | (137)                           | 398              | 943              | 1,498            | 2,065            |
| Savings identified during Line by Line review meetings    | (55,200)                        | (55,200)         | (55,200)         | (55,200)         | (55,200)         |
| Previous ZBB savings identified                           | (34,000)                        | (37,000)         | (38,000)         | (38,000)         | (38,000)         |
| Delay to achievement of ZBB savings                       | 25,000                          | 0                | 0                | 0                | 0                |
| Impact of Service Initiatives                             | (23,000)                        | (23,000)         | (23,000)         | (23,000)         | (23,000)         |
| Payroll Adjustments                                       | 48,463                          | 50,463           | 50,463           | 50,463           | 50,463           |
| Other Budget Adjustments                                  |                                 |                  |                  |                  |                  |
| Reduction to Voluntary Sector Grants                      | (24,000)                        | (24,000)         | (24,000)         | (24,000)         | (24,000)         |
| Additional External Income                                | (12,027)                        | (12,027)         | (12,027)         | (12,027)         | (12,027)         |
| Other Minor Changes                                       | (25,103)                        | (21,903)         | (28,003)         | (21,603)         | (22,403)         |
| <b>Budget Awaiting Approval February 2017</b>             | <b>1,830,155</b>                | <b>1,827,187</b> | <b>1,840,124</b> | <b>1,866,766</b> | <b>1,886,415</b> |

*\*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<br>2015/16  | Subjective Analysis : Controllable Only *    |                                  | 2016/17<br>Forecast | 2016/17<br>Budget   | 2017/18<br>Budget   | 2018/19<br>Budget   | 2019/20<br>Budget   | 2020/21<br>Budget   | 2021/22<br>Budget   |
|---------------------|--|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| £                   |  |                                  | £                   | £                   | £                   | £                   | £                   | £                   | £                   |
| (1,552,679)         | Income & Fees                                | Fees & charges                   | (1,799,640)         | (1,786,772)         | (1,963,393)         | (1,978,393)         | (1,983,393)         | (1,983,393)         | (1,983,393)         |
| 0                   |  | Sales                            | (122,426)           | (140,207)           | (125,747)           | (125,747)           | (125,747)           | (125,747)           | (125,747)           |
| (358)               |  | Rent                             | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   |
| (36,481,540)        |  | Government grants                | (35,239,588)        | (36,037,222)        | (35,117,397)        | (35,117,397)        | (35,117,397)        | (35,117,397)        | (35,117,397)        |
| 113,753             |  | Bad Debts Provision              | 113,050             | 78,050              | 100,046             | 100,046             | 100,046             | 100,046             | 100,046             |
| <b>(37,920,824)</b> | <b>Income &amp; Fees Total</b>               |                                  | <b>(37,048,604)</b> | <b>(37,886,151)</b> | <b>(37,106,491)</b> | <b>(37,121,491)</b> | <b>(37,126,491)</b> | <b>(37,126,491)</b> | <b>(37,126,491)</b> |
| 2,648,732           | Employees                                    | Salary                           | 2,643,623           | 2,710,580           | 2,624,509           | 2,598,044           | 2,621,998           | 2,648,194           | 2,674,652           |
| 184,110             |  | National Insurance               | 238,184             | 243,188             | 239,404             | 239,490             | 241,884             | 244,303             | 246,746             |
| 418,266             |  | Pension                          | 347,205             | 444,841             | 459,824             | 455,854             | 460,413             | 465,017             | 469,668             |
| 105,107             |  | Hired Staff                      | 68,105              | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   |
| 24,599              |  | Training                         | 2,727               | 1,350               | 1,350               | 1,350               | 1,350               | 1,350               | 1,350               |
| 733                 |  | Uniform & laundry                | 2,199               | 2,299               | 799                 | 3,200               | 700                 | 3,200               | 700                 |
| 27,237              |  | Other staff costs                | 16,018              | 24,000              | 24,520              | 24,520              | 24,520              | 24,520              | 24,520              |
| 0                   |  | Severance payments               | 5,767               | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   |
| 216                 |  | Recruitment                      | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   |
| <b>3,409,000</b>    | <b>Employees Total</b>                       |                                  | <b>3,323,828</b>    | <b>3,426,258</b>    | <b>3,350,406</b>    | <b>3,322,458</b>    | <b>3,350,865</b>    | <b>3,386,584</b>    | <b>3,417,636</b>    |
| 39,760              | Buildings                                    | Rents                            | 26,606              | 30,598              | 18,098              | 0                   | 0                   | 0                   | 0                   |
| 6,120               |  | Rates                            | 4,954               | 5,828               | 4,380               | 0                   | 0                   | 0                   | 0                   |
| 3,575               |  | Repairs & Maintenance            | 1,256               | 572                 | 282                 | 82                  | 82                  | 82                  | 82                  |
| 2,031               |  | Energy Costs                     | 843                 | 1,200               | 1,200               | 0                   | 0                   | 0                   | 0                   |
| 1,209               |  | Premises Cleaning                | 1,353               | 1,008               | 1,008               | 0                   | 0                   | 0                   | 0                   |
| 106                 |  | Water Services                   | 249                 | 200                 | 200                 | 0                   | 0                   | 0                   | 0                   |
| 192                 |  | Premises Insurance               | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   |
| <b>52,993</b>       | <b>Buildings Total</b>                       |                                  | <b>35,261</b>       | <b>39,406</b>       | <b>25,168</b>       | <b>82</b>           | <b>82</b>           | <b>82</b>           | <b>82</b>           |
| 70,069              | Supplies & Services                          | Rents                            | 73,500              | 75,894              | 75,894              | 75,894              | 75,894              | 75,894              | 75,894              |
| 694                 |  | Catering                         | 323                 | 250                 | 200                 | 200                 | 200                 | 200                 | 200                 |
| 128,313             |  | Communication and computing      | 117,061             | 88,915              | 101,964             | 95,464              | 95,464              | 95,464              | 95,464              |
| 75,592              |  | Services                         | 42,741              | 64,417              | 29,733              | 29,733              | 29,733              | 29,733              | 29,733              |
| 264,864             |  | Equipment, furniture & materials | 105,562             | 96,068              | 82,948              | 89,948              | 89,948              | 89,948              | 89,948              |
| 145,045             |  | Office expenses                  | 119,213             | 121,834             | 119,034             | 118,974             | 118,974             | 118,974             | 118,974             |
| <b>684,577</b>      | <b>Supplies &amp; Services Total</b>         |                                  | <b>458,400</b>      | <b>447,378</b>      | <b>409,773</b>      | <b>410,213</b>      | <b>410,213</b>      | <b>410,213</b>      | <b>410,213</b>      |
| 5,094               | Transport                                    | Mileage Allowance                | 3,948               | 8,400               | 3,800               | 3,500               | 3,500               | 3,500               | 3,500               |
| 2,057               |  | Operating Costs                  | 2,574               | 2,777               | 2,777               | 2,777               | 2,777               | 2,777               | 2,777               |
| 9,037               |  | Pool Car                         | 10,911              | 9,010               | 10,810              | 10,810              | 10,810              | 10,810              | 10,810              |
| 4,520               |  | Public Transport                 | 9,360               | 5,890               | 8,120               | 8,120               | 8,120               | 8,120               | 8,120               |
| <b>20,708</b>       | <b>Transport Total</b>                       |                                  | <b>26,793</b>       | <b>26,077</b>       | <b>25,507</b>       | <b>25,207</b>       | <b>25,207</b>       | <b>25,207</b>       | <b>25,207</b>       |
| 518,565             | Benefit & Transfer Payments                  | Contributions paid               | 576,600             | 322,244             | 701,744             | 701,744             | 701,744             | 701,744             | 701,744             |
| 35,830,955          |  | Benefits                         | 35,151,297          | 35,980,000          | 35,295,832          | 35,295,832          | 35,295,832          | 35,295,832          | 35,295,832          |
| <b>36,349,520</b>   | <b>Benefit &amp; Transfer Payments Total</b> |                                  | <b>35,727,897</b>   | <b>36,302,244</b>   | <b>35,997,576</b>   | <b>35,997,576</b>   | <b>35,997,576</b>   | <b>35,997,576</b>   | <b>35,997,576</b>   |
| <b>2,595,974</b>    | <b>Grand Total</b>                           |                                  | <b>2,523,575</b>    | <b>2,355,212</b>    | <b>2,701,939</b>    | <b>2,634,045</b>    | <b>2,657,452</b>    | <b>2,693,171</b>    | <b>2,724,223</b>    |

|                  |                                |                  |                  |                  |                  |                  |                  |                  |
|------------------|--------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 40,516,798       | Gross Service Expenditure      | 39,572,179       | 40,241,363       | 39,808,430       | 39,755,536       | 39,783,943       | 39,819,662       | 39,850,714       |
| (37,920,824)     | Gross Service Income           | (37,048,604)     | (37,886,151)     | (37,106,491)     | (37,121,491)     | (37,126,491)     | (37,126,491)     | (37,126,491)     |
| <b>2,595,974</b> | <b>Net Service Expenditure</b> | <b>2,523,575</b> | <b>2,355,212</b> | <b>2,701,939</b> | <b>2,634,045</b> | <b>2,657,452</b> | <b>2,693,171</b> | <b>2,724,223</b> |

|                  |                           |                  |                  |                  |                  |                  |                  |                  |
|------------------|---------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 95,369           | Head of Customer Services | 99,104           | 96,477           | 97,455           | 98,421           | 99,396           | 100,381          | 101,377          |
| (149,571)        | Council Tax Support       | (137,598)        | (122,950)        | (122,950)        | (122,950)        | (122,950)        | (122,950)        | (122,950)        |
| 186,189          | Local Tax Collection      | 135,942          | 140,286          | 5,591            | 5,180            | 9,814            | 14,495           | 19,224           |
| 415,990          | Housing Benefits          | 493,522          | 403,556          | 722,810          | 733,519          | 744,336          | 755,261          | 766,295          |
| 746,777          | Housing Needs             | 818,325          | 777,737          | 919,456          | 925,308          | 931,218          | 937,188          | 943,217          |
| 868,422          | Customer Services         | 853,454          | 829,303          | 826,646          | 746,542          | 749,489          | 759,491          | 764,568          |
| 432,798          | Document Centre           | 260,826          | 230,803          | 252,931          | 248,025          | 246,149          | 249,305          | 252,492          |
| <b>2,595,974</b> | <b>Grand Total</b>        | <b>2,523,575</b> | <b>2,355,212</b> | <b>2,701,939</b> | <b>2,634,045</b> | <b>2,657,452</b> | <b>2,693,171</b> | <b>2,724,223</b> |



**Analysis of Budget Movements:-**

|   | <b>Head of Customer Services Budget</b> |                  |                  |                  |                  |
|---|---|------------------|------------------|------------------|------------------|
|   | <b>2017/18</b>                          | <b>2018/19</b>   | <b>2019/20</b>   | <b>2020/21</b>   | <b>2021/22</b>   |
|   | <b>£</b>                                | <b>£</b>         | <b>£</b>         | <b>£</b>         | <b>£</b>         |
| <b>Original Budget for 2016/17 Approved February 2016</b> | <b>2,355,212</b>                        | <b>2,355,212</b> | <b>2,355,212</b> | <b>2,355,212</b> | <b>2,355,212</b> |
| Impact of Inflation on Pay, NI and Pensions               | 33,959                                  | 67,170           | 100,077          | 133,296          | 166,848          |
| Impact of Inflation on NDR                                | (428)                                   | (340)            | (340)            | (340)            | (340)            |
| Savings identified during Line by Line review meetings    | (26,091)                                | (26,091)         | (26,091)         | (26,091)         | (26,091)         |
| Previous ZBB savings identified                           | (188,000)                               | (328,000)        | (485,000)        | (485,000)        | (485,000)        |
| Impact of Capital Schemes                                 | (12,000)                                | (5,000)          | (5,000)          | (5,000)          | (5,000)          |
| Payroll Adjustments                                       | 29,416                                  | 10,076           | 10,076           | 10,076           | 10,076           |
| Other Budget Adjustments                                  |   |                  |                  |                  |                  |
| Removal Of ZBB Shared Service Savings                     | 0                                       | 50,000           | 100,000          | 100,000          | 100,000          |
| Removal of ZBB Universal Credit Savings                   | 0                                       | 0                | 100,000          | 100,000          | 100,000          |
| Reduction in Summons Costs Income                         | 30,571                                  | 30,571           | 30,571           | 30,571           | 30,571           |
| Anticipated reduction to Benefits Admin Grant             | 68,907                                  | 68,907           | 68,907           | 68,907           | 68,907           |
| Additional Cost of Benefits to Homeless Families          | 201,996                                 | 201,996          | 201,996          | 201,996          | 201,996          |
| Additional Costs of Homeless Accommodation                | 96,500                                  | 96,500           | 96,500           | 96,500           | 96,500           |
| Reduction in Printing Income (Internal)                   | 14,460                                  | 14,460           | 14,460           | 14,460           | 14,460           |
| Reduction in Printing Income (External)                   | 67,000                                  | 67,000           | 67,000           | 67,000           | 67,000           |
| Additional Costs External Printing                        | 18,500                                  | 18,500           | 18,500           | 18,500           | 18,500           |
| Other Minor Changes                                       | 11,937                                  | 13,084           | 10,584           | 13,084           | 10,584           |
| <b>Budget Awaiting Approval February 2017</b>             | <b>2,701,939</b>                        | <b>2,634,045</b> | <b>2,657,452</b> | <b>2,693,171</b> | <b>2,724,223</b> |

*\*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 3C's ICT Shared Service

| Actuals<br>2015/16 | Subjective Analysis : Controllable Only *                 |                                  | 2016/17<br>Forecast | 2016/17<br>Budget  | 2017/18<br>Budget  | 2018/19<br>Budget  | 2019/20<br>Budget  | 2020/21<br>Budget  | 2021/22<br>Budget  |
|--------------------|---|----------------------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| £                  |   |                                  | £                   | £                  | £                  | £                  | £                  | £                  | £                  |
| (781,602)          | Income & Fees   | Fees & charges                   | (1,277,086)         | (1,176,119)        | (1,132,048)        | (1,137,580)        | (1,143,168)        | (1,148,811)        | (1,154,512)        |
| (625)              |   | Sales                            | 0                   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| 0                  |   | Other grants and contributions   | (2,238,061)         | (2,061,326)        | (2,027,938)        | (2,037,903)        | (2,047,967)        | (2,058,132)        | (2,068,398)        |
| (881)              |   | Government grants                | 0                   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| <b>(783,108)</b>   | <b>Income &amp; Fees Total</b>                            |                                  | <b>(3,515,147)</b>  | <b>(3,237,445)</b> | <b>(3,159,986)</b> | <b>(3,175,483)</b> | <b>(3,191,135)</b> | <b>(3,206,943)</b> | <b>(3,222,910)</b> |
| 1,142,698          | Employees   | Salary                           | 1,639,123           | 1,846,614          | 1,893,055          | 1,911,936          | 1,931,005          | 1,950,265          | 1,969,718          |
| 89,898             |   | National Insurance               | 163,133             | 188,265            | 190,056            | 191,957            | 193,877            | 195,816            | 197,774            |
| 191,450            |   | Pension                          | 268,524             | 327,806            | 318,889            | 322,078            | 325,299            | 328,552            | 331,838            |
| 348,060            |   | Hired Staff                      | 381,872             | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| 16,180             |   | Training                         | 33,504              | 33,028             | 33,028             | 33,028             | 33,028             | 33,028             | 33,028             |
| 3,593              |   | Other staff costs                | 2,337               | 867                | 867                | 867                | 867                | 867                | 867                |
| 0                  |   | Recruitment                      | 1,065               | 1,530              | 1,500              | 1,500              | 1,500              | 1,500              | 1,500              |
| 0                  |   | Uniform & laundry                | 0                   | 510                | 500                | 500                | 500                | 500                | 500                |
| <b>1,791,879</b>   | <b>Employees Total</b>                                    |                                  | <b>2,489,558</b>    | <b>2,398,620</b>   | <b>2,437,895</b>   | <b>2,461,866</b>   | <b>2,486,076</b>   | <b>2,510,528</b>   | <b>2,535,225</b>   |
| 173                | Buildings   | Rents                            | 0                   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| 0                  |   | Repairs & Maintenance            | 8,131               | 20,400             | 0                  | 0                  | 0                  | 0                  | 0                  |
| <b>173</b>         | <b>Buildings Total</b>                                    |                                  | <b>8,131</b>        | <b>20,400</b>      | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           |
| 127                | Supplies & Services                                       | Catering                         | 79                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| 119,692            |   | Communication and computing      | 439,118             | 561,399            | 359,760            | 359,760            | 359,760            | 359,760            | 359,760            |
| 26,355             |   | Services                         | 134,488             | (361,090)          | (272,550)          | (272,550)          | (272,550)          | (272,550)          | (272,550)          |
| 300,923            |   | Equipment, furniture & materials | 2,402,827           | 2,377,291          | 2,342,201          | 2,342,201          | 2,342,201          | 2,342,201          | 2,342,201          |
| 2,716              |   | Office expenses                  | 14,756              | 23,705             | 7,000              | 7,000              | 7,000              | 7,000              | 7,000              |
| 0                  |   | Expenses                         | 510                 | 1,020              | 0                  | 0                  | 0                  | 0                  | 0                  |
| <b>449,813</b>     | <b>Supplies &amp; Services Total</b>                      |                                  | <b>2,991,778</b>    | <b>2,602,325</b>   | <b>2,436,411</b>   | <b>2,436,411</b>   | <b>2,436,411</b>   | <b>2,436,411</b>   | <b>2,436,411</b>   |
| 3,305              | Transport   | Mileage Allowance                | 5,504               | 7,201              | 6,233              | 6,233              | 6,233              | 6,233              | 6,233              |
| 2,754              |   | Pool Car                         | 2,930               | 3,672              | 1,251              | 1,251              | 1,251              | 1,251              | 1,251              |
| 1,993              |   | Public Transport                 | 3,716               | 1,561              | 2,700              | 2,700              | 2,700              | 2,700              | 2,700              |
| <b>8,052</b>       | <b>Transport Total</b>                                    |                                  | <b>12,150</b>       | <b>12,434</b>      | <b>10,184</b>      | <b>10,184</b>      | <b>10,184</b>      | <b>10,184</b>      | <b>10,184</b>      |
| <b>1,466,809</b>   | <b>Grand Total</b>  |                                  | <b>1,986,470</b>    | <b>1,796,334</b>   | <b>1,724,504</b>   | <b>1,732,978</b>   | <b>1,741,536</b>   | <b>1,750,180</b>   | <b>1,758,910</b>   |
| 2,249,917          | <b>Gross Service Expenditure</b>                          |                                  | 5,501,617           | 5,033,779          | 4,884,490          | 4,908,461          | 4,932,671          | 4,957,123          | 4,981,820          |
| (783,108)          | <b>Gross Service Income</b>                               |                                  | (3,515,147)         | (3,237,445)        | (3,159,986)        | (3,175,483)        | (3,191,135)        | (3,206,943)        | (3,222,910)        |
| <b>1,466,809</b>   | <b>Net Service Expenditure (HDC Share of ICT Service)</b> |                                  | <b>1,986,470</b>    | <b>1,796,334</b>   | <b>1,724,504</b>   | <b>1,732,978</b>   | <b>1,741,536</b>   | <b>1,750,180</b>   | <b>1,758,910</b>   |

|                  |                        |                  |                  |                  |                  |                  |                  |                  |   |
|------------------|------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---|
| 972,484          | Information Management | 10,361           | 0                | 0                | 0                | 0                | 0                | 0                | 0 |
| 494,325          | ICT Shared Service     | 1,976,109        | 1,796,334        | 1,724,504        | 1,732,978        | 1,741,536        | 1,750,180        | 1,758,910        |   |
| <b>1,466,809</b> | <b>Grand Total</b>     | <b>1,986,470</b> | <b>1,796,334</b> | <b>1,724,504</b> | <b>1,732,978</b> | <b>1,741,536</b> | <b>1,750,180</b> | <b>1,758,910</b> |   |

Analysis of Budget Movements:-

|   | Head of 3C's ICT Shared Service Budget |                    |                    |                    |                    |
|---|--|--------------------|--------------------|--------------------|--------------------|
|   | 2017/18                                | 2018/19            | 2019/20            | 2020/21            | 2021/22            |
|   | £                                      | £                  | £                  | £                  | £                  |
| <b>Original Gross Budget for 2016/17 Approved February 2016</b> | <b>5,027,659</b>                       | <b>5,027,659</b>   | <b>5,027,659</b>   | <b>5,027,659</b>   | <b>5,027,659</b>   |
| Impact of Inflation on Pay, NI and Pensions                     | 23,577                                 | 47,548             | 71,758             | 96,210             | 120,907            |
| Previous ZBB savings identified (Yaxley Office Line Rental)     | (500)                                  | (500)              | (500)              | (500)              | (500)              |
| Payroll Adjustments   | 15,738                                 | 15,738             | 15,738             | 15,738             | 15,738             |
| Other Budget Adjustments  |  |                    |                    |                    |                    |
| Additional Operational Costs from Cambridge City Council        | 47,645                                 | 47,645             | 47,645             | 47,645             | 47,645             |
| Lower Operational Costs   | (235,749)                              | (235,749)          | (235,749)          | (235,749)          | (235,749)          |
| <b>ICTSS Gross Expenditure</b>                                  | <b>4,878,370</b>                       | <b>4,902,341</b>   | <b>4,926,551</b>   | <b>4,951,003</b>   | <b>4,975,700</b>   |
| <b>Original Gross Income from Partners</b>                      | <b>(3,231,325)</b>                     | <b>(3,231,325)</b> | <b>(3,231,325)</b> | <b>(3,231,325)</b> | <b>(3,231,325)</b> |
| Adjustment to CCC Charge  | 33,388                                 | 23,423             | 13,359             | 3,195              | (7,071)            |
| Adjustment to SCDC Charge                                       | 44,071                                 | 38,539             | 32,951             | 27,307             | 21,606             |
| <b>New Charges to Partners</b>                                  | <b>(3,153,866)</b>                     | <b>(3,169,363)</b> | <b>(3,185,015)</b> | <b>(3,200,823)</b> | <b>(3,216,790)</b> |
| <b>HDC Share</b>  | <b>1,724,504</b>                       | <b>1,732,978</b>   | <b>1,741,536</b>   | <b>1,750,180</b>   | <b>1,758,910</b>   |

\*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<br>2015/16 | Subjective Analysis : Controllable Only *    |                                  | 2016/17<br>Forecast | 2016/17<br>Budget  | 2017/18<br>Budget  | 2018/19<br>Budget  | 2019/20<br>Budget  | 2020/21<br>Budget  | 2021/22<br>Budget  |
|--------------------|--|----------------------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| £                  |  |                                  | £                   | £                  | £                  | £                  | £                  | £                  | £                  |
| (2,349,163)        | Income & Fees                                | Fees & charges                   | (2,076,530)         | (1,421,759)        | (1,696,254)        | (1,692,254)        | (1,692,254)        | (1,692,254)        | (1,692,254)        |
| (8,369)            |  | Sales                            | (6,791)             | (9,900)            | (7,500)            | (7,500)            | (7,500)            | (7,500)            | (7,500)            |
| (105,062)          |  | Rent                             | (102,398)           | (103,000)          | (109,030)          | (109,030)          | (109,030)          | (109,030)          | (109,030)          |
| (15,000)           |  | Government grants                | (20,000)            | (5,000)            | (40,000)           | (20,000)           | (20,000)           | (20,000)           | (20,000)           |
| (35)               |  | Interest                         | 0                   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| <b>(2,477,629)</b> | <b>Income &amp; Fees Total</b>               |                                  | <b>(2,205,719)</b>  | <b>(1,539,659)</b> | <b>(1,852,784)</b> | <b>(1,828,784)</b> | <b>(1,828,784)</b> | <b>(1,828,784)</b> | <b>(1,828,784)</b> |
| 1,629,158          | Employees                                    | Salary                           | 1,518,981           | 1,653,473          | 1,696,430          | 1,720,583          | 1,737,789          | 1,755,168          | 1,772,719          |
| 120,422            |  | National Insurance               | 154,408             | 174,927            | 171,273            | 174,116            | 175,857            | 177,615            | 179,392            |
| 288,345            |  | Pension                          | 272,130             | 309,307            | 301,994            | 306,471            | 309,535            | 312,630            | 315,756            |
| 38,358             |  | Hired Staff                      | 49,511              | 0                  | 16,170             | 0                  | 0                  | 0                  | 0                  |
| 7,719              |  | Training                         | 384                 | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| 75                 |  | Uniform & laundry                | 250                 | 350                | 350                | 350                | 350                | 350                | 350                |
| 6,781              |  | Other staff costs                | 275                 | 0                  | 275                | 275                | 275                | 275                | 275                |
| 0                  |  | Severance payments               | 5,092               | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| 7,050              |  | Recruitment                      | 9,283               | 0                  | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              |
| <b>2,097,908</b>   | <b>Employees Total</b>                       |                                  | <b>2,010,314</b>    | <b>2,138,057</b>   | <b>2,191,492</b>   | <b>2,206,796</b>   | <b>2,228,807</b>   | <b>2,251,039</b>   | <b>2,273,493</b>   |
| 1,926              | Buildings                                    | Rents                            | 0                   | 0                  | 2,200              | 700                | 700                | 700                | 700                |
| 4,679              |  | Repairs & Maintenance            | 2,633               | 6,500              | 7,000              | 7,000              | 7,000              | 7,000              | 7,000              |
| 21,978             |  | Energy Costs                     | 23,845              | 20,000             | 23,800             | 23,800             | 23,800             | 23,800             | 23,800             |
| 22,651             |  | Water Services                   | 26,202              | 23,000             | 28,000             | 28,000             | 28,000             | 28,000             | 28,000             |
| 0                  |  | Rates                            | 0                   | 0                  | 629                | 642                | 655                | 668                | 681                |
| <b>51,234</b>      | <b>Buildings Total</b>                       |                                  | <b>52,681</b>       | <b>49,500</b>      | <b>61,629</b>      | <b>60,142</b>      | <b>60,155</b>      | <b>60,168</b>      | <b>60,181</b>      |
| 23,134             | Supplies & Services                          | Rents                            | 23,295              | 23,255             | 23,577             | 23,577             | 23,577             | 23,577             | 23,577             |
| 889                |  | Catering                         | 795                 | 1,500              | 650                | 650                | 650                | 650                | 650                |
| 18,743             |  | Communication and computing      | 9,838               | 4,300              | 13,750             | 11,250             | 11,250             | 11,250             | 11,250             |
| 376,654            |  | Services                         | 564,089             | 439,102            | 334,277            | 298,277            | 298,277            | 298,277            | 298,277            |
| 80,100             |  | Equipment, furniture & materials | 3,905               | 3,120              | 2,000              | 2,000              | 2,000              | 2,000              | 2,000              |
| 62,066             |  | Office expenses                  | 25,476              | 20,355             | 39,955             | 34,255             | 33,955             | 33,955             | 33,955             |
| 88                 |  | Expenses                         | 0                   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| (360)              |  | Insurance - service related      | 0                   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| <b>561,314</b>     | <b>Supplies &amp; Services Total</b>         |                                  | <b>627,398</b>      | <b>491,632</b>     | <b>414,209</b>     | <b>370,009</b>     | <b>369,709</b>     | <b>369,709</b>     | <b>369,709</b>     |
| 14,435             | Transport                                    | Mileage Allowance                | 7,634               | 17,300             | 8,900              | 8,875              | 8,875              | 8,875              | 8,875              |
| (14)               |  | Operating Costs                  | 0                   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| 10,287             |  | Pool Car                         | 10,172              | 10,100             | 8,770              | 8,770              | 8,770              | 8,770              | 8,770              |
| 3,089              |  | Public Transport                 | 3,208               | 6,050              | 3,500              | 3,500              | 3,500              | 3,500              | 3,500              |
| (15)               |  | Contract Hire & operating leases | 0                   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| <b>27,782</b>      | <b>Transport Total</b>                       |                                  | <b>21,014</b>       | <b>33,450</b>      | <b>21,170</b>      | <b>21,145</b>      | <b>21,145</b>      | <b>21,145</b>      | <b>21,145</b>      |
| 582,315            | Benefit & Transfer Payments                  | Contributions paid               | 162,536             | 167,536            | 168,311            | 168,311            | 168,311            | 168,311            | 168,311            |
| 3,035              |  | Services                         | 34,280              | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| (6,100)            |  | Grants                           | 15,000              | 22,000             | 11,000             | 11,000             | 11,000             | 11,000             | 11,000             |
| 5,875              |  | Irrecoverable V A T              | 5,800               | 5,800              | 5,800              | 5,800              | 5,800              | 5,800              | 5,800              |
| <b>585,125</b>     | <b>Benefit &amp; Transfer Payments Total</b> |                                  | <b>217,616</b>      | <b>195,336</b>     | <b>185,111</b>     | <b>185,111</b>     | <b>185,111</b>     | <b>185,111</b>     | <b>185,111</b>     |
| (760)              | Renewals Fund Contribution                   | Renewals Fund Contribution       | 1,620               | 1,620              | 1,620              | 1,620              | 1,620              | 1,620              | 1,620              |
| <b>(760)</b>       | <b>Renewals Fund Contribution Total</b>      |                                  | <b>1,620</b>        | <b>1,620</b>       | <b>1,620</b>       | <b>1,620</b>       | <b>1,620</b>       | <b>1,620</b>       | <b>1,620</b>       |
| <b>844,974</b>     | <b>Grand Total</b>                           |                                  | <b>724,925</b>      | <b>1,369,936</b>   | <b>1,022,447</b>   | <b>1,016,039</b>   | <b>1,037,763</b>   | <b>1,060,008</b>   | <b>1,082,475</b>   |

|                |                                  |                |                  |                  |                  |                  |                  |                  |
|----------------|----------------------------------|----------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 3,322,603      | <b>Gross Service Expenditure</b> | 2,930,643      | 2,909,595        | 2,875,231        | 2,844,823        | 2,866,547        | 2,888,792        | 2,911,259        |
| (2,477,629)    | <b>Gross Service Income</b>      | (2,205,719)    | (1,539,659)      | (1,852,784)      | (1,828,784)      | (1,828,784)      | (1,828,784)      | (1,828,784)      |
| <b>844,974</b> | <b>Net Service Expenditure</b>   | <b>724,925</b> | <b>1,369,936</b> | <b>1,022,447</b> | <b>1,016,039</b> | <b>1,037,763</b> | <b>1,060,008</b> | <b>1,082,475</b> |

|                |                         |                |                  |                  |                  |                  |                  |                  |
|----------------|-------------------------|----------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 609,202        | Planning Policy         | 597,905        | 854,715          | 705,424          | 689,584          | 696,227          | 703,239          | 710,322          |
| 76,508         | Head of Development     | 80,433         | 77,802           | 81,516           | 82,324           | 83,139           | 83,963           | 84,795           |
| 210,296        | Economic Development    | 233,310        | 232,062          | 193,943          | 195,367          | 196,806          | 198,260          | 199,728          |
| 208,295        | Housing Strategy        | 221,165        | 222,047          | 220,721          | 217,444          | 219,690          | 221,957          | 224,247          |
| (307,725)      | Development Management  | (582,208)      | (192,510)        | (354,977)        | (344,500)        | (333,919)        | (323,231)        | (312,437)        |
| (30,173)       | Building Control        | 91,600         | 91,600           | 91,600           | 91,600           | 91,600           | 91,600           | 91,600           |
| 56,241         | Transportation Strategy | 55,518         | 65,020           | 58,120           | 58,120           | 58,120           | 58,120           | 58,120           |
| 22,330         | Public Transport        | 27,202         | 19,200           | 26,100           | 26,100           | 26,100           | 26,100           | 26,100           |
| <b>844,974</b> | <b>Grand Total</b>      | <b>724,925</b> | <b>1,369,936</b> | <b>1,022,447</b> | <b>1,016,039</b> | <b>1,037,763</b> | <b>1,060,008</b> | <b>1,082,475</b> |

**Analysis of Budget Movements:-**

|   | <b>Head of Development Budget</b> |                  |                  |                  |                  |
|---|-----------------------------------|------------------|------------------|------------------|------------------|
|   | <b>2017/18</b>                    | <b>2018/19</b>   | <b>2019/20</b>   | <b>2020/21</b>   | <b>2021/22</b>   |
|   | <b>£</b>                          | <b>£</b>         | <b>£</b>         | <b>£</b>         | <b>£</b>         |
| <b>Original Budget for 2016/17 Approved February 2016</b> | <b>1,369,936</b>                  | <b>1,369,936</b> | <b>1,369,936</b> | <b>1,369,936</b> | <b>1,369,936</b> |
| Impact of Inflation on Pay, NI and Pensions               | 21,377                            | 43,074           | 65,085           | 87,317           | 109,771          |
| Impact of Inflation on NDR                                | 629                               | 642              | 655              | 668              | 681              |
| Savings identified during Line by Line review meetings    | (223,000)                         | (223,000)        | (223,000)        | (223,000)        | (223,000)        |
| Impact of Service Initiatives (End of Various Projects)   | (169,000)                         | (194,000)        | (194,000)        | (194,000)        | (194,000)        |
| Payroll Adjustments                                       | 10,613                            | 20,390           | 20,390           | 20,390           | 20,390           |
| Other Budget Adjustments                                  |                                   |                  |                  |                  |                  |
| One- off Hired Staff                                      | 16,170                            | 0                | 0                | 0                | 0                |
| CIL Admin Receipts  | (45,782)                          | (45,782)         | (45,782)         | (45,782)         | (45,782)         |
| Appeal Costs - Re-phased                                  | 40,000                            | 40,000           | 40,000           | 40,000           | 40,000           |
| Other Budget adjustments                                  | 1,504                             | 4,779            | 4,479            | 4,479            | 4,479            |
| <b>Budget Awaiting Approval February 2017</b>             | <b>1,022,447</b>                  | <b>1,016,039</b> | <b>1,037,763</b> | <b>1,060,008</b> | <b>1,082,475</b> |

*\*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<br>2015/16 | Subjective Analysis : Controllable Only *    |                                  | 2016/17<br>Forecast | 2016/17<br>Budget  | 2017/18<br>Budget  | 2018/19<br>Budget  | 2019/20<br>Budget  | 2020/21<br>Budget  | 2021/22<br>Budget  |
|--------------------|--|----------------------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| £                  |  |                                  | £                   | £                  | £                  | £                  | £                  | £                  | £                  |
| (6,123,511)        | Income & Fees                                | Fees & charges                   | (6,144,314)         | (6,302,602)        | (6,510,263)        | (6,656,198)        | (6,671,238)        | (6,679,784)        | (6,686,335)        |
| (832,078)          |  | Sales                            | (833,046)           | (833,440)          | (814,875)          | (837,375)          | (855,375)          | (867,375)          | (876,375)          |
| (5,000)            |  | Rent                             | (5,000)             | (5,000)            | (5,000)            | (5,000)            | (5,000)            | (5,000)            | (5,000)            |
| (101,639)          |  | Other grants and contributions   | (109,660)           | (77,531)           | (67,622)           | (47,622)           | (47,622)           | (47,622)           | (47,622)           |
| <b>(7,062,228)</b> | <b>Income &amp; Fees Total</b>               |                                  | <b>(7,092,020)</b>  | <b>(7,218,573)</b> | <b>(7,397,760)</b> | <b>(7,546,195)</b> | <b>(7,579,235)</b> | <b>(7,599,781)</b> | <b>(7,615,332)</b> |
| 5,747,156          | Employees                                    | Salary                           | 3,730,151           | 3,656,370          | 3,853,538          | 3,912,256          | 3,951,497          | 3,991,196          | 4,031,227          |
| 159,767            |  | National Insurance               | 211,850             | 214,862            | 218,447            | 221,049            | 223,259            | 225,490            | 227,741            |
| 410,162            |  | Pension                          | 403,550             | 443,063            | 464,571            | 470,264            | 474,965            | 479,713            | 484,506            |
| 9,684              |  | Hired Staff                      | 9,627               | 10,000             | 9,500              | 9,500              | 9,500              | 9,500              | 9,500              |
| 35,042             |  | Training                         | 20,787              | 22,800             | 23,800             | 23,800             | 23,800             | 23,800             | 23,800             |
| 9,833              |  | Uniform & laundry                | 9,628               | 11,839             | 7,939              | 12,489             | 12,489             | 12,489             | 12,489             |
| 17,258             |  | Other staff costs                | 10,024              | 16,981             | 16,381             | 16,381             | 16,381             | 16,381             | 16,381             |
| 2,577              |  | Recruitment                      | 1,704               | 1,000              | 1,350              | 1,350              | 1,350              | 1,350              | 1,350              |
| 0                  |  | Employee Insurance               | 500                 | 1,000              | 0                  | 0                  | 0                  | 0                  | 0                  |
| <b>4,319,069</b>   | <b>Employees Total</b>                       |                                  | <b>4,397,821</b>    | <b>4,377,915</b>   | <b>4,595,526</b>   | <b>4,667,089</b>   | <b>4,713,241</b>   | <b>4,759,919</b>   | <b>4,806,994</b>   |
| 13,526             | Buildings                                    | Rents                            | 13,540              | 16,740             | 11,760             | 7,760              | 7,760              | 7,760              | 7,760              |
| 231,687            |  | Repairs & Maintenance            | 271,860             | 259,889            | 263,885            | 248,185            | 248,185            | 248,185            | 262,985            |
| 520,555            |  | Energy Costs                     | 543,024             | 555,089            | 525,722            | 493,685            | 458,089            | 458,089            | 458,089            |
| 66,430             |  | Water Services                   | 99,831              | 96,961             | 96,961             | 96,961             | 96,961             | 96,961             | 96,961             |
| 113,432            |  | Premises Cleaning                | 110,566             | 110,085            | 120,497            | 119,497            | 119,577            | 119,697            | 119,777            |
| 21,416             |  | Ground Maintenance Costs         | 8,429               | 12,345             | 21,345             | 21,345             | 21,345             | 21,345             | 21,345             |
| 342,142            |  | Rates                            | 457,490             | 474,327            | 452,656            | 461,709            | 470,942            | 480,361            | 489,968            |
| 0                  |  | Fixtures & Fittings              | 897                 | 1,656              | 656                | 656                | 656                | 656                | 656                |
| <b>1,309,188</b>   | <b>Buildings Total</b>                       |                                  | <b>1,505,637</b>    | <b>1,527,092</b>   | <b>1,493,482</b>   | <b>1,449,798</b>   | <b>1,423,515</b>   | <b>1,433,054</b>   | <b>1,457,541</b>   |
| 26,448             | Supplies & Services                          | Catering                         | 25,476              | 18,950             | 24,050             | 24,050             | 24,050             | 24,050             | 24,050             |
| 75,972             |  | Communication and computing      | 71,095              | 60,253             | 79,577             | 80,577             | 80,577             | 80,577             | 80,577             |
| 188,275            |  | Services                         | 202,514             | 128,782            | 178,733            | 178,293            | 177,853            | 177,413            | 176,973            |
| 711,175            |  | Equipment, furniture & materials | 622,567             | 569,049            | 616,725            | 612,525            | 612,525            | 612,525            | 612,525            |
| 148,022            |  | Office expenses                  | 140,466             | 128,163            | 138,333            | 138,333            | 138,333            | 138,333            | 138,333            |
| 81                 |  | Uniform & laundry                | 0                   | 200                | 0                  | 0                  | 0                  | 0                  | 0                  |
| 1,795              |  | Insurance - service related      | 2,705               | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| <b>1,151,768</b>   | <b>Supplies &amp; Services Total</b>         |                                  | <b>1,064,823</b>    | <b>905,397</b>     | <b>1,037,418</b>   | <b>1,033,778</b>   | <b>1,033,338</b>   | <b>1,032,898</b>   | <b>1,032,458</b>   |
| 12,479             | Transport                                    | Mileage Allowance                | 9,577               | 11,835             | 8,315              | 8,315              | 8,315              | 8,315              | 8,315              |
| 7,231              |  | Operating Costs                  | 6,682               | 8,393              | 6,775              | 6,775              | 6,775              | 6,775              | 6,775              |
| 0                  |  | Pool Car                         | 12                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| 3,117              |  | Public Transport                 | 2,003               | 1,560              | 1,260              | 1,260              | 1,260              | 1,260              | 1,260              |
| 472                |  | Contract Hire & operating leases | 685                 | 300                | 300                | 300                | 300                | 300                | 300                |
| 153                |  | Vehicle Insurance                | 0                   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| <b>23,452</b>      | <b>Transport Total</b>                       |                                  | <b>20,959</b>       | <b>22,088</b>      | <b>16,650</b>      | <b>16,650</b>      | <b>16,650</b>      | <b>16,650</b>      | <b>16,650</b>      |
| 84                 | Benefit & Transfer Payments                  | Services                         | 18                  | 0                  | 200                | 200                | 200                | 200                | 200                |
| 92,966             |  | Irrecoverable V A T              | 81,000              | 81,000             | 81,000             | 81,000             | 81,000             | 81,000             | 81,000             |
| <b>93,050</b>      | <b>Benefit &amp; Transfer Payments Total</b> |                                  | <b>81,018</b>       | <b>81,000</b>      | <b>81,200</b>      | <b>81,200</b>      | <b>81,200</b>      | <b>81,200</b>      | <b>81,200</b>      |
| 25,000             | Renewals Fund Contribution                   | Renewals Fund Contribution       | 25,000              | 25,000             | 25,000             | 25,000             | 25,000             | 25,000             | 25,000             |
| <b>25,000</b>      | <b>Renewals Fund Contribution Total</b>      |                                  | <b>25,000</b>       | <b>25,000</b>      | <b>25,000</b>      | <b>25,000</b>      | <b>25,000</b>      | <b>25,000</b>      | <b>25,000</b>      |
| <b>(140,701)</b>   | <b>Grand Total</b>                           |                                  | <b>3,238</b>        | <b>(280,081)</b>   | <b>(148,484)</b>   | <b>(272,680)</b>   | <b>(286,291)</b>   | <b>(251,060)</b>   | <b>(195,489)</b>   |

|                  |                                |              |                  |                  |                  |                  |                  |                  |
|------------------|--------------------------------|--------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 6,921,527        | Gross Service Expenditure      | 7,095,258    | 6,938,492        | 7,249,276        | 7,273,515        | 7,292,944        | 7,348,721        | 7,419,843        |
| (7,062,228)      | Gross Service Income           | (7,092,020)  | (7,218,573)      | (7,397,760)      | (7,546,195)      | (7,579,235)      | (7,599,781)      | (7,615,332)      |
| <b>(140,701)</b> | <b>Net Service Expenditure</b> | <b>3,238</b> | <b>(280,081)</b> | <b>(148,484)</b> | <b>(272,680)</b> | <b>(286,291)</b> | <b>(251,060)</b> | <b>(195,489)</b> |

|                  |                               |              |                  |                  |                  |                  |                  |                  |
|------------------|-------------------------------|--------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 74,431           | Head of Leisure & Health      | 78,886       | 77,822           | 81,291           | 82,099           | 82,914           | 83,738           | 84,570           |
| 216,194          | One Leisure Active Lifestyles | 212,689      | 222,879          | 204,461          | 227,582          | 230,737          | 233,924          | 237,143          |
| (431,326)        | One Leisure                   | (288,337)    | (580,782)        | (434,236)        | (582,361)        | (599,942)        | (568,722)        | (517,202)        |
| <b>(140,701)</b> | <b>Grand Total</b>            | <b>3,238</b> | <b>(280,081)</b> | <b>(148,484)</b> | <b>(272,680)</b> | <b>(286,291)</b> | <b>(251,060)</b> | <b>(195,489)</b> |

|   | 2017/18          | 2018/19          | 2019/20          | 2020/21          | 2021/22          |
|---|------------------|------------------|------------------|------------------|------------------|
|   | £                | £                | £                | £                | £                |
| <b>Original Budget for 2016/17 Approved February 2016</b>     | <b>(280,081)</b> | <b>(280,081)</b> | <b>(280,081)</b> | <b>(280,081)</b> | <b>(280,081)</b> |
| Impact of Inflation on Pay, NI and Pensions                   | 43,144           | 88,508           | 134,540          | 181,038          | 227,993          |
| Impact of Inflation on NDR                                    | (21,671)         | (12,618)         | (3,385)          | 6,034            | 15,641           |
| Previous ZBB savings identified                               | (54,000)         | (90,000)         | (130,000)        | (130,000)        | (130,000)        |
| Delay to ZBB Savings Scheme Ramsey (Salix)                    | 3,633            | 7,596            | 12,000           | 12,000           | 12,000           |
| Impact of Service Initiatives (Marketing Post from Corp Team) | 30,053           | 30,053           | 30,053           | 30,053           | 30,053           |
| Impact of Capital Schemes                                     | (42,649)         | (66,000)         | (98,300)         | (118,000)        | (132,800)        |
| Payroll Adjustments   | 230,685          | 230,685          | 230,685          | 230,685          | 230,685          |
| Other Budget Adjustments                                      |                  |                  |                  |                  |                  |
| Additional Grant Income OLAL                                  | (41,212)         | (21,212)         | (21,212)         | (21,212)         | (21,212)         |
| Additional Income OLAL  | (10,400)         | (10,400)         | (10,400)         | (10,400)         | (10,400)         |
| Additional Income - The Club Alconbury                        | (92,043)         | (92,578) ✓       | (93,118) ✓       | (93,664) ✓       | (94,215)         |
| Membership Income   | 107,728          | 64,728           | 64,728           | 64,728           | 64,728           |
| Additional Swimming Income                                    | (104,610)        | (124,610)        | (124,610)        | (124,610)        | (124,610)        |
| Additional Indoor Sports Income                               | (47,191)         | (112,091)        | (112,091)        | (112,091)        | (112,091)        |
| Additional Hospitality Income                                 | (32,156)         | (32,156)         | (32,156)         | (32,156)         | (32,156)         |
| Additional Expenditure - The Club Alconbury                   | 24,996           | 24,996           | 24,996           | 24,996           | 24,996           |
| Additional Equipment/Equipment Maintenance Costs              | 76,681 ✓         | 72,481           | 72,481           | 72,481           | 72,481           |
| Additional Entertainments Licence Expenditure                 | 48,260           | 48,260           | 48,260           | 48,260           | 48,260           |
| Loan Interest re Asset Transfer - Huntingdon                  | 4,400 ✓          | 3,960 ✓          | 3,520 ✓          | 3,080            | 2,640            |
| 5 Yearly Electrical Testing                                   | 0                | 0                | 0                | 0                | 14,800           |
| Other Expenditure changes                                     | 4,373 ✓          | (5,777)          | (5,777)          | (5,777)          | (5,777)          |
| Other income changes  | 3,576            | 3,576            | 3,576            | 3,576            | 3,576            |
| <b>Budget Awaiting Approval February 2017</b>                 | <b>(148,484)</b> | <b>(272,680)</b> | <b>(286,291)</b> | <b>(251,060)</b> | <b>(195,489)</b> |

*\*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<br>2015/16 | Subjective Analysis : Controllable Only *    |                                  | 2016/17<br>Forecast | 2016/17<br>Budget  | 2017/18<br>Budget  | 2018/19<br>Budget  | 2019/20<br>Budget  | 2020/21<br>Budget  | 2021/22<br>Budget  |
|--------------------|--|----------------------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| £                  |  |                                  | £                   | £                  | £                  | £                  | £                  | £                  | £                  |
| (4,045,587)        | Income & Fees                                | Fees & charges                   | (4,242,559)         | (4,276,290)        | (4,247,003)        | (4,287,003)        | (4,307,003)        | (4,307,003)        | (4,307,003)        |
| (148,612)          |  | Sales                            | (191,706)           | (190,032)          | (196,432)          | (196,432)          | (196,432)          | (196,432)          | (196,432)          |
| (92,746)           |  | Rent                             | (147,445)           | (90,804)           | (187,124)          | (267,024)          | (267,024)          | (267,024)          | (267,024)          |
| (98,475)           |  | Other grants and contributions   | (74,823)            | (57,798)           | (23,414)           | (23,414)           | (23,414)           | (23,414)           | (23,414)           |
| (118,024)          |  | Commuted sums                    | (151,331)           | (151,331)          | (151,331)          | (151,331)          | (151,331)          | (151,331)          | (151,331)          |
| (20,510)           |  | Government grants                | (23,778)            | (13,922)           | (13,922)           | (13,922)           | (13,922)           | (13,922)           | (13,922)           |
| <b>(4,523,954)</b> | <b>Income &amp; Fees Total</b>               |                                  | <b>(4,831,643)</b>  | <b>(4,780,177)</b> | <b>(4,819,226)</b> | <b>(4,939,126)</b> | <b>(4,959,126)</b> | <b>(4,959,126)</b> | <b>(4,959,126)</b> |
| 3,706,819          | Employees                                    | Salary                           | 3,754,355           | 3,636,676          | 4,029,776          | 3,939,584          | 3,948,492          | 3,987,836          | 4,027,573          |
| 249,363            |  | National Insurance               | 330,063             | 326,070            | 364,139            | 365,728            | 367,338            | 371,011            | 374,723            |
| 604,150            |  | Pension                          | 645,048             | 673,995            | 710,468            | 712,124            | 713,797            | 720,934            | 728,145            |
| 510,494            |  | Hired Staff                      | 499,222             | 402,665            | 136,909            | 129,809            | 127,709            | 127,709            | 127,709            |
| 27,046             |  | Training                         | 1,004               | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| 26,000             |  | Uniform & laundry                | 46,657              | 40,349             | 38,609             | 37,809             | 37,809             | 37,809             | 37,809             |
| 172,200            |  | Other staff costs                | 145,239             | 120,152            | 147,152            | 145,502            | 143,852            | 143,852            | 143,852            |
| 6,115              |  | Recruitment                      | 10,252              | 400                | 0                  | 0                  | 0                  | 0                  | 0                  |
| 0                  |  | Employee Insurance               | 0                   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| 36,097             |  | Severance payments               | 0                   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| <b>5,338,283</b>   | <b>Employees Total</b>                       |                                  | <b>5,431,842</b>    | <b>5,200,307</b>   | <b>5,427,053</b>   | <b>5,330,556</b>   | <b>5,338,997</b>   | <b>5,389,151</b>   | <b>5,439,811</b>   |
| 18,303             | Buildings                                    | Rents                            | 13,629              | 13,048             | 13,104             | 13,104             | 13,104             | 13,104             | 13,104             |
| 292,645            |  | Repairs & Maintenance            | 278,497             | 298,820            | 297,309            | 297,309            | 297,309            | 297,309            | 297,309            |
| 203,943            |  | Energy Costs                     | 188,921             | 187,465            | 192,835            | 190,835            | 190,835            | 190,835            | 190,835            |
| 15,505             |  | Water Services                   | 20,194              | 21,770             | 21,270             | 21,270             | 21,270             | 21,270             | 21,270             |
| 77,049             |  | Premises Cleaning                | 81,039              | 89,044             | 88,744             | 88,744             | 88,744             | 88,744             | 88,744             |
| 5,017              |  | Ground Maintenance Costs         | 0                   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| 572,866            |  | Rates                            | 586,961             | 589,930            | 604,592            | 616,553            | 628,754            | 641,200            | 653,893            |
| 40                 |  | Premises Insurance               | 40                  | 40                 | 40                 | 40                 | 40                 | 40                 | 40                 |
| <b>1,185,367</b>   | <b>Buildings Total</b>                       |                                  | <b>1,169,281</b>    | <b>1,200,117</b>   | <b>1,217,894</b>   | <b>1,227,855</b>   | <b>1,240,056</b>   | <b>1,252,502</b>   | <b>1,265,195</b>   |
| 3,896              | Supplies & Services                          | Catering                         | 2,319               | 100                | 100                | 100                | 100                | 100                | 100                |
| 35,470             |  | Communication and computing      | 9,969               | 4,810              | 7,185              | 7,185              | 7,185              | 7,185              | 7,185              |
| 379,648            |  | Services                         | 440,735             | 563,220            | 330,812            | 330,812            | 330,812            | 330,812            | 330,812            |
| 303,109            |  | Equipment, furniture & materials | 270,203             | 304,482            | 270,397            | 268,497            | 266,597            | 266,597            | 266,597            |
| 51,981             |  | Office expenses                  | 32,288              | 29,280             | 40,756             | 40,756             | 40,756             | 40,756             | 40,756             |
| 2,274              |  | Insurance - service related      | 930                 | 4,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              |
| <b>776,378</b>     | <b>Supplies &amp; Services Total</b>         |                                  | <b>756,444</b>      | <b>905,892</b>     | <b>654,250</b>     | <b>652,350</b>     | <b>650,450</b>     | <b>650,450</b>     | <b>650,450</b>     |
| 7,208              | Transport                                    | Mileage Allowance                | 5,326               | 5,660              | 4,250              | 4,250              | 4,250              | 4,250              | 4,250              |
| 863,804            |  | Operating Costs                  | 859,523             | 941,551            | 803,146            | 796,646            | 802,146            | 802,146            | 802,146            |
| 7,992              |  | Pool Car                         | 4,995               | 2,400              | 5,450              | 5,450              | 5,450              | 5,450              | 5,450              |
| 1,693              |  | Public Transport                 | 616                 | 800                | 1,080              | 1,080              | 1,080              | 1,080              | 1,080              |
| 33,227             |  | Contract Hire & operating leases | 52,403              | 16,185             | 18,507             | 18,507             | 18,507             | 18,507             | 18,507             |
| 5,147              |  | Vehicle Insurance                | 2,086               | 1,500              | 900                | 900                | 900                | 900                | 900                |
| 7,450              |  | Car Allowance                    | 0                   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| <b>926,521</b>     | <b>Transport Total</b>                       |                                  | <b>924,948</b>      | <b>968,096</b>     | <b>833,333</b>     | <b>826,833</b>     | <b>832,333</b>     | <b>832,333</b>     | <b>832,333</b>     |
| 1,323              | Benefit & Transfer Payments                  | Services                         | 0                   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| 3,354              |  | Irrecoverable V A T              | 2,600               | 2,600              | 4,600              | 4,600              | 4,600              | 4,600              | 4,600              |
| 465,531            |  | Contributions paid               | 507,589             | 471,079            | 472,879            | 472,879            | 472,879            | 472,879            | 472,879            |
| <b>470,208</b>     | <b>Benefit &amp; Transfer Payments Total</b> |                                  | <b>510,189</b>      | <b>473,679</b>     | <b>477,479</b>     | <b>477,479</b>     | <b>477,479</b>     | <b>477,479</b>     | <b>477,479</b>     |
| <b>4,172,803</b>   | <b>Grand Total</b>                           |                                  | <b>3,961,061</b>    | <b>3,967,914</b>   | <b>3,790,783</b>   | <b>3,575,947</b>   | <b>3,580,189</b>   | <b>3,642,789</b>   | <b>3,706,142</b>   |

|                  |                                |                  |                  |                  |                  |                  |                  |                  |
|------------------|--------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 8,696,757        | Gross Service Expenditure      | 8,792,704        | 8,748,091        | 8,610,009        | 8,515,073        | 8,539,315        | 8,601,915        | 8,665,268        |
| (4,523,954)      | Gross Service Income           | (4,831,643)      | (4,780,177)      | (4,819,226)      | (4,939,126)      | (4,959,126)      | (4,959,126)      | (4,959,126)      |
| <b>4,172,803</b> | <b>Net Service Expenditure</b> | <b>3,961,061</b> | <b>3,967,914</b> | <b>3,790,783</b> | <b>3,575,947</b> | <b>3,580,189</b> | <b>3,642,789</b> | <b>3,706,142</b> |

|                  |                            |                  |                  |                  |                  |                  |                  |                  |
|------------------|----------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 171,488          | Head of Operations         | 109,681          | 78,302           | 79,087           | 79,868           | 80,657           | 81,453           | 82,257           |
| 146,024          | Environmental & Energy Mgt | 63,884           | 97,332           | 77,533           | 78,477           | 79,430           | 80,393           | 81,365           |
| 728,679          | Street Cleansing           | 780,057          | 826,877          | 796,802          | 783,800          | 780,869          | 788,008          | 795,219          |
| 997,732          | Green Spaces               | 1,023,786        | 1,071,021        | 1,101,286        | 1,059,558        | 1,023,397        | 1,036,993        | 1,050,725        |
| 7,866            | Public Conveniences        | 13,400           | 13,400           | 13,400           | 13,400           | 13,400           | 13,400           | 13,400           |
| 1,937,461        | Waste Management           | 2,102,206        | 2,104,683        | 1,918,991        | 1,928,384        | 1,949,971        | 1,969,752        | 1,989,734        |
| 410,046          | Operations Mangement       | 19,262           | 28,891           | 1,575            | 1,575            | 1,575            | 1,575            | 1,575            |
| 926,402          | Facilities Management      | 970,531          | 1,041,289        | 965,930          | 794,251          | 803,635          | 813,171          | 822,865          |
| 217,130          | Fleet Management           | 248,127          | 249,228          | 256,085          | 258,194          | 260,324          | 262,475          | 264,647          |
| (68,130)         | Markets                    | (60,656)         | (47,885)         | (67,290)         | (66,367)         | (65,430)         | (64,482)         | (63,522)         |
| (1,301,895)      | Car Parks                  | (1,309,216)      | (1,495,224)      | (1,352,616)      | (1,355,193)      | (1,347,639)      | (1,339,949)      | (1,332,123)      |
| <b>4,172,803</b> | <b>Grand Total</b>         | <b>3,961,061</b> | <b>3,967,914</b> | <b>3,790,783</b> | <b>3,575,947</b> | <b>3,580,189</b> | <b>3,642,789</b> | <b>3,706,142</b> |

**Analysis of Budget Movements:-**

|   | Head of Operations Budget |                  |                  |                  |                  |
|---|---------------------------|------------------|------------------|------------------|------------------|
|   | 2017/18                   | 2018/19          | 2019/20          | 2020/21          | 2021/22          |
|   | £                         | £                | £                | £                | £                |
| <b>Original Budget for 2016/17 Approved February 2016</b> | <b>3,967,914</b>          | <b>3,967,914</b> | <b>3,967,914</b> | <b>3,967,914</b> | <b>3,967,914</b> |
| Impact of Inflation on Pay, NI and Pensions               | 46,110                    | 97,013           | 147,054          | 197,208          | 247,868          |
| Impact of Inflation on NDR                                | 28,004                    | 39,965           | 52,166           | 64,612           | 77,305           |
| Savings identified during Line by Line review meetings    | (247,000)                 | (247,000)        | (247,000)        | (247,000)        | (247,000)        |
| Previous ZBB savings identified                           | (394,600)                 | (664,500)        | (734,500)        | (734,500)        | (734,500)        |
| ZBB Savings Delayed (Car Parks NDR)                       | 8,000                     | 8,000            | 8,000            | 8,000            | 8,000            |
| Impact of Service Initiatives (Surveyor Post)             | 36,443                    | 36,443           | 36,443           | 36,443           | 36,443           |
| Impact of Corporate Initiatives (Car Park Charges)        | 260,000                   | 260,000          | 260,000          | 260,000          | 260,000          |
| Impact of Capital Schemes (Salix)                         | (40,500)                  | (42,500)         | (42,500)         | (42,500)         | (42,500)         |
| Payroll Adjustments                                       | 120,314                   | 120,314          | 120,314          | 120,314          | 120,314          |
| Other Budget Adjustments                                  |                           |                  |                  |                  |                  |
| Hired Staff for Mapping                                   | 5,000                     | 0                | 0                | 0                | 0                |
| Additional Vehicle Maintenance                            | 0                         | 0                | 12,000           | 12,000           | 12,000           |
| Markets Income/Operating Costs                            | (18,654)                  | (18,654)         | (18,654)         | (18,654)         | (18,654)         |
| Parks & Open Spaces Operating Costs                       | (94,565)                  | (94,565)         | (94,565)         | (94,565)         | (94,565)         |
| Additional Operating Costs Countryside                    | 37,996                    | 37,996           | 37,996           | 37,996           | 37,996           |
| Emergency Planning  | (27,316)                  | (27,316)         | (27,316)         | (27,316)         | (27,316)         |
| Street Cleaning Operational Expenditure                   | 27,148                    | 27,148           | 27,148           | 27,148           | 27,148           |
| Waste Management Operational Savings                      | (58,583)                  | (58,583)         | (58,583)         | (58,583)         | (58,583)         |
| Grounds Maintenance & Street Cleaning Charge to Cou       | 89,177                    | 89,177           | 89,177           | 89,177           | 89,177           |
| Car Parks Additional Operating Costs                      | 24,000                    | 24,000           | 24,000           | 24,000           | 24,000           |
| Other Misc Adjustments                                    | 21,895                    | 21,095           | 21,095           | 21,095           | 21,095           |
| <b>Budget Awaiting Approval February 2017</b>             | <b>3,790,783</b>          | <b>3,575,947</b> | <b>3,580,189</b> | <b>3,642,789</b> | <b>3,706,142</b> |

*\*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<br>2015/16 | Subjective Analysis : Controllable Only *    |                                  | 2016/17<br>Forecast | 2016/17<br>Budget  | 2017/18<br>Budget  | 2018/19<br>Budget  | 2019/20<br>Budget  | 2020/21<br>Budget  | 2021/22<br>Budget  |
|--------------------|--|----------------------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| £                  |  |                                  | £                   | £                  | £                  | £                  | £                  | £                  | £                  |
| (114,919)          | Income & Fees                                | Fees & charges                   | (110,101)           | (99,746)           | (99,746)           | (99,746)           | (99,746)           | (99,746)           | (99,746)           |
| (5,735)            |  | Sales                            | (1,280)             | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| (342,325)          |  | Other grants and contributions   | 0                   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| (7,679)            |  | Government grants                | 0                   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| (1,809,483)        |  | Rent                             | (2,339,287)         | (2,820,450)        | (4,939,031)        | (5,002,031)        | (5,064,031)        | (5,064,031)        | (5,064,031)        |
| (10,613)           |  | Interest                         | 0                   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| <b>(2,290,754)</b> | <b>Income &amp; Fees Total</b>               |                                  | <b>(2,450,668)</b>  | <b>(2,920,196)</b> | <b>(5,038,777)</b> | <b>(5,101,777)</b> | <b>(5,163,777)</b> | <b>(5,163,777)</b> | <b>(5,163,777)</b> |
| 730,917            | Employees                                    | Salary                           | 697,623             | 784,574            | 790,513            | 757,854            | 740,593            | 747,924            | 755,329            |
| 56,856             |  | National Insurance               | 69,963              | 78,114             | 79,600             | 76,593             | 75,032             | 75,783             | 76,540             |
| 123,359            |  | Pension                          | 117,727             | 135,831            | 133,275            | 127,400            | 124,265            | 125,508            | 126,763            |
| 181,533            |  | Hired Staff                      | 165,222             | 0                  | 0                  | 0                  | 5,000              | 5,000              | 5,000              |
| 14,440             |  | Training                         | 695                 | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| 1,208              |  | Other Staff Costs                | 346                 | 350                | 350                | 350                | 350                | 350                | 350                |
| 500                |  | Recruitment                      | 6,500               | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| <b>1,108,813</b>   | <b>Employees Total</b>                       |                                  | <b>1,058,076</b>    | <b>998,869</b>     | <b>1,003,738</b>   | <b>962,197</b>     | <b>945,240</b>     | <b>954,565</b>     | <b>963,982</b>     |
| 120,314            | Buildings                                    | Rents                            | 120,007             | 120,000            | 120,000            | 120,000            | 120,000            | 120,000            | 120,000            |
| 32,348             |  | Repairs & Maintenance            | 31,898              | 22,478             | 22,478             | 22,478             | 22,478             | 22,478             | 22,478             |
| 1,164              |  | Premises Cleaning                | 1,230               | 1,230              | 1,230              | 1,230              | 1,230              | 1,230              | 1,230              |
| 23,245             |  | Rates                            | 27,106              | 15,606             | 26,548             | 27,079             | 27,620             | 28,172             | 28,736             |
| 20,718             |  | Premises Insurance               | 0                   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| 1,898              |  | Energy Costs                     | 6,986               | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              | 5,000              |
| 547                |  | Water Services                   | 200                 | 200                | 200                | 200                | 200                | 200                | 200                |
| <b>200,234</b>     | <b>Buildings Total</b>                       |                                  | <b>187,427</b>      | <b>164,514</b>     | <b>175,456</b>     | <b>175,987</b>     | <b>176,528</b>     | <b>177,080</b>     | <b>177,644</b>     |
| 0                  | Supplies & Services                          | Rents                            | 72,000              | 144,000            | 144,000            | 144,000            | 144,000            | 144,000            | 144,000            |
| 1,150              |  | Catering                         | 91                  | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| 8,982              |  | Communication and computing      | 3,818               | 2,700              | 2,700              | 2,700              | 2,700              | 2,700              | 2,700              |
| 240,739            |  | Services                         | 279,928             | 1,142,938          | 2,166,538          | 2,166,138          | 2,168,438          | 2,168,438          | 2,168,438          |
| 51,805             |  | Equipment, furniture & materials | 51,546              | 74,567             | 20,232             | 18,232             | 21,232             | 21,232             | 21,232             |
| 49,516             |  | Office expenses                  | 23,442              | 25,570             | 23,240             | 23,315             | 23,390             | 23,390             | 23,390             |
| 34,116             |  | Insurance - service related      | 26,985              | 31,514             | 31,514             | 31,514             | 31,514             | 31,514             | 31,514             |
| <b>388,308</b>     | <b>Supplies &amp; Services Total</b>         |                                  | <b>457,810</b>      | <b>1,421,289</b>   | <b>2,388,224</b>   | <b>2,385,899</b>   | <b>2,391,274</b>   | <b>2,391,274</b>   | <b>2,391,274</b>   |
| 563                | Transport                                    | Mileage Allowance                | 577                 | 1,000              | 750                | 750                | 750                | 750                | 750                |
| 1,090              |  | Pool Car                         | 1,123               | 800                | 650                | 650                | 650                | 650                | 650                |
| 3,169              |  | Public Transport                 | 2,091               | 1,400              | 1,100              | 1,100              | 1,100              | 1,100              | 1,100              |
| <b>4,822</b>       | <b>Transport Total</b>                       |                                  | <b>3,791</b>        | <b>3,200</b>       | <b>2,500</b>       | <b>2,500</b>       | <b>2,500</b>       | <b>2,500</b>       | <b>2,500</b>       |
| 3,903              | Benefit & Transfer Payments                  | Services                         | 2,762               | 4,000              | 4,000              | 4,000              | 4,000              | 4,000              | 4,000              |
| 98,365             |  | Contributions paid               | 0                   | 0                  | 0                  | 0                  | 0                  | 0                  | 0                  |
| 14,277             |  | Irrecoverable V A T              | 20,500              | 20,500             | 20,500             | 20,500             | 20,500             | 20,500             | 20,500             |
| <b>116,545</b>     | <b>Benefit &amp; Transfer Payments Total</b> |                                  | <b>23,262</b>       | <b>24,500</b>      | <b>24,500</b>      | <b>24,500</b>      | <b>24,500</b>      | <b>24,500</b>      | <b>24,500</b>      |
| <b>(472,032)</b>   | <b>Grand Total</b>                           |                                  | <b>(720,302)</b>    | <b>(307,824)</b>   | <b>(1,444,359)</b> | <b>(1,550,694)</b> | <b>(1,623,735)</b> | <b>(1,613,858)</b> | <b>(1,603,877)</b> |

|                  |                                  |                  |                  |                    |                    |                    |                    |                    |
|------------------|----------------------------------|------------------|------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 1,818,722        | <b>Gross Service Expenditure</b> | 1,730,366        | 2,612,372        | 3,594,418          | 3,551,083          | 3,540,042          | 3,549,919          | 3,559,900          |
| (2,290,754)      | <b>Gross Service Income</b>      | (2,450,668)      | (2,920,196)      | (5,038,777)        | (5,101,777)        | (5,163,777)        | (5,163,777)        | (5,163,777)        |
| <b>(472,032)</b> | <b>Net Service Expenditure</b>   | <b>(720,302)</b> | <b>(307,824)</b> | <b>(1,444,359)</b> | <b>(1,550,694)</b> | <b>(1,623,735)</b> | <b>(1,613,858)</b> | <b>(1,603,877)</b> |

|                  |                         |                  |                  |                    |                    |                    |                    |                    |
|------------------|-------------------------|------------------|------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 88,503           | Head of Resources       | 93,229           | 88,022           | 88,201             | 89,025             | 89,856             | 90,696             | 91,544             |
| 77,831           | Procurement             | 65,249           | 64,431           | 60,454             | 61,044             | 61,640             | 62,242             | 62,850             |
| 202,393          | Audit & Risk Management | 218,389          | 225,708          | 223,071            | 224,659            | 233,966            | 235,918            | 237,889            |
| 255,469          | Legal                   | 221,213          | 211,838          | 211,838            | 211,838            | 211,838            | 211,838            | 211,838            |
| 701,675          | Finance                 | 726,316          | 658,934          | 624,386            | 576,441            | 553,037            | 557,869            | 562,749            |
| (1,543,330)      | Commercial Estates      | (2,044,698)      | (1,556,757)      | (2,652,309)        | (2,713,701)        | (2,774,072)        | (2,772,421)        | (2,770,747)        |
| (254,573)        | Section 106             | 0                | 0                | 0                  | 0                  | 0                  | 0                  | 0                  |
| <b>(472,032)</b> | <b>Grand Total</b>      | <b>(720,302)</b> | <b>(307,824)</b> | <b>(1,444,359)</b> | <b>(1,550,694)</b> | <b>(1,623,735)</b> | <b>(1,613,858)</b> | <b>(1,603,877)</b> |

**Analysis of Budget Movements:-**

|   | <b>Head of Resources Budget</b> |                    |                    |                    |                    |
|---|---------------------------------|--------------------|--------------------|--------------------|--------------------|
|   | <b>2017/18</b>                  | <b>2018/19</b>     | <b>2019/20</b>     | <b>2020/21</b>     | <b>2021/22</b>     |
|   | <b>£</b>                        | <b>£</b>           | <b>£</b>           | <b>£</b>           | <b>£</b>           |
| <b>Original Budget for 2016/17 Approved February 2016</b> | <b>(307,825)</b>                | <b>(307,825)</b>   | <b>(307,825)</b>   | <b>(307,825)</b>   | <b>(307,825)</b>   |
| Impact of Inflation on Pay, NI and Pensions               | 9,886                           | 19,845             | 29,388             | 38,713             | 48,130             |
| Impact of Inflation on NDR                                | 10,942                          | 11,473             | 12,014             | 12,566             | 13,130             |
| Savings identified during Line by Line review meetings    | (52,850)                        | (52,850)           | (52,850)           | (52,850)           | (52,850)           |
| Previous ZBB savings identified                           | (62,000)                        | (125,000)          | (187,000)          | (187,000)          | (187,000)          |
| Impact of Corporate Initiatives (CIS)                     | (103,000)                       | (103,000)          | (103,000)          | (103,000)          | (103,000)          |
| Impact of Capital Schemes (New FMS)                       | (54,334)                        | (107,834)          | (136,334)          | (136,334)          | (136,334)          |
| Payroll Adjustments                                       | (2,167)                         | (2,167)            | (2,167)            | (2,167)            | (2,167)            |
| Other Budget Adjustments                                  |                                 |                    |                    |                    |                    |
| Consultants Budget from Corporate Budgets                 | 11,500                          | 11,500             | 11,500             | 11,500             | 11,500             |
| Adjustment to Rental income                               | 85,419                          | 85,419             | 85,419             | 85,419             | 85,419             |
| CIS Changes to Expected Income and expenditure            | (978,000)                       | (978,000)          | (978,000)          | (978,000)          | (978,000)          |
| Other minor Adjustments                                   | (1,930)                         | (2,255)            | 5,120              | 5,120              | 5,120              |
| <b>Budget Awaiting Approval February 2017</b>             | <b>(1,444,359)</b>              | <b>(1,550,694)</b> | <b>(1,623,735)</b> | <b>(1,613,858)</b> | <b>(1,603,877)</b> |

*\*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 & Corporate Management**

| Actuals<br>2015/16 | Subjective Analysis : Controllable Only *    |                                  | 2016/17<br>Forecast | 2016/17<br>Budget | 2017/18<br>Budget | 2018/19<br>Budget | 2019/20<br>Budget | 2020/21<br>Budget | 2021/22<br>Budget |
|--------------------|--|----------------------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| £                  |  |                                  | £                   | £                 | £                 | £                 | £                 | £                 | £                 |
| (325,205)          | Income & Fees                                | Fees & charges                   | (357,219)           | (265,000)         | (276,000)         | (276,000)         | (276,000)         | (276,000)         | (276,000)         |
| (2,776)            |  | Sales                            | (262)               | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| (39,658)           |  | Other grants and contributions   | 0                   | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| (315,648)          |  | Government grants                | (388,341)           | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| <b>(683,286)</b>   | <b>Income &amp; Fees Total</b>               |                                  | <b>(745,822)</b>    | <b>(265,000)</b>  | <b>(276,000)</b>  | <b>(276,000)</b>  | <b>(276,000)</b>  | <b>(276,000)</b>  | <b>(276,000)</b>  |
| 1,076,669          | Employees                                    | Salary                           | 1,134,812           | 935,568           | 998,646           | 956,110           | 965,671           | 975,327           | 985,079           |
| 79,076             |  | National Insurance               | 88,096              | 94,665            | 100,586           | 96,460            | 97,424            | 98,399            | 99,382            |
| 164,247            |  | Pension                          | 149,908             | 156,332           | 171,053           | 163,416           | 165,050           | 166,700           | 168,367           |
| 0                  |  | Hired Staff                      | 10,068              | 10,000            | 22,300            | 22,300            | 22,300            | 22,300            | 22,300            |
| 25,503             |  | Training                         | 120,351             | 118,059           | 118,059           | 118,059           | 118,059           | 118,059           | 118,059           |
| 5,142              |  | Other staff costs                | 3,404               | 2,400             | 3,000             | 3,000             | 3,000             | 3,000             | 3,000             |
| 216                |  | Recruitment                      | 13,298              | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| 19,483             |  | Severance payments               | 0                   | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| <b>1,370,337</b>   | <b>Employees Total</b>                       |                                  | <b>1,519,936</b>    | <b>1,317,024</b>  | <b>1,413,644</b>  | <b>1,359,945</b>  | <b>1,371,504</b>  | <b>1,383,785</b>  | <b>1,396,187</b>  |
| 25,445             | Buildings                                    | Rents                            | 36,980              | 7,200             | 7,200             | 7,200             | 7,200             | 7,200             | 7,200             |
| 80                 |  | Repairs & Maintenance            | 0                   | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| 0                  |  | Premises Cleaning                | 20                  | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| <b>25,525</b>      | <b>Buildings Total</b>                       |                                  | <b>37,000</b>       | <b>7,200</b>      | <b>7,200</b>      | <b>7,200</b>      | <b>7,200</b>      | <b>7,200</b>      | <b>7,200</b>      |
| 5,075              | Supplies & Services                          | Rents                            | 6,000               | 6,000             | 6,000             | 6,000             | 6,000             | 6,000             | 6,000             |
| 5,211              |  | Catering                         | 4,572               | 4,250             | 4,000             | 4,000             | 4,000             | 4,000             | 4,000             |
| 177,289            |  | Communication and computing      | 172,019             | 118,500           | 96,000            | 96,000            | 96,000            | 96,000            | 96,000            |
| 923,431            |  | Services                         | 705,374             | 548,500           | 444,646           | 435,646           | 435,646           | 439,646           | 435,646           |
| 69,022             |  | Equipment, furniture & materials | 16,358              | 2,000             | 2,500             | 500               | 500               | 500               | 500               |
| 176,181            |  | Office expenses                  | 219,770             | 147,339           | 156,100           | 156,100           | 156,100           | 156,100           | 156,100           |
| 8,832              |  | Insurance - service related      | 3,285               | 7,515             | 3,300             | 3,300             | 3,300             | 3,300             | 3,300             |
| 164                |  | Expenses                         | 0                   | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| 382,928            |  | Members Allowances               | 384,945             | 386,775           | 404,864           | 404,864           | 404,864           | 404,864           | 404,864           |
| <b>1,748,134</b>   | <b>Supplies &amp; Services Total</b>         |                                  | <b>1,512,324</b>    | <b>1,220,879</b>  | <b>1,117,410</b>  | <b>1,106,410</b>  | <b>1,106,410</b>  | <b>1,110,410</b>  | <b>1,106,410</b>  |
| 15,094             | Transport                                    | Mileage Allowance                | 13,168              | 12,750            | 11,800            | 11,800            | 11,800            | 11,800            | 11,800            |
| 443                |  | Pool Car                         | 241                 | 300               | 200               | 200               | 200               | 200               | 200               |
| 3,577              |  | Public Transport                 | 2,513               | 1,640             | 2,140             | 2,140             | 2,140             | 2,140             | 2,140             |
| <b>19,114</b>      | <b>Transport Total</b>                       |                                  | <b>15,922</b>       | <b>14,690</b>     | <b>14,140</b>     | <b>14,140</b>     | <b>14,140</b>     | <b>14,140</b>     | <b>14,140</b>     |
| 2,019              | Benefit & Transfer Payments                  | Services                         | 2,642               | 3,700             | 2,700             | 2,700             | 2,700             | 2,700             | 2,700             |
| 14                 |  | Contributions paid               | 20,273              | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| 0                  |  | Grants                           | 2,100               | 2,000             | 2,000             | 2,000             | 2,000             | 2,000             | 2,000             |
| <b>2,033</b>       | <b>Benefit &amp; Transfer Payments Total</b> |                                  | <b>25,015</b>       | <b>5,700</b>      | <b>4,700</b>      | <b>4,700</b>      | <b>4,700</b>      | <b>4,700</b>      | <b>4,700</b>      |
| <b>2,481,856</b>   | <b>Grand Total</b>                           |                                  | <b>2,364,375</b>    | <b>2,300,493</b>  | <b>2,281,094</b>  | <b>2,215,795</b>  | <b>2,227,954</b>  | <b>2,244,235</b>  | <b>2,252,637</b>  |

|                  |                                |                  |                  |                  |                  |                  |                  |                  |
|------------------|--------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 3,165,142        | Gross Service Expenditure      | 3,110,196        | 2,565,493        | 2,557,094        | 2,491,795        | 2,503,954        | 2,520,235        | 2,528,637        |
| (683,286)        | Gross Service Income           | (745,822)        | (265,000)        | (276,000)        | (276,000)        | (276,000)        | (276,000)        | (276,000)        |
| <b>2,481,856</b> | <b>Net Service Expenditure</b> | <b>2,364,375</b> | <b>2,300,493</b> | <b>2,281,094</b> | <b>2,215,795</b> | <b>2,227,954</b> | <b>2,244,235</b> | <b>2,252,637</b> |

|                  |                        |                  |                  |                  |                  |                  |                  |                  |
|------------------|------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 589,680          | Democratic & Elections | 725,704          | 733,932          | 777,338          | 776,724          | 780,144          | 787,599          | 787,088          |
| 462,728          | Directors              | 509,414          | 468,855          | 501,743          | 506,650          | 511,606          | 516,612          | 521,668          |
| 1,429,448        | Corporate Team         | 1,129,257        | 1,097,706        | 1,002,013        | 932,421          | 936,204          | 940,024          | 943,881          |
| <b>2,481,856</b> | <b>Grand Total</b>     | <b>2,364,375</b> | <b>2,300,493</b> | <b>2,281,094</b> | <b>2,215,795</b> | <b>2,227,954</b> | <b>2,244,235</b> | <b>2,252,637</b> |

**Analysis of Budget Movements:-**

|  | Directors & Corporate Management Budget |                  |                  |                  |                  |
|--|---|------------------|------------------|------------------|------------------|
|  | 2017/18                                 | 2018/19          | 2019/20          | 2020/21          | 2021/22          |
|  | £                                       | £                | £                | £                | £                |
| <b>Original Budget for 2016/17 Approved February 2016</b>    | <b>2,300,493</b>                        | <b>2,300,493</b> | <b>2,300,493</b> | <b>2,300,493</b> | <b>2,300,493</b> |
| Impact of Inflation on Pay, NI and Pensions                  | 11,668                                  | 24,369           | 36,528           | 48,809           | 61,211           |
| Savings identified during Line by Line review meetings       | (36,000)                                | (36,000)         | (36,000)         | (36,000)         | (36,000)         |
| Previous ZBB savings identified                              | (102,000)                               | (152,000)        | (152,000)        | (152,000)        | (152,000)        |
| ZBB Savings Delayed (Comms Team)                             | 17,000                                  | 0                | 0                | 0                | 0                |
| Impact of Service Initiatives (Training/Recruitment Co-Ord)  | 30,366                                  | 30,366           | 30,366           | 30,366           | 30,366           |
| Impact of Corporate Initiatives (Additional Cabinet Members) | 16,788                                  | 16,788           | 16,788           | 16,788           | 16,788           |
| Payroll Adjustments  | 61,686                                  | 61,686           | 61,686           | 61,686           | 61,686           |
| Other Budget Adjustments                                     |   |                  |                  |                  |                  |
| Consultants to Complete TUPE                                 | 5,000                                   | 0                | 0                | 0                | 0                |
| Occupational Health Additional Costs - Sickness Policy       | 8,000                                   | 8,000            | 8,000            | 8,000            | 8,000            |
| Savings on LGSS Contract to off-set Training/Rec Co-Ord      | (30,054)                                | (30,054)         | (30,054)         | (30,054)         | (30,054)         |
| Compensation Review (Councillors) Cyclical 3 years           | 4,000                                   | 0                | 0                | 4,000            | 0                |
| Other Misc Adjustments                                       | (5,853)                                 | (7,853)          | (7,853)          | (7,853)          | (7,853)          |
| <b>Budget Awaiting Approval February 2017</b>                | <b>2,281,094</b>                        | <b>2,215,795</b> | <b>2,227,954</b> | <b>2,244,235</b> | <b>2,252,637</b> |

\*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<br>2015/16 | Subjective Analysis : Controllable Only *    | 2016/17<br>Forecast | 2016/17<br>Budget | 2017/18<br>Budget | 2018/19<br>Budget | 2019/20<br>Budget | 2020/21<br>Budget | 2021/22<br>Budget |
|--------------------|--|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| £                  |  | £                   | £                 | £                 | £                 | £                 | £                 | £                 |
| (226,414)          | Income & Fees                                | (1,233)             | (10,000)          | 0                 | 0                 | 0                 | 0                 | 0                 |
| (42,639)           | Fees & charges                               | 0                   | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| (149,466)          | Government grants                            | (309,699)           | (205,715)         | (367,715)         | (367,715)         | (367,715)         | (367,715)         | (367,715)         |
| 21,489             | Interest                                     | 35,000              | 35,000            | 35,000            | 35,000            | 35,000            | 35,000            | 35,000            |
|                    | Bad Debts Provision                          |                     |                   |                   |                   |                   |                   |                   |
| <b>(397,030)</b>   | <b>Income &amp; Fees Total</b>               | <b>(275,932)</b>    | <b>(180,715)</b>  | <b>(332,715)</b>  | <b>(332,715)</b>  | <b>(332,715)</b>  | <b>(332,715)</b>  | <b>(332,715)</b>  |
| 891                | Employees                                    | 1,846               | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| 1,136,000          | National Insurance                           | 1,508,672           | 1,510,000         | 1,510,000         | 1,510,000         | 1,510,000         | 1,525,100         | 1,540,351         |
| 0                  | Pension                                      | 0                   | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| 632,474            | Training                                     | 223,682             | 207,000           | 207,000           | 207,000           | 207,000           | 207,000           | 207,000           |
| 161,505            | Severance Payments                           | 173,054             | 167,764           | 172,907           | 187,016           | 205,717           | 226,289           | 248,918           |
|                    | Employee Insurance                           |                     |                   |                   |                   |                   |                   |                   |
| <b>1,930,870</b>   | <b>Employees Total</b>                       | <b>1,907,254</b>    | <b>1,884,764</b>  | <b>1,889,907</b>  | <b>1,904,016</b>  | <b>1,922,717</b>  | <b>1,958,389</b>  | <b>1,996,269</b>  |
| 55,633             | Buildings                                    | 50,985              | 55,247            | 47,733            | 51,313            | 55,161            | 59,298            | 63,746            |
|                    | Premises Insurance                           |                     |                   |                   |                   |                   |                   |                   |
| <b>55,633</b>      | <b>Buildings Total</b>                       | <b>50,985</b>       | <b>55,247</b>     | <b>47,733</b>     | <b>51,313</b>     | <b>55,161</b>     | <b>59,298</b>     | <b>63,746</b>     |
| 652                | Supplies & Services                          | 0                   | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| 2,131,825          | Communication and computing Services         | 2,214,008           | 2,412,100         | 2,755,636         | 2,890,710         | 3,032,312         | 2,998,545         | 2,952,177         |
| 32,547             | Equipment, furniture & materials             | 0                   | 437               | 0                 | 0                 | 0                 | 0                 | 0                 |
| 0                  | Office expenses                              | 38                  | 0                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| 137,017            | Insurance - service related                  | 44,524              | 78,947            | 41,628            | 43,227            | 44,941            | 46,844            | 48,893            |
| <b>2,302,041</b>   | <b>Supplies &amp; Services Total</b>         | <b>2,258,570</b>    | <b>2,491,484</b>  | <b>2,797,264</b>  | <b>2,933,937</b>  | <b>3,077,253</b>  | <b>3,045,389</b>  | <b>3,001,070</b>  |
| 81,360             | Transport                                    | 74,510              | 83,618            | 75,988            | 80,737            | 85,783            | 91,145            | 96,145            |
|                    | Vehicle Insurance                            |                     |                   |                   |                   |                   |                   |                   |
| <b>81,360</b>      | <b>Transport Total</b>                       | <b>74,510</b>       | <b>83,618</b>     | <b>75,988</b>     | <b>80,737</b>     | <b>85,783</b>     | <b>91,145</b>     | <b>96,145</b>     |
| 15,363             | Benefit & Transfer Payments                  | 0                   | 73,855            | 73,855            | 73,855            | 73,855            | 73,855            | 73,855            |
| 1,752              | Contributions paid                           | 1,700               | 1,700             | 0                 | 0                 | 0                 | 0                 | 0                 |
| 388,393            | Irrecoverable V A T                          | 391,291             | 389,356           | 391,016           | 392,467           | 392,467           | 392,467           | 392,467           |
|                    | Levies                                       |                     |                   |                   |                   |                   |                   |                   |
| <b>405,508</b>     | <b>Benefit &amp; Transfer Payments Total</b> | <b>392,991</b>      | <b>464,911</b>    | <b>464,871</b>    | <b>466,322</b>    | <b>466,322</b>    | <b>466,322</b>    | <b>466,322</b>    |
| <b>4,378,382</b>   | <b>Grand Total</b>                           | <b>4,408,378</b>    | <b>4,799,309</b>  | <b>4,943,048</b>  | <b>5,103,610</b>  | <b>5,274,521</b>  | <b>5,287,828</b>  | <b>5,290,837</b>  |

|                  |                                |                  |                  |                  |                  |                  |                  |                  |
|------------------|--------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 4,775,412        | Gross Service Expenditure      | 4,684,310        | 4,980,024        | 5,275,763        | 5,436,325        | 5,607,236        | 5,620,543        | 5,623,552        |
| (397,030)        | Gross Service Income           | (275,932)        | (180,715)        | (332,715)        | (332,715)        | (332,715)        | (332,715)        | (332,715)        |
| <b>4,378,382</b> | <b>Net Service Expenditure</b> | <b>4,408,378</b> | <b>4,799,309</b> | <b>4,943,048</b> | <b>5,103,610</b> | <b>5,274,521</b> | <b>5,287,828</b> | <b>5,290,837</b> |

|                  |                         |                  |                  |                  |                  |                  |                  |                  |
|------------------|-------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 441,642          | Audit & Risk Management | 342,123          | 385,433          | 337,676          | 361,713          | 391,022          | 422,996          | 457,122          |
| 3,936,740        | Corporate Finance       | 4,066,255        | 4,413,876        | 4,605,372        | 4,741,897        | 4,883,499        | 4,864,832        | 4,833,715        |
| <b>4,378,382</b> | <b>Grand Total</b>      | <b>4,408,378</b> | <b>4,799,309</b> | <b>4,943,048</b> | <b>5,103,610</b> | <b>5,274,521</b> | <b>5,287,828</b> | <b>5,290,837</b> |

**Analysis of Budget Movements:-**

|   | Head of Resources Corporate Budgets |                  |                  |                  |                  |
|---|-------------------------------------|------------------|------------------|------------------|------------------|
|   | 2017/18                             | 2018/19          | 2019/20          | 2020/21          | 2021/22          |
|   | £                                   | £                | £                | £                | £                |
| <b>Original Budget for 2016/17 Approved February 2016</b> | <b>4,799,309</b>                    | <b>4,799,309</b> | <b>4,799,309</b> | <b>4,799,309</b> | <b>4,799,309</b> |
| Impact of Inflation on Pay, NI and Pensions               | 0                                   | 0                | 0                | 15,100           | 30,351           |
| Savings identified during Line by Line review meetings    | (61,000)                            | (61,000)         | (61,000)         | (61,000)         | (61,000)         |
| Other Budget Adjustments                                  |                                     |                  |                  |                  |                  |
| Changes to Insurance Premiums                             | 9,243                               | 33,280           | 62,589           | 94,563           | 128,689          |
| Changes to IDB Levies                                     | 1,660                               | 3,111            | 3,111            | 3,111            | 3,111            |
| Impact of Capital Investment on MRP                       | 366,036                             | 501,110          | 642,712          | 608,945          | 562,577          |
| CIS CCLA Investment Income                                | (162,000)                           | (162,000)        | (162,000)        | (162,000)        | (162,000)        |
| Consultants Budget transferred to Finance                 | (11,500)                            | (11,500)         | (11,500)         | (11,500)         | (11,500)         |
| Other minor Adjustments                                   | 1,300                               | 1,300            | 1,300            | 1,300            | 1,300            |
| <b>Budget Awaiting Approval February 2017</b>             | <b>4,943,048</b>                    | <b>5,103,610</b> | <b>5,274,521</b> | <b>5,287,828</b> | <b>5,290,837</b> |

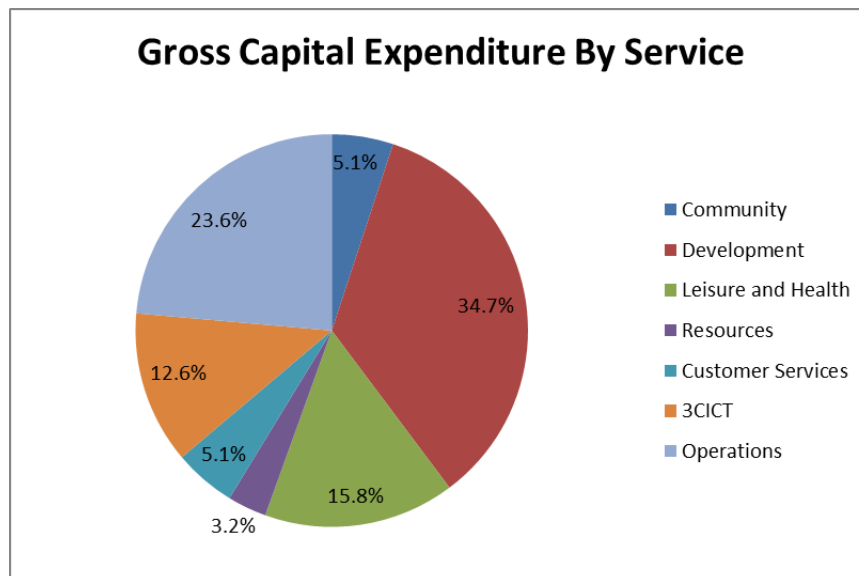
\*Controllable Budgets – Support Service costs (e.g. HR and Financial Services) are not included in the service budgets in the tables above. Therefore, the Controllable Budgets do not represent the total cost of a service.

## 3.0 CAPITAL

- 3.1 The detailed Draft Capital Programme for the period 2017/18 to 2021/22 is shown below in **Table 8** 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 **£3.8m**. This includes the MRP for the Commercial Investment Strategy (CIS). In addition there is an MRP increase in 2018/19 of £0.3m as a result of the funding of the 2017/18 Capital Programme.

| Table 8   | Forecast<br>2016/17<br>£000s | Budget<br>2017/18<br>£000s | Medium Term Financial Strategy |         |         |         |
|---|------------------------------|----------------------------|--------------------------------|---------|---------|---------|
|   |                              |                            | 2018/19                        | 2019/20 | 2020/21 | 2021/22 |
|   |                              |                            | £000s                          | £000s   | £000s   | £000s   |
| <b>Gross Expenditure</b>                                  |                              |                            |                                |         |         |         |
| <b>Community</b>  |                              |                            |                                |         |         |         |
| CCTV Camera Replacements                                  |                              | 160                        |                                |         |         |         |
| CCTV Camera Replacements - Rephase                        |                              | 30                         |                                |         |         |         |
| Huntingdon West Development                               | 806                          |                            |                                |         |         |         |
| CCTV Pathfinder House Resilience -Rephase                 |                              | 20                         |                                |         |         |         |
| CCTV Wi-Fi - Rephase                                      |                              | 250                        |                                |         |         |         |
| Lone Worker Software - Rephase                            |                              | 20                         |                                |         |         |         |
| <b>Development</b>  |                              |                            |                                |         |         |         |
| Alconbury Weald Remediation - Rephase                     |                              | 1,985                      |                                |         |         |         |
| Private Sector Housing Grants                             | 30                           |                            |                                |         |         |         |
| Disabled Facilities Grants                                | 1,400                        | 1,300                      | 1,200                          | 1,100   | 1,100   | 1,100   |
| A14 Upgrade   |                              |                            |                                | 200     | 200     | 200     |
| <b>Leisure and Health</b>                                 |                              |                            |                                |         |         |         |
| One Leisure Synthetic Pitch                               | 390                          |                            |                                |         |         |         |
| One Leisure Improvements                                  | 206                          | 109                        | 281                            | 317     | 317     | 317     |
| One Leisure Improvements - Rephase                        |                              | 96                         |                                |         |         |         |
| Replacement Fitness Equipment                             | 163                          |                            |                                |         |         |         |
| One Leisure St Ives String Bowling System                 | 48                           |                            |                                |         |         |         |
| One Leisure Huntingdon Changing Facilities                | 92                           |                            |                                |         |         |         |
| One Leisure Huntingdon Development                        | 32                           |                            |                                |         |         |         |
| One Leisure Huntingdon Development - Rephase              |                              | 779                        |                                |         |         |         |
| One Leisure St Neots Pool                                 |                              | 264                        |                                |         |         |         |
| One Leisure St Ives Burgess Hall                          |                              | 244                        | 214                            |         |         |         |
| <b>Resources</b>  |                              |                            |                                |         |         |         |
| VAT Exempt Capital  | 71                           |                            |                                |         |         |         |
| VAT Exempt Capital -Rephase                               |                              | 29                         |                                |         |         |         |
| Housing Association Loan                                  | 2,750                        |                            |                                |         |         |         |
| Phoenix Industrial Unit Roof Replacement                  | 40                           |                            |                                |         |         |         |
| Phoenix Industrial Unit Roof Replacement -Rephase         |                              | 157                        |                                |         |         |         |
| Octagon Improvements                                      | 30                           |                            |                                |         |         |         |
| Cash Receipting System Upgrade                            | 40                           |                            |                                |         |         |         |
| Levellers Lane Industrial Unit Roof Replacement           | 22                           |                            |                                |         |         |         |
| Levellers Lane Industrial Unit Roof Replacement - Rephase |                              | 56                         |                                |         |         |         |
| Clifton Road Industrial Unit Roof Replacement             | 21                           |                            |                                |         |         |         |
| Clifton Road Industrial Unit Roof Replacement - Rephase   |                              | 49                         |                                |         |         |         |
| Financial Management System Replacement                   | 192                          |                            |                                |         |         |         |
| FMS Archive Solution                                      |                              | 14                         |                                |         |         |         |
| Capital Grant to Huntingdon Town Council                  | 300                          |                            |                                |         |         |         |
| Loan Facility to Huntingdon Town Council                  | 800                          |                            |                                |         |         |         |
| Investment in Trading Company                             | 100                          |                            |                                |         |         |         |
| <b>Customer Services</b>                                  |                              |                            |                                |         |         |         |
| E-forms   | 31                           |                            |                                |         |         |         |
| Printing Equipment  |                              | 181                        |                                |         |         |         |
| Pathfinder House Reception DWP                            |                              | 303                        |                                |         |         |         |

|   |                |                |                |                |                |                |
|---|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>3C ICT</b>                                   |                |                |                |                |                |                |
| Flexible Working - 3CSS                         | 20             | 50             | 50             |                |                |                |
| Telephones - 3CSS                               | 165            |                |                |                |                |                |
| Virtual Server - 3CSS                           | 250            | 140            |                |                |                |                |
| ICT Transformation                              |                | 1,000          |                |                |                |                |
| <b>Operations</b>                               |                |                |                |                |                |                |
| Building Efficiencies (Salix)                   | 38             | 28             |                |                |                |                |
| Wheeled Bins                                    | 216            | 231            | 280            | 236            | 238            | 254            |
| Vehicle Fleet Replacement                       | 1,788          | 912            | 1,112          | 1,428          | 722            | 1,064          |
| Vehicle Fleet Replacement - Rephase             |                | 266            |                |                |                |                |
| In-Cab Technology - Rephase                     | 0              | 75             |                |                |                |                |
| Play Equipment                                  | 20             | 24             | 25             | 25             | 53             | 30             |
| Retro-Fitting Buildings                         | 568            | 311            |                |                |                |                |
| Bridge Place Car Park Godmanchester             | 100            | 218            |                |                |                |                |
| Car Park Resurfacing                            |                |                | 197            | 178            | 97             | 80             |
| Operations Back Office                          |                | 135            |                |                |                |                |
| Doorstep Greens and Neighbourhood Gardens       | 22             |                |                |                |                |                |
| Civic Suite Audio Equipment                     | 108            |                |                |                |                |                |
| Play Area Fencing                               |                | 35             | 25             | 15             |                |                |
| <b>Total Gross Expenditure</b>                  | <b>10,859</b>  | <b>9,471</b>   | <b>3,384</b>   | <b>3,499</b>   | <b>2,727</b>   | <b>3,045</b>   |
| <b>Financing</b>                                |                |                |                |                |                |                |
| <b>Total Grants and Contributions</b>           | <b>(1,401)</b> | <b>(1,367)</b> | <b>(1,145)</b> | <b>(1,092)</b> | <b>(1,093)</b> | <b>(1,101)</b> |
| <b>Total Capital Reserves</b>                   | <b>(806)</b>   | <b>(1,985)</b> | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| <b>Total Capital Receipts</b>                   | <b>(852)</b>   | <b>(820)</b>   | <b>(820)</b>   | <b>(820)</b>   | <b>(820)</b>   | <b>(820)</b>   |
| <b>To Earmarked Reserves</b>                    | <b>(592)</b>   | <b>(1,014)</b> | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| <b>Net to be funded by borrowing (Internal)</b> | <b>7,208</b>   | <b>4,285</b>   | <b>1,419</b>   | <b>1,587</b>   | <b>814</b>     | <b>1,124</b>   |



## 4.0 TREASURY MANAGEMENT

TO BE COMPLETED

### 5.0 Capital Financing Requirement (CFR)

5.1 The following tables demonstrate over the period of the MTFs, the Council's capital commitments and plans against its underlying need to borrow. The 3 tables below show the Council's total CFR, the Council's mainstream spending and the Capital Investment Strategy (CIS).

| Capital Financing Requirement - Total            | Forecast         | Budget           | Medium Term Financial Strategy |                  |                  |                  |
|--|------------------|------------------|--------------------------------|------------------|------------------|------------------|
|  | 2016/17<br>£000s | 2017/18<br>£000s | 2018/19<br>£000s               | 2019/20<br>£000s | 2020/21<br>£000s | 2021/22<br>£000s |
| Opening Capital Financing Requirement            | 35,391           | 40,718           | 69,252                         | 66,482           | 63,913           | 60,628           |
| Closing Capital Financing Requirement            | 40,718           | 69,252           | 66,482                         | 63,913           | 60,628           | 57,692           |
| Increase/(Decrease) in Underlying Need to Borrow | 5,327            | 28,534           | (2,770)                        | (2,569)          | (3,285)          | (2,936)          |



| Capital Financing Requirement - Capital Programme       | Forecast         | Budget           | Medium Term Financial Strategy |                  |                  |                  |
|---|------------------|------------------|--------------------------------|------------------|------------------|------------------|
|   | 2016/17<br>£000s | 2017/18<br>£000s | 2018/19<br>£000s               | 2019/20<br>£000s | 2020/21<br>£000s | 2021/22<br>£000s |
| <b>Opening Capital Financing Requirement</b>            | <b>35,391</b>    | <b>40,718</b>    | <b>42,835</b>                  | <b>41,961</b>    | <b>41,288</b>    | <b>39,899</b>    |
| <b>Capital Investment</b>                               |                  |                  |                                |                  |                  |                  |
| Property, Plant and Equipment                           | 4,057            | 4,490            | 2,134                          | 2,199            | 1,427            | 1,745            |
| Investment Properties                                   | 83               | 262              | 0                              | 0                | 0                | 0                |
| Intangible Assets                                       | 533              | 1,434            | 50                             | 0                | 0                | 0                |
| Revenue Expenditure Funded From Capital Under Statute   | 2,536            | 3,285            | 1,200                          | 1,300            | 1,300            | 1,300            |
| Repayable Advances                                      | 3,650            | 0                | 0                              | 0                | 0                | 0                |
| <b>Additional Requirement</b>                           | <b>10,859</b>    | <b>9,471</b>     | <b>3,384</b>                   | <b>3,499</b>     | <b>2,727</b>     | <b>3,045</b>     |
| <b>Sources of Finance</b>                               |                  |                  |                                |                  |                  |                  |
| Capital Receipts  | (852)            | (820)            | (820)                          | (820)            | (820)            | (820)            |
| Capital Grants and Contributions                        | (1,401)          | (1,367)          | (1,145)                        | (1,092)          | (1,093)          | (1,101)          |
| Use of Capital Grants Unapplied                         | (806)            | (1,985)          | 0                              | 0                | 0                | 0                |
| Direct Revenue Financing                                | (592)            | (1,014)          | 0                              | 0                | 0                | 0                |
| Minimum Revenue Provision                               | (1,881)          | (2,168)          | (2,293)                        | (2,260)          | (2,203)          | (2,164)          |
|   | (5,532)          | (7,354)          | (4,258)                        | (4,172)          | (4,116)          | (4,085)          |
| <b>Closing Capital Financing Requirement</b>            | <b>40,718</b>    | <b>42,835</b>    | <b>41,961</b>                  | <b>41,288</b>    | <b>39,899</b>    | <b>38,859</b>    |
| <b>Increase/(Decrease) in Underlying Need to Borrow</b> | <b>5,327</b>     | <b>2,117</b>     | <b>(874)</b>                   | <b>(673)</b>     | <b>(1,389)</b>   | <b>(1,040)</b>   |

| Capital Financing Requirement - Commercial Investment Strategy | Forecast     | Budget        | Medium Term Financial Strategy |                |                |                |
|--|--------------|---------------|--------------------------------|----------------|----------------|----------------|
|  | 2016/17      | 2017/18       | 2018/19                        | 2019/20        | 2020/21        | 2021/22        |
|  | £000s        | £000s         | £000s                          | £000s          | £000s          | £000s          |
| <b>Opening Capital Financing Requirement</b>                   | <b>0</b>     | <b>0</b>      | <b>26,417</b>                  | <b>24,521</b>  | <b>22,625</b>  | <b>20,729</b>  |
| <b>Capital Investment</b>                                      |              |               |                                |                |                |                |
| Property Shares  | 0            | 1,500         | 0                              | 0              | 0              | 0              |
| Direct Assets (Local Area)                                     | 0            | 15,000        | 0                              | 0              | 0              | 0              |
| Direct Assets (Regional Cities)                                | 9,203        | 15,000        | 0                              | 0              | 0              | 0              |
| <b>Additional Requirement</b>                                  | <b>9,203</b> | <b>31,500</b> | <b>0</b>                       | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| <b>Sources of Finance</b>                                      |              |               |                                |                |                |                |
| Capital Investment Earmarked Reserve                           | (9,203)      | (3,187)       | 0                              | 0              | 0              | 0              |
| Minimum Revenue Provision                                      | 0            | (1,896)       | (1,896)                        | (1,896)        | (1,896)        | (1,896)        |
|  | (9,203)      | (5,083)       | (1,896)                        | (1,896)        | (1,896)        | (1,896)        |
| <b>Closing Capital Financing Requirement</b>                   | <b>0</b>     | <b>26,417</b> | <b>24,521</b>                  | <b>22,625</b>  | <b>20,729</b>  | <b>18,833</b>  |
| <b>Increase/(Decrease) in Underlying Need to Borrow</b>        | <b>0</b>     | <b>26,417</b> | <b>(1,896)</b>                 | <b>(1,896)</b> | <b>(1,896)</b> | <b>(1,896)</b> |



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## APPENDIX 2

### OPTIONAL GROWTH

| <b>Corporate Services and Directors</b> | <b>2017/18<br/>£000s</b> | <b>Comments</b>  |
|---|--------------------------|--|
| Increased Cabinet Size                  | 17                       | Permanent budget increase required for increase of Cabinet from 8 to 10 resulting in an increasing in members allowances   |
| Executive Assistant                     | 26                       | Additional Officer to support Leader and Cabinet   |
| <b>Operation Services</b>               |                          |  |
| Removal of unauthorised posters         | 25                       | Cambridgeshire County Council approved signs on the highway verges and street furniture  |
| <b>Leisure &amp; Health</b>             |                          |  |
| One Leisure income                      | 148                      | 2016/17 forecast is showing a reduced surplus due to income shortfalls. The 2017/18 Draft Budget reflects the forecast out-turn. Consolidating the recovery phase of reduced income during 2017/18 |
| <b>Development Services</b>             |                          |  |
| Economic Development                    | 60                       | Request by Portfolio Holder for an additional ED Officer (Grade E) plus Business Administrator apprentice  |
| Economic Development                    | 221                      | A council wide apprenticeship scheme. Employment of 12 apprentices across the Council that will increase to £331k by 2019/20.  |
| <b>TOTAL</b>                            | <b>497</b>               |  |

**Note:** the Economic Development growth items are currently **not** included within the draft budget figures (table 9 in the main report).

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## Appendix 3

### 2017/18 Tax Base Calculation by Town/Parish Council area:

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 2017/18 be 60,111 and shall be as listed below for each Town or Parish of the District:

|                                    |       |
|------------------------------------|-------|
| Abbotsley                          | 252   |
| Abbots Ripton                      | 133   |
| Alconbury                          | 562   |
| Alconbury Weston                   | 285   |
| Alwalton                           | 119   |
| Barham & Woolley                   | 28    |
| Bluntisham                         | 738   |
| Brampton                           | 1,830 |
| Brington & Molesworth              | 162   |
| Broughton                          | 90    |
| Buckden (incorporating Diddington) | 1,168 |
| Buckworth                          | 50    |
| Bury                               | 615   |
| Bythorn & Keyston                  | 144   |
| Catworth                           | 153   |
| Chesterton                         | 58    |
| Colne                              | 355   |
| Conington                          | 66    |
| Covington                          | 45    |
| Denton & Caldecote                 | 27    |
| Earith                             | 587   |
| Easton                             | 76    |
| Ellington                          | 238   |
| Elton                              | 288   |
| Farcet                             | 524   |
| Fenstanton                         | 1,161 |
| Folksworth & Washingley            | 353   |
| Glatton                            | 132   |
| Godmanchester                      | 2,421 |
| Grafham                            | 237   |
| Great & Little Gidding             | 122   |
| Great Gransden                     | 451   |
| Great Paxton                       | 365   |
| Great Staughton                    | 324   |
| Haddon                             | 25    |
| Hail Weston                        | 249   |
| Hamerton & Steeple Gidding         | 48    |
| Hemingford Abbots                  | 335   |
| Hemingford Grey                    | 1,278 |
| Hilton                             | 453   |
| Holme                              | 225   |
| Holywell-cum-Needingworth          | 972   |
| Houghton & Wyton                   | 792   |
| Huntingdon                         | 7,335 |
| Kimbolton & Stonely                | 590   |

|                              |                      |
|------------------------------|----------------------|
| Kings Ripton                 | 81                   |
| Leighton Bromswold           | 81                   |
| Little Paxton                | 1,555                |
| Morborne                     | 10                   |
| Offord Cluny & Offord D'Arcy | 502                  |
| Old Hurst                    | 99                   |
| Old Weston                   | 90                   |
| Perry                        | 261                  |
| Pidley-cum-Fenton            | 162                  |
| Ramsey                       | 2,785                |
| St Ives                      | 5,859                |
| St Neots                     | 10,908               |
| Sawtry                       | 1,809                |
| Sibson-cum-Stibbington       | 224                  |
| Somersham                    | 1,357                |
| Southoe & Midloe             | 152                  |
| Spaldwick                    | 245                  |
| Stilton                      | 773                  |
| Stow Longa                   | 67                   |
| The Stukeleys                | 442                  |
| Tilbrook                     | 120                  |
| Toseland                     | 39                   |
| Upton & Coppingford          | 82                   |
| Upwood & The Raveleys        | 422                  |
| Warboys                      | 1,368                |
| Waresley-cum-Tetworth        | 144                  |
| Water Newton                 | 45                   |
| Winwick                      | 42                   |
| Wistow                       | 220                  |
| Woodhurst                    | 157                  |
| Woodwalton                   | 81                   |
| Wyton-on-the-Hill            | 418                  |
| Yaxley                       | 2,898                |
| Yelling                      | <u>152</u>           |
|                              | <b><u>60,111</u></b> |



**Corporate Plan**

**VISION**

We want to improve the quality of life, deliver economic growth and provide value for money services for the people of Huntingdonshire

**STRATEGIC PRIORITIES**

Enabling Communities

Delivering Sustainable Growth

Becoming a More Efficient and Effective Council

**Strategic Resource Plan**

**BEFORE**

Savings required 2020/21  
£3.6m

**INCOME GENERATION**

Council Tax

£0.7m

Commercial Investment

£0.91m

Fees & Charges

£0.06m

**EFFICIENCIES**

Budget Review

£0.75m

Shared Services

£0.07m

Commercialisation

£0.05m

Transformation

£0.35m

**AFTER**

Savings required 2020/21  
£705k

**Financial Strategy**

|                            | 2017/18        | 2018/19        | 2019/20        | 2020/21          |
|----------------------------|----------------|----------------|----------------|------------------|
| Net expenditure            | £15.204m       | £15.128m       | £14.971m       | £15.272m         |
| Budget surplus / (deficit) | <b>£3.158m</b> | <b>£1.773m</b> | <b>£0.413m</b> | <b>(£0.705m)</b> |
| Budget requirement         | £18.362m       | £16.901m       | £15.384m       | £14.567m         |

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**Marcus Jones MP**  
*Minister for Local Government*  
**Department for Communities and Local Government**  
Fry Building  
2 Marsham Street  
London  
SW1P 4DF

Councillor R B Howe  
Huntingdonshire District Council  
The Old Barn  
High Street  
Upwood  
HUNTINGDON  
Cambridgeshire  
PE26 2QE

Tel: 0303 444 3460  
Fax: 020 7035 0018  
Email: [marcus.jones@communities.gsi.gov.uk](mailto:marcus.jones@communities.gsi.gov.uk)  
[www.gov.uk/dclg](http://www.gov.uk/dclg)

16 November 2016

Dear Cllr. Robin Howe

### **CONFIRMATION OF THE MULTI-YEAR SETTLEMENT OFFER**

Thank you for accepting the multi-year settlement offer, and for publishing your efficiency plan or other supporting documents.

This letter confirms that your authority is now formally on the multi-year settlement. You can expect to receive the allocations published as part of the 2016-17 local government finance settlement in 2017-18, 2018-19 and 2019-20. 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 settlement, the Government expects these to be the amounts presented to Parliament each year.

97% of councils applied, showing the understandable need for the sector to secure greater certainty at a time of significant reform. I am interested in the progress you make so please continue to feedback thoughts on how the process of applying for the offer went, how you intend to use your efficiency plan in the future, achievements you make in delivering your plan, or any barriers you face to implementation.

But this is all just the first step as we move towards a self-sufficient local government. There are still significant decisions to be made on how we transition to this new system. We will only be able to achieve this by working with you, and I hope you will continue to engage in future consultations on the settlement, the Fair Funding Review and 100% business rates retention.

**MARCUS JONES MP**

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## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the HINCHINGBROOKE COUNTRY PARK JOINT GROUP held in the the Wren Room, Countryside Centre, Hinchingsbrooke Countryside Park on Friday, 14 October 2016.

PRESENT: District Councillor R J West – Chairman.  
County Councillor P Ashcroft, District Councillors Ms A Dickinson and T Hayward.

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

IN ATTENDANCE: Mrs J Arnold, Mr M Chudley, Mr J Milligan, Mr C Moss, Mrs M Sage and Mr N Sloper

### 1. ELECTION OF CHAIRMAN

RESOLVED

That District Councillor R West be elected as the Chairman of the Hinchingsbrooke Country Park Joint Group for the remainder of the Municipal Year.

Following which Councillor R West took chairmanship of the meeting.

### 2. MINUTES

The Minutes of the meeting held on 11 March 2016 were approved as a correct record and signed by the Chairman.

### 3. MEMBERS' INTERESTS

There were no declarations of interest received from those Members that were present.

### 4. APPOINTMENT OF VICE-CHAIRMAN

RESOLVED

That District Councillor Ms A Dickinson be appointed as the Vice-Chairman of the Hinchingsbrooke Country Park Joint Group for the remainder of the Municipal Year.

### 5. MEMBERSHIP OF THE GROUP

The Membership of the Hinchingsbrooke Country Park Joint Group for 2016/17 was noted as follows:

**(a) Cambridgeshire County Council**

Councillor P Ashcroft

**(b) Huntingdonshire District Council**

Councillors R C Carter, Ms A Dickinson, T F Hayward and R J West.

The Group welcomed County Councillor P Ashcroft as the new County Council Member to the meeting and expressed their satisfaction at finally having Cambridgeshire County Council representation at the meeting.

**6. SENIOR RANGER'S REPORT**

In receiving and noting the content of the Senior Ranger's report on park activities for the period March – August 2016, comment was made in relation as follows:

**Volunteers**

Volunteers provided significant assistance to the Rangers and details of the various volunteers were provided within the report, including one who was studying ecology at university. A university student had previously used Paxton Pitts to complete their studies and it was noted amongst the Joint Group how it could raise the profile of the Park if it too was used for the same purposes.

**Park Management**

During the spring and summer the wide ranging role of the Rangers focussed on the visitor experience such as dealing with first aid incidents, litter collection and answering queries as well as the main practical tasks of mowing, strimming and hedge-cutting.

Over the next three to six months the Rangers would focus on larger scale works.

Unfortunately, the Park had experienced small scale vandalism, in particular to the fence around the play area and one of the new outdoor shelters.

Staff at the Park had attended an Away Day at Ferry Meadows in Peterborough which had been useful to generate new ideas for the Park. Rutland Water Nature Reserve had been considered as the venue. However, the costs had made it too prohibitive and the Great Fen had been unable to accommodate on the chosen date. It was confirmed that the Team would consider organising another Away Day in the future and had also offered reciprocal arrangements to the Staff at Ferry Meadows

**Café**

The Park and consequently the Café had been busy during the summer due to the weather which had resulted in an increase in café revenue in comparison to the previous financial year.

This had been assisted by the Park being the venue for the Active Lifestyles Sports Taster Day on 24 July 2016 where nearly 1000 people had attended the event.

In response to a question it was hoped that the Park would host another Active Lifestyles Sports Taster Day. However, this was dependant on the Active Lifestyles Team successfully securing the necessary funding from grants and lottery funding.

It was noted that the various improvements within the Café had been successful including the removal of some internal seating, the introduction of a simplified summer menu and contactless card payment to improve serving customers.

### **Friends of Hinchingsbrooke Country Park**

A new Committee having been formed was working effectively and currently looking to establish a bird box sponsor scheme to provide much needed nest sites to raise additional income. The Friends had recently agreed to provide a new Tern raft (similar to the very successful ones at Paxton Pits), and were considering other priorities for future funding bids.

In response to questions it was explained that the Committee consisted of approximately seven people with a membership of 120. As a registered charity the support of the Friends was vital as they were able to access grants for various projects to improve facilities throughout the Park.

To fully appreciate the work of the Friends, the Joint Group requested that a report be presented to its next meeting as it would be beneficial to understand the Projects they had undertaken.

The Chairman had unfortunately been unable to attend the last Friends' Annual General Meeting. However, hoped to attend the next Annual General Meeting which would be held on 24 May 2017.

### **Financial Position**

Members' attention was drawn to the financial position of the Park. It was noted that the increase in income entered into the Café budget as part of the Zero Based Budget exercise had been achieved and was expected to be exceeded.

The Joint Group congratulated the staff at the Park for the positive financial position within the budget.

It was enquired whether the savings required to be generated via the budget process was having a detrimental impact on services provided and Countryside Services Team. It was explained that when considering the budgets for the forthcoming financial year it was necessary to look at resources differently. For instance volunteers provided a vital service for the Park. However, there were resource implications and the Park needed to be mindful of how many volunteers it recruited due to the training requirements. A recent

training event provided to volunteers on bush cutting had been economically viable at a cost of £1,000 as it had trained twelve people. It was noted that the Park was considering hosting a recruitment day for volunteers.

The Joint Group acknowledged that although the cost of a service was able to be identified it was the value that was not always realised. The Joint Group stated that it was important to value the current services and expressed concern that if the budget was further reduced the impact this would have on vital services.

The Joint Group was particularly disappointed that the post of Tree Warden had been deleted last year as part of the Zero Based Budget exercise. The Joint Group considered this was an essential service that did not cost a significant amount. The service also impacted on the Town and Parish Councils, who it was noted had been approached to consider whether they would be willing to contribute funds to re-establish the post.

Whilst discussing matters relating to the Park one of the Members, being a frequent user of public transport, noted that it was difficult to access the Park on a Sunday using the Stagecoach bus service as the B Route 'Peterborough, Huntingdon, St Ives to Cambridge' terminated at Huntingdon Railway Station. This created significant problems for passengers wanting to access Hinchingsbrooke Hospital and Hinchingsbrooke Country Park, in particular for passengers that were less mobile and unable to walk the considerable distance to either Hinchingsbrooke Hospital or Hinchingsbrooke Country Park, resulting in the additional expense of the need to use the services of a taxi.

Given that Sunday was generally when people had the time to visit friends or relatives in hospital and for leisure pursuits, the Joint Group agreed that it would be of mutual benefit for the B service to be provided on a Sunday to Hinchingsbrooke Hospital, as this would increase both passenger numbers and visitors to the Country Park.

The Joint Group subsequently tasked Chairman of the Group to write a letter to the Managing Director of Stagecoach to request consideration of the matter.

## **7. EXCLUSION OF THE PRESS AND PUBLIC**

RESOLVED:

that the press and public be excluded from the meeting because the business to be transacted contains information relating to the financial or business affairs of any particular person (including the authority holding that information).

## **8. CONTRACTURAL ARRANGEMENTS AND POTENTIAL IMPROVEMENT PROGRAMME, HINCHINGBROOKE COUNTRY PARK**

The Hinchingsbrooke Country Park Joint Group gave consideration to an exempt report by the Head of Operations (a copy of which is appended in the Minute Book) regarding the contractual



arrangements and potential improvement programme at Hinchingsbrooke Park, detailed within the submitted report.

During discussions on the matter the Group noted the lack of engagement that Cambridgeshire County Council (CCC) had taken in Hinchingsbrooke Country Park, given that there had been no County Council attendance at the meetings until the recent appointment of County Councillor Ashcroft.

In addition to the significant revenue burden that the District Council incurred for the maintenance of the Park, the Council also invested considerable Officer time and effort in ensuring the Park continued to operate as a success.

The Group acknowledged that the Park was much more than a community asset – it was a prime green space that included a significant area of biodiversity that required sensitive management and protection, as well as providing a variety of recreational and nature conservation activities.

Having been considered by the Hinchingsbrooke Country Park Joint Group, the report was to be presented to the Overview and Scrutiny Panel (Communities and Customers) prior to determination by the Cabinet.

In noting the contractual arrangements in place and their implications, the Group endorsed the recommendations as contained within the exempt report and made a number of recommendations to the Cabinet, whereupon it was

RESOLVED:

to endorse the recommendations as contained within the submitted exempt report, including the additional recommendations to the Cabinet.

## **9. DATE OF NEXT MEETING**

The Group noted that their next meeting would be held on 24 March 2017 at 10am.

Chairman

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